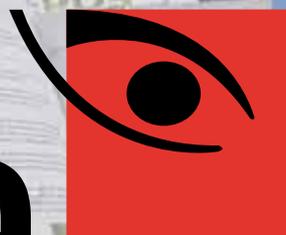


# begira



No. 41  
december 2017

A red background featuring five white Christmas tree silhouettes hanging from the top.

*Merry Christmas*

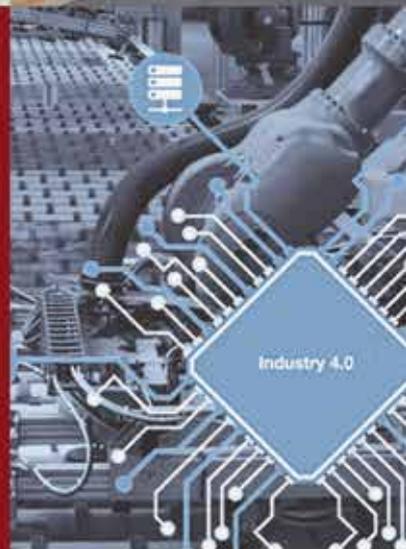
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round table:  
Business Presidents,  
Social Transformation

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Capturing talent, a new  
challenge for companies

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NEWS AND UPDATES <  
 ULMA Construction has developed an **integral solution** for the **Interlomas Viaduct** construction project in Mexico.



ROUND TABLE <  
 Business Presidents,  
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**PUBLISHED BY:**  
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## ULMA HANDLING SYSTEMS

### The largest Distributor of Medicines in Uruguay, D4, operates at full capacity with ULMA's automated logistics system

ULMA Handling Systems announces the full operation of the automated warehouse with order picking area at D4 Logística & Distribución, a logistics operator in Uruguay. The company, an alliance of the Celsius, Roemmers and Urufarma pharmaceutical laboratories, is the largest distributor of medicines in the country.

The history of this automated warehouse merges with the creation of D4 itself. When starting operations, the distributor decided to invest in an automated facility due to the increase in the number of operations: annual volume of 60,000 orders; 30 million units and 750,000 lines of SKUs per order.

*"This level of demand cannot possible be met efficiently without an automated storage and order picking system. Before D4, every laboratory managed its own storage and order picking in the conventional manual way, but obviously, with less capacity",* says Diego Manganelli, D4 Logística & Distribución's General Manager.

The solution developed by ULMA Handling Systems encompasses packaging processes, automated storage provided by Fine Stockers (stacker cranes for boxes or miniloads) and an order separation system



with Pick to Light technology. The warehouse has the capacity to operate 300 cm<sup>3</sup> of SKUs: the equivalent of 12,500 plastic boxes and a 12-metre high building.

*"This system offers maximum flexibility of services to D4 Logistics & Distribution's customers, by adapting to demand fluctuations in the*



*pharmaceutical distribution market",* explains Cesar Fracalanza, CEO of ULMA Handling Systems for Brazil and Latin America.

## ULMA PIPING

### Development of the Block-Branch part

ULMA Piping has designed and manufactured Block Branch elements for the Petronas Group, for the 20 billion euro Rapid project being rolled out in Malaysia.

These elements have been designed following the guidelines set by Tecnimont, one of the most important Italian engineers in the Oil & Gas sector. Instead of the standard pipe connecting elements, parts with a different, special design have been developed.

After working on the design in the technical office, the ULMA Piping proposal has been accepted. In spite

of being special pieces, the usual flange process has been followed: forging, heat treatment and flat machining.

Beyond the products in the current

catalogue, this project has resulted in the design and sale of a new element produced by ULMA Piping.



## ULMA CONVEYOR COMPONENTS

### 2 year renewal of the supply contract for the Las Bambas Mining Operation

The Las Bambas Mining Operation is a major copper mine belonging to Grupo Minero MMG. It is located more than 4,000 metres above sea level in the Province of Cotabambas, Apurimac Region, Peru. It has mineral reserves of 7.2 million tonnes of copper and mineral resources of 12.6 million. It is estimated that in the first five years more than two million tonnes of concentrated copper will be produced.

The concentrator plant has been designed to process 140,000 tons of ore per day (equivalent to 51.1 million tons per year), and has additional space in the area it occupies to increase grinding capacity.

The mine produces copper concentrate containing gold and silver as by-products, as well as a molybdenum concentrate.

In March 2016 ULMA Conveyor Components was awarded the 1-year contract for the supply of rollers on consignment and the technical advice of maintenance personnel.

The previous contract expired so a new tender was launched in July 2017. The ULMA Conveyor Components bid consisted of a 2-year contract, on consignment, for the supply of rollers and an advice and training plan.

The Las Bambas Mining Operation chose ULMA Conveyor Components for the supply and correct operation of the conveyor belt, which is 5.2 km long and transports the ore from the open pit to the processing plant.



## ULMA ARCHITECTURAL SOLUTIONS

### CAMPOFRÍO is once again trusting in ULMA Drainage for its factory in Burgos



**MORE THAN 1,000 LINEAR METRES OF STAINLESS STEEL DRAINAGE HAVE BEEN INSTALLED IN THE LARGEST AND MOST MODERN MEAT PROCESSING PLANT IN EUROPE**

With investment of 225 million euros, surface area of 99,000m<sup>2</sup> and output capacity of more than 100,000 tons a year, the new CAMPOFRÍO plant in Burgos, which has opened its doors 2 years after a fire destroyed the old one, is Europe's largest and most modern meat complex.

ULMA Architectural Solutions has participated in this project by supplying the **stainless steel drainage system**, incorporating products specially designed for the meat industry to ensure the required hygiene. In total, **more than 1,000 linear metres** of grooved stainless steel channels with a Hygienic Pro® grating, more than 400 stainless steel drains of different types and watertight covers have been installed. The **ULMA stainless steel drainage system** is specially designed for efficient evacuation of organic waste that accumulates in the industrial meat processes, allowing for **rapid cleaning** and guaranteeing **excellent antibacterial behaviour**. The Hygienic Pro® grating has an easy-clean design. Campofrío had already trusted in ULMA's stainless steel drainage system for its pizza factory in Soria a few years ago.

In addition to the stainless steel drainage system inside the plant, 300

linear metres of KOMPAQDRAIN® drainage channel have been supplied outside the plant. The channel has an innovative compact design and was manufactured with polymer concrete where the channel and the grating are one piece to ensure greater strength and rigidity. Thanks to its innovative MAX FLOW® system, which is based on the curved design of its water inlet orifices, it is possible to accelerate the speed of the water in the channel itself, which provides a natural self-cleaning effect and increases drainage capacity.



ULMA FORKLIFT TRUCKS

## Würth España has become the tool supplier of choice for ULMA Forklift Trucks

Würth España will supply materials, tools and machinery for ULMA Forklift Truck's after sales service, following the agreement between the two companies. The German company will provide ULMA's 150 technicians and their distribution network with a bespoke digital catalogue of essential materials, tools and machinery for the attention of its customers in the after sales maintenance service.

With the signing of this collaboration contract ULMA Forklift Trucks aims not only to optimize resources "thanks to the concentration of purchases" but to guarantee the same type of material and the same quality standard in any of the vans and workshops.

In short, an alliance that ULMA considers to be profitable and competitive, that will make it one of the companies with the best maintenance service in the market throughout the country.



ULMA GROUP

## Barnetegi Digital – Spaces for dialogue

On 7 November, the Brand and Communication Area of the ULMA Group, together with MONDRAGON Unibertsitatea and SPRI, organized a digital barnetegi for managers and marketing technicians of ULMA's Businesses. This was an intensive course where different topics related to Digital Marketing were analysed. The barnetegi was held at the Hotel Etxegana de Zeanuri, an idyllic setting for escaping from the daily grind and forgetting about the daily routine. 16 people attended, most belonging to the marketing and communication and IT departments of the businesses.

Spaces for dialogue were offered for sharing of the current and future projects in which they will be immersed during the following years from the Businesses, increasingly digitized and every changing

businesses. In general, all the those present agreed to highlight the importance of this type of course and thanked the Brand and

Communication Area of the Group for its work and MONDRAGON Unibertsitatea for the excellent course it delivered.



ULMA AGRÍCOLA

## ULMA Agrícola took part in FRUIT ATTRACTION 2017

The 6th year of Fruit Attraction, the International Fruit and Vegetable Sector Fair, organized by FEPEX and IFEMA, was held from 18 to 20 October. A total of 45,000 m<sup>2</sup> net of exhibition space and the participation of 1,500 companies confirms Fruit Attraction as one of the main international events in the sector. The Fair approach its most complete version with the participation of companies from the entire fruit and vegetable sector value chain, which showed its varieties, qualities, cutting-edge products and the most innovative systems of this industry to the more than 60,000 professional visitors from 110 countries.

ULMA Agrícola will continue its commitment to trade fairs and events of the agriculture sector as part of its internationalisation strategy and reinforcement of its leadership of the worldwide market.



ULMA CONSTRUCTION

## ULMA's subsidiary, ULMA Construction in Argentina, is celebrating its 20th anniversary

ULMA Andamios y Encofrados Argentina S.A. was founded 20 years ago, as a natural consequence of the international calling of ULMA Construction, which by then already had its first subsidiaries in Portugal, France and Chile.

**Scaffolding was the star product** that both at the foundation of the parent company and in the Argentine subsidiary, opened the way for ULMA to enter a market that enthusiastically welcomed this product originally called JJEIP in honour of the founders of ULMA. Such was the entrepreneurial character and success of these people and, in the same way that the first prefabricated scaffolding was introduced into the market in Spain, years later in Argentina ULMA scaffolding was quickly considered to be

**synonymous with guarantee, quality and safety**, characteristics which at those times were required in the Argentine market in rehabilitation projects and not offered by other companies.

According to **people who participated in the creation of the Argentine subsidiary and who continue to consolidate this common project**, such was the confidence in and enthusiasm for ULMA's products and services that in the tender documents for the award of works it was common to specify that "scaffolding should have the characteristics of the ULMA scaffold" The offer of formwork systems came later and little by little **ULMA Andamios y Encofrados Argentina S.A. transformed itself into the trusted company that it has become today.**



ULMA EMBEDDED SOLUTIONS

## Get on board Industry 4.0

More and more companies are enjoying the benefits of Industry 4.0. Current technology offers multiple solutions such as monitoring of production processes, asset maintenance, predictive maintenance, Big Data analysis, etc.

A preliminary step is to make an initial diagnosis to assess the needs and characteristics of each business activity, and in this way to establish a road map that meets the needs of each company. ULMA Embedded Solutions, together with our partner IBM, organized an event to respond to the problems and needs of companies in our environment and to show how

Industry 4.0 and IoT (Internet of Things) can help them improve and open up new opportunities for their businesses.

During the event, IBM and ULMA Embedded Solutions presented real cases of Industry 4.0 projects, technologies in

the market, trends and related services that ULMA / IBM are offering. Individual meetings were also held where interested companies could share their ideas, doubts and questions with the experts of ULMA Embedded Solutions and IBM.



ULMA ARCHITECTURAL SOLUTIONS

### Ventilated Outer wall with the innovative CREAKTIVE 3D texture in Finland

FAZER, one of the most important Finnish food companies, has incorporated the ventilated outer wall solutions of ULMA Architectural Solutions for the renovation of the buildings of one of its factories.

Within the global architectural project of the factory of the main chocolate producer in Finland, the outer walls of the existing buildings have been renovated with a development of the Creaktive Range in a 3D texture. The K2S ARCHITECTS study was responsible for developing this project, managed by the architect Mikko Summannen.

INFINITE CUSTOMIZATION POSSIBILITIES

Among other reasons, the possibilities for customization and texturization of the outer walls of polymer concrete led the architect to choose the ULMA systems when renovating the buildings.

In collaboration with the ULMA technical department, a **totally unique and exclusive texture** has been developed for the project, inspired by the triangular shapes of one of the brand's star products. As Summannen, the architect, says: "the idea of 3D texture comes from the memory of the biscuit roll and the famous chocolates of this producer, although it is still an abstract pattern, which does not reproduce any specific form".

He also says: "we had a very tight schedule, we were practically designing and developing our ideas at the same time as it was being built. We therefore appreciated that ULMA had a team with

an architect who understood our requests to take this unique texture forward as quickly as possible. Moreover, the final result was **very precise and in accordance with our expectations**, and we are very satisfied with the design".

But the development time was not the only challenge. According to the ULMA architect, "the greatest complexity for us was the challenge that the designed pattern had a continuity between panels fitting perfectly with each other".

Overcoming all the challenges in **continuous collaboration**, the architect and manufacturer made **3D texture** a reality, which brings a unique and spectacular image to this project, in addition to the advantages of the construction system, such as energy saving, protection against atmospheric agents, sustainability and poor maintenance or the modernization and revaluation of buildings.



ULMA PACKAGING

### ULMA Packaging is developing the new TIGHT-BAG system for frozen products

This is an ingenious system that forms a bag in which air is extracted without drilling. The system called TIGHT-BAGTM was developed on ULMA vertical wrappers in order to preserve the quality of the product by optimizing the required volume of the bags.

In terms of volume optimization, it has the same advantages as the traditional systems that perforate the bags, but in this case, since there are no perforations, there is no risk of product contamination.

The amount of air to be extracted can be set from the operator control screen.



ULMA HANDLING SYSTEMS

### ULMA Handling Systems, guest expert at the Basque Industry 4.0 Congress

Under the slogan "Building an intelligent future", the fourth edition of the Basque Industry 4.0 Congress addressed the debate on the fourth industrial revolution. The event, held in November in San Sebastian, brought together experiences, trends, strategies, opinions, workshops, exhibitions and a broad view of experts in the field.

Mikel Altuna Alkorta, ULMA Handling Systems Director of Innovation, offered a vision of the subject and outlined the advances developed by Engineering in the area of collaborative robotics 4.0 focused on order picking systems.



ULMA FORKLIFT TRUCKS

### Mitsubishi and ULMA Forklift Trucks are celebrating their 25th anniversary in the market with special equipment releases

To commemorate their silver anniversary, Mitsubishi Forklift Trucks has launched a special 25th Anniversary edition.

It has been 25 years since Mitsubishi Forklift Trucks started operations in Almere, in the Netherlands, for EMEA (Europe, the Middle East and Africa). **Its objectives when it set up operations in Spain were fully aligned with those of ULMA Forklift Trucks: to be close to their customers in order to study and understand their needs and thus be able to offer them bespoke solutions.**

Mitsubishi Forklift Trucks' success is based on a perfect combination of its global technological excellence with a specialized local service both commercially and in the technical service it offers. For this reason, and as a token

of its appreciation, Mitsubishi invited its main EMEA distributors to a very special

event at its headquarters in Almere, the Netherlands.



ULMA CONSTRUCTION

## ULMA Construction takes part on the newly-opened Wanda Metropolitano Stadium in Madrid



The transformation of the old stadium La Peineta designed for 20,000 spectators into state-of-the-art facilities for 68,000 is a great technical and logistical challenge. The challenge was overcome thanks to careful planning and efficient material rotation.

The Madrid City Stadium was first inaugurated in 1994. It was originally built with a single oval grandstand

capable of seating 20,000 spectators. The stadium was redesigned into an elliptical shape with axes of 300 m and 255 m respectively, and is now capable of holding 68,000 fans. The roof stands 50 m above the pitch and covers more than 46.000 m<sup>2</sup>. The stadium, property of Club Atlético de Madrid, was designed to include an auditorium, VIP boxes, and a variety of recreational areas, making it

into a multi-purpose sports arena with specific spaces for the supporters.

This type of construction requires a detailed study to be made of the project. We provided extensive technical and logistical support, remaining in constant contact with the client to plan each of the constructive phases.

ULMA PIPING

## Visit of the University of Texas to ULMA's Piping facilities

This visit was part of the collaboration agreement between the University of Texas and MISE, the cooperative representing MONDRAGON companies engaged in engineering and business and educational services. During the visit to MONDRAGON, they showed interest through their international area, more specifically from their office in Mexico, in finding out about our facilities first hand. Their interest is primarily rooted in the close connection of this university with the oil sector, a priority industry in the US, especially in Texas. Note that the Houston

area - the headquarters of the commercial office of ULMA Piping in the USA, the state's largest city and the fourth largest city in the US - alone accounts for 15% of US refining capacity.

The University of Texas, the sixth university in the country and the first in research investment, besides being a benchmark in different fields, stands out, due to its geographical location, as a pioneer in training personnel related to the oil sector. During the visit, apart from showing them the facilities and introducing them to everything relating to

the ULMA Group, we proceeded to search for areas for collaboration between the companies.



ULMA ARCHITECTURAL SOLUTIONS

## Benches with special prefabricated parts in the Viladecans outlets centre in Barcelona

ULMA Architectural Solutions has collaborated with the prestigious architectural firm Batlle i Roig on the design, manufacture and supply of circular benches.

Viladecans is one of the three new The Style Outlets centres in Europe. In addition to clothing and footwear brands, the centre has a restaurant area and a natural environment. The work involves curved parts forming circular benches, which are used as units within which elements are combined. Water jets have been combined with vegetation, to give the whole area a pleasant and harmonious feel for the user.

The benches, made from prefabricated polymer concrete parts, have been installed in the retail area. They were specially designed for the project, thus creating comfortable white benches lit from below by LED lights. This solution is optimal in terms of aesthetics and functionality, as the main objective was to provide curved parts

with a smooth and waterproof finish. Over and above these characteristics, polymer concrete can be used to produce

lightweight parts, for easy placement on site and because they are prefabricated they are simple to install and handle.



ULMA AGRÍCOLA

## New ULMA Agrícola Multicapilla catalogue

ULMA Agrícola, is a constantly evolving company, working on continuous improvement and always seeking to achieve maximum customer satisfaction. This catalogue displays, in a highly visual and attractive way, information - both about the company and its work process and about the solutions offered by ULMA Agrícola.

The catalogue includes a small sample of different projects and applications produced with the ULMA Agrícola Multicapilla (multi-tunnel greenhouse) product, showing the range of equipment and the solution offered in each case. This catalogue also had to include a section providing technical details on the wide variety of standard options that ULMA Agrícola's different Multicapilla structures can offer. The ULMA Multicapilla product is highly versatile, modular and easy to assemble.



ULMA CONVEYOR COMPONENTS

## ULMA Conveyor Components exhibits its full potential at the PERUMIN 33 fair

PERUMIN is one of the largest mining industry fairs in South America. It is held in Arequipa, Peru. The figures speak for themselves; 16 countries represented, more than 1,600 stands and around 68,000 visitors over the 5 days of the fair.

ULMA Conveyor Components was represented by its entire sales team, presenting a range of products, with special emphasis on the recently released monitored pulleys system, which was very well received and stimulated considerable interest among attendees.

Around 200 visitors visited the ULMA stand, including current customers and new contacts, mostly related to the copper mining industry in Peru, but also to other countries such as Chile. The visits were also from a wide range of mining operations - Antapaccay, Bambas, Cerro verde, Southern Perú, Antamina, Mina Shougang, Vale Miski, Tisur, etc.



ULMA EMBEDDED SOLUTIONS

## The KORTA company looks to ULMA Embedded Solutions for the development of its digital business model

LIKewise, THE EDIBON COMPANY IS ALSO COMMISSIONING ULMA EMBEDDED SOLUTIONS FOR THE DEVELOPMENT OF THE CLOUD LEARNING TOOL.

ULMA Embedded Solutions is collaborating with process and business engineers from KORTA S.A., a company specializing in the manufacture of high precision ball screws and in the development and implementation of a fully digital solution for the ball spindles. This project will enable Korta and the end user to monitor, in real time, different variables such as the force, vibration and temperature of the ball spindles in operation on any machine, anywhere in the world. Providing the spindles with intelligence will mean that Korta can improve its manufacturing processes and develop new business concepts such as active management tools for its products, predictive maintenance services and other

activities associated with data analysis.

Likewise, EDIBON, a company that implements tools for training, is also entrusting ULMA Embedded Solutions for the development of its Cloud Learning tool. ULMA will adapt EDIBON's teaching laboratories to make them remotely accessible. This solution will offer teachers more flexibility in the remote delivery of practical lessons and will provide students with scheduled and non-contact access to the laboratories so that they can optimize

their practice hours. Providing remote access to the university laboratories will mean that students can optimize their use of the learning tools, store the results of their practice sessions on the cloud and will mean that they have continuous access to the devices for a better understanding of the theoretical concepts. At the same time, it will give added value to a company like EDIBON, so that it can promote its devices as adapted to the IoT.



ULMA PACKAGING

## ULMA Packaging launches a revolutionary system for the packaging of herbs and salads

ULMA PACKAGING HAS JUST LAUNCHED A NEW VERTICAL PACKAGING SYSTEM (VFFS)



This new system seeks to transform the packaging of fresh herbs and light leaf salads, saving time and money for producers and minimizing manual work during the packaging process.

The system, patent pending, pulls the product to the bottom of the bag by suction without damaging it, thus eliminating the problems of product blocking that often arise in standard packaging machinery. This means that the weighing and vertical packaging of certain products can be automated. Until now these processes were carried out manually with horizontal wrapping machines.

ULMA implements this innovative system in the VTI 640 V vertical wrapping machine, which provides an exceptionally fast ROI, due to the consequent reduction of both labour and reprocessing due to poor bag sealing. This new functionality offered by the VTI 640 V is a cheaper alternative to ultrasound sealing, because the product is always positioned inside the bag in an area at no risk of entrapment in the seal.

ULMA PIPING

## ULMA Piping has been awarded the second phase of the Parsian C2 project in Iran

Following its successful fulfilment of the phase one requirements, ULMA Piping has been awarded a new phase of this ambitious project, which enhances the ULMA brand in the Iranian market, now very active after years of slump due to international sanctions.

The project encompasses a wide range of products from our catalogue and is part of the work required for the expansion of a regasification plant.

The contractor is a consortium formed by HAMP Engineering Corporation and HEDCO, two of the leading contractors

in the Iranian market. The plant's owner is the local company, Palayesh Parsian Sepher Company.

The material will be supplied to two Iranian provinces: Fars province, specifically the city of Mohr, where the recovery phase of the material is being implemented; and the province of Booshehr, the city of Assalouyeh, where gas fractionation will take place.

The project's objective is the annual production of 20 million units of different products - methane, ethane, propane, etc.



## ULMA HANDLING SYSTEMS

### The Tello meat processing group continues to trust in ULMA

The Toledo meat processing group, Tello, is still pursuing its goal of automation of its logistics using ULMA Handling Systems.

A few years ago, Tello opted for one of ULMA's automated solutions and today Tello has an automated 7,000m<sup>2</sup> platform, with positive temperature control of between 0 °C and 5 °C, which efficiently meets all the company's

distribution needs in Spain and abroad. Its current situation has led the meat group to a general expansion of its central facilities in Toledo, with an increase in its portfolio of fresh products. Hence, the new need to build a new warehouse.

Tello's new self-supporting facility will have a surface area of about 2,000 m<sup>2</sup>, which will accommodate 5,000 pallets at a controlled temperature of -24 °C.

Additionally, it will have an order picking system so that I. Cárnicas Tello can respond to changing consumer needs.



## ULMA CONVEYOR COMPONENTS

### Supply of rollers for a French engineering firm

A leading French engineering firm has awarded ULMA Conveyor Components the contract to supply rollers for two international projects: one for Guinea and the other for the Rogun Dam hydroelectric power plant in Tajikistan.

This major engineering company also operates in strategic markets in Africa and South America, so the award of these two projects represents a step forward for ULMA Conveyor Components in the company's expansion and diversification plan.



## ULMA PACKAGING

### Reduced waste system from ULMA and CRYOVAC

The solution patented by Sealed Air, implemented on the TFS 407 R model is used to create a vacuum through a lower mechanism. This system generates less waste and a faster machine cycle.

#### Main advantages:

- | > 12% increase in cycle speed compared to standard skin and Darfresh machines.
- | Up to 4% reduction in film width.
- | Up to 40% reduction in waste.
- | Optimum vacuum quality due to the new system combined with the upper and lower Darfresh® film rolls.
- | Exclusive high quality "Easy Open" system.



## ULMA CONSTRUCTION

### ULMA developed a comprehensive solution for the construction project of the Interlomas Viaduct, México



**Forming part of Mexico City's transportation infrastructure development plan, this viaduct reaches 227 m in length to connect the residential and commercial area Interlomas with the Naucalpan-Toluca Motorway.**

One of the defining requirements for this project was the demanding timeline. **ULMA designed a solution fully tailored to meet the pace and needs of the client:** gantry falsework for two 59 m outer spans, and a CVS Form Carrier for the central span of 108 m.

ULMA's engineering team combined light and heavy duty shoring systems to shore the deck at heights greater than 15 m, thus adapting to the steep terrain. An MK Truss, placed between a pier and the MK Shoring assembly, covered a gap more than 20 m in length.

The two piers measure 42 m in height, and were built in 5 m segments with ENKOFORM V-100 formwork set on CR-250 roll-back climbing brackets. The advance carriages started work on both of the pier segments at the two

extremes of the central span, advancing toward each other until meeting at the end segment.

**The MK System once again demonstrated the wide range of its capabilities, serving at once as an advance carriage, shoring system, heavy-duty truss, and a formwork solution. A single system that serves for an entire project.**

## THE OTHER TALENTS OF THE ULMA GROUP

Employees and partners of the Group make their professional career compatible with very demanding hobbies in which they demonstrate that all obstacles can be overcome with talent and hard work.

# A life in sport and in the mountains

Maite Zabaleta, ULMA Handling Systems

**Maite Zabaleta, an administrative officer at ULMA Handling, combines her professional duties with trail running. For Maite, daily training is a way to switch off.**

All her life, Maite Zabaleta has been connected with mountains: her family, her work and her passion, trail running, a demanding sport involving running along mountain trails.

Maite was born in Oñati 35 years ago. She now lives in Aretxabaleta and works as an administrative officer at ULMA Handling Systems, also in Oñati. She is so dedicated to trail running that she uses her lunch hour to run 10 kilometres in the area around the cooperative. She does this every day, except for "active rest" day. "I'm using to going out, training, eating and then going back to work". Why? "For me it's more of a rest than an obligation. I switch off so I'm able to get rid of everything in my head", she explains.

Her passion for this sport started relatively late - she was already aged over 20 when she started. Maite recalls that as a child and a teenager she did athletics and played basketball. But these activities meant that she couldn't spend as much time doing what she really liked - walking in the hills with her father. "If I had a match on Sunday morning, I would go walking in the afternoon. That's what it was like - I always had to combine them. But one day I said to myself - no, I prefer to be out on my own in the fresh air." So she started hill-running.

She started training alone, doing it her own way with no instruction other

than her own common sense. However, a couple of years ago she'd had enough of running alone and joined the Vitoria-Gasteiz team, Zortzietakoak, and decided to use a personal trainer. "We often think that we will improve by running, running and running, but just doing that is no good: we have to take breaks, cycle, sprint", she explains after recognizing that since she joined the team trail running has stopped being just a hobby. "If you do something, you're supposed to do it well aren't you?" she says. Now she goes racing with her team mates and meets different people and everything is more enjoyable.



*For me it's more relaxation than obligation. I switch off so I'm able to get rid of everything in my head*

Even the competition. Maite participates in about 10 races a year, all of less than 30 kilometres. And she has winner's medals, although she doesn't even mention it. It's hard to believe, but she finds it difficult to remember how many top three finishes she has achieved in her life. She could only remember two: one in Vitoria, 25 kilometres and another in Villanúa, in the Huescan Pyrenees, "the vertical double".

That name suggests that it's not an easy race to forget. While the "vertical" involves 1,000 metres' climbing in less than 5 kilometres, the Villanúa double vertical means climbing 2,000 metres altitude in 7.5 kilometres, to the summit, Collarada. No big deal. Her summary of the race reveals how down to earth she is: "I suffered, I enjoyed it, I ran a good time and finished second".

She went to that race with her husband, her trail running companion with whom she enjoys a friendly rivalry ("he always beats me; I don't know how he does it, but I train more and I still can't beat him", she says with a laugh). Unlike him, Maite was only competing for the climb. She did it for the first time, with no expectations and only with the desire to participate. But she finished second in a very demanding race and, above all, she enjoyed it.

This Oñati athlete is not motivated by competition. It's the sport, the outdoor



activity and the mountains, especially the mountains. Maite says that she goes swimming on her rest days, to keep herself "moving". But she doesn't like it. She likes the mountains. And she's already looking forward to winter so she can go skiing, another of her hobbies.

Every day that she goes running, she manages to get the most from every detail of the route: "The charming landscape, enjoying the company of other people, discovering new things, new colours ...". That's why she never tires of the areas of Aizkorri and Urbia, where she goes running again and again.

Every day is different and she finds something different.

And nor does she get bored of physical exercise. She blushes if she is called an iron woman, but she has a vitality that does not let her rest "or sleep". And, as she says, laughing "if I can't have the mountains, I will die".

# Business Presidents Social Transformation

We wanted to gauge the opinion of the Presidents of the ULMA Group's Businesses on the debate process that they have opened in recent months.

>> **RG: RAÚL GARCÍA**  
ULMA Group and ULMA Construction

>> **LDG: LANDER DIAZ DE GEREÑU**  
ULMA Packaging

>> **UA: UNAI ARREGI**  
ULMA Architectural Solutions

>> **AY: ANDER YARZA**  
ULMA Agrícola

>> **IM: IÑAKI MEDINA**  
ULMA Piping

>> **MP: MIGUEL PASTOR**  
ULMA Conveyor Componets

>> **JAA: JON ANDER ARAMENDI**  
ULMA Forklift Trucks

>> **IQ: IÑIGO QUEREJETA**  
ULMA Handling Systems

« Some of you have been Presidents for longer than others in the different businesses of the cooperatives, so we would like to know about your experience.

**R.G.:** For me it is a great experience. I have been in the post for more than six years and I have had the opportunity to learn many things from many people. I hold several President posts - which is very enriching, although you always have that point of frustration because you are in an institutional environment and decision-making capacity is limited. You see lots of things that you would like to change, but management is in the hands of other people, so in that sense it is limited.

**L.D.G.:** I have been in post for two and a half years and my experience is also very enriching. This is also complemented by my having been 19 years already in ULMA, in ULMA Packaging in particular. I come from a technical area, highly focused on technology, projects, with a limited relationship with customers. The President role has given me a better overall view of what the cooperative is and has brought me much closer to the ULMA Group, which was formerly somewhat distant. I think that the Group as such, what others do, the problems that other cooperatives or other ULMA Businesses may have are a

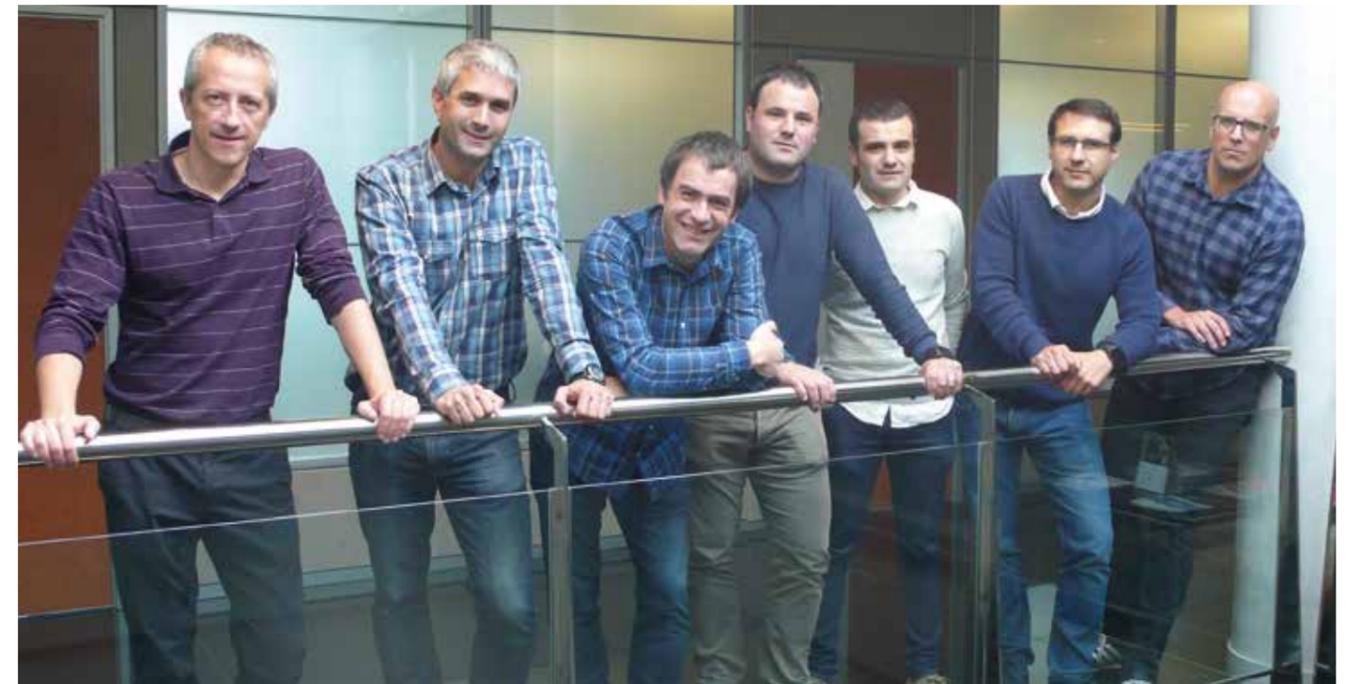
bit distant from our day to day situation and it would be good to change that.

The President role has given me a better overall view of what the cooperative is and has brought me much closer to the ULMA Group

>> **L.D.G.**

**U.A.:** I have only been in post for one year, but it has been amazingly enriching, experiencing the day to day reality more passionately than in my previous professional role, passionate, exciting but also stressful, because the very dynamics of the business and the different problems that arise mean that you are always on edge. It is a full-fledged master's degree. In short, I have a strong desire to learn, to be as impartial as possible and to try to be a President of everyone and for everyone.

**A.Y.:** I have been two and a half years in post and I share what has been said. You get to know many things about the cooperative and the Business. It is a wonderful experience but it's also frustrating, it depends on the Business situation. At first I was in a tricky situation, which is now better and I hope it continues like this. It depends a lot on the situation that you have to negotiate.



**I.M.:** It's my last year, I've been in post for three and a half years and my experience in the position, as my colleagues have said, enriches you - you learn, you get to know the cooperative, its people, yourself. At ULMA Piping we have had very good years and other less good ones, but it's true that you learn from everything. What you have to understand is what the President can do for the cooperative and that can be frustrating, depending on expectations raised, both the group and you yourself. You arrive with enthusiasm and the first two years, if you are not released, are spent finding out how things work. In the third year, when you are more settled, you see that it is not easy to achieve things that you had in mind, and in the final year, if there is no motivation, you can lose your enthusiasm. At personal level, a very positive experience. I wouldn't change these four years for anything, the good and the bad - I take it all as part of my learning.

it is not about what the President gains from this experience but what the President leaves in the cooperative

>> **I.M.**

But it is not about what the President gains from this experience but what the President leaves in the cooperative, and I think we do not structure the change of President very well, every President starts from scratch.

**M.P.:** I agree with Iñaki. On a personal level it has been a very interesting experience because of the opportunity to gain a much more global vision of the cooperative. Maybe before I had a more executive vision and now I have had the opportunity to see a more institutional part, with a more social character that, previously, I was quite distant from. Apart from that, due to distance in our particular case, the position has helped me understand the ULMA Group from the inside and you really get to know the Group dynamics that we have. On a personal level it is a very good opportunity to acquire knowledge at corporate level, but it has its difficulties, you feel very alone, the President has to take the blame for many things. I agree that in the first two years you don't have the basis or the knowledge to fulfil the role well - it's from the third year that you start to have experience and function more professionally. In general very good experience and a great opportunity, but you have to live with the day to day situation.

**J.A.A.:** I have been in post for two and a half years and in general it has been a rewarding experience, with positive and negative aspects that I will try to list. On the positive side, it has enabled me to get to know the Business and the ULMA Group better and form an overview of them and to meet new people and experience new things. I consider it a privilege, an opportunity that the assembly gives to us, like an accelerated master's degree which enables you to mature personally. The negative aspects are a feeling of dizziness that you experience at times due to the responsibility and also the difficulty of combining professional tasks, in my case as a computer technician, with being President.

**I.Q.:** I understand the President to be a transforming leader at the service of the people that make up the Cooperative. Someone who tries to get the best out of people rather than somebody who imparts their own ideas / dreams. So, the person who performs these roles must make a decision, which will involve a transition from his egocentric vision to a group vision.

So, in my case, I would define it as an experience of radical transformation of the person: of accepting the values which resonate with me, of knowing where we work from, of learning to reach agreements, of tirelessly exploring solutions that render



&gt;&gt; M.P.: MIGUEL PASTOR

the systems in which we do not believe obsolete, of focusing most of our time on being “for something” and not against everything, of overcoming limiting beliefs ...Summary: People who want to stay in their comfort zone (even if they do not recognize it publicly) or who are not willing to question the foundation of their own mental models need to keep away.

« You are currently engaged in discussions on Social Transformation. What do you expect from these debates and why do you think it is important to work on this issue?

I.Q.: Social Transformation is part of the DNA of the cooperative movement, although we have reduced the concept to an exercise of distribution of surpluses through COFIP (management of alms) or satisfaction with job creation through growth. I believe that these aspects, although essential, are insufficient in the 21st century for guaranteeing social change. We usually take pride in what we do in our Businesses, but we tend not to communicate what we are (we see it on our websites, buildings), something that demonstrably impacts more sustainably on people (and therefore on their emotional environments) but also on customers and suppliers and the social environment in general. This would be a basic level compared to what exists in the market.

On the other hand, the question we faced in UHS in 2016 is whether or not this basic level was sufficient and, if not, what is our real expectation. As a conclusion to this discussion, this concept was included as a key success factor for UHS.

In these ULMA Group discussions, we can see that the initial situations and expectations of each business are very different. However, dealing with humanistic concepts, which we are not accustomed to speaking about, means that we can define a general framework in a time-frame... although the modelling of the concept can and probably will be different in each Business. At UHS we are already working on this modelling within our annual Social PG.

J.A.A.: Among the principles of MONDRAGON's cooperative experience, we can talk about Social Transformation and about creating a freer and fairer social economy. I believe that both the cooperatives and every individual among us are not unaware of the society in which we live, so when we talk about Social Transformation it often stimulates modesty, respect and conflict internally. In this discussion process I am in a position of expectation as the agent that moves us has much more knowledge and experience than me. I want to contribute constructively and critically when necessary.

the social environment has to change like other areas of the Business

&gt;&gt; M.P.

M.P.: I believe that the social environment has to change like other areas of the Business. In other aspects we regularly analyse products and markets, but in our case, as a cooperative, we would have to evolve simultaneously in the social sphere so that it is not left



&gt;&gt; A.Y.: ANDER YARZA

behind. In terms of size of business we cannot say much, we will contribute our determination and focus, but I understand that the social aspect has to evolve from within the ULMA Group to the Businesses.

A.Y.: I'm also somewhat expectant. We are a small Business and I do not know what the specific points are going to be. Personally I believe in inward Social Transformation, towards partners, I want to see how we can contribute, we are a new and a small Business. There are different approaches, experiences - ours is almost zero so we are expectant.

I believe in inward Social Transformation, towards partners, I want to see how we can contribute

&gt;&gt; A.Y.

U.A.: Along the same lines, I come from a small Business and in this area we have not done much, even though we do things in the day to day reality that we tend not to mention. At Group level, we are in the start-up and definition phase of the project scope. Today expectations are not very specific but we must take steps forward to see what plans we can contribute. Here it is important to involve the GROUP. In a cooperative group such as ULMA this Social Transformation responsibility cannot be avoided - it is reflected in the principles of MONDRAGON, and in pursuing it we have the responsibility to improve society and to take steps with the expectation of contributing, supplying, being critical, discussing and putting issues on the agenda, in order to try to



&gt;&gt; L.D.G.: LANDER DIAZ DE GEREÑU

make the group stick to what we are putting forward.

L.D.G.: Getting a little more philosophical, the cooperativism that we know today was developed in MONDRAGON in the postwar period, with Arizmendiarieta. It arose in a situation of necessity. There was no work, no prosperity, there were many needs in families and they wanted to develop a tool to turn the situation around. The tool was based on education by founding the Eskola and later the cooperative experience of MONDRAGON and then the ULMA Group came along with Ignacio Maiztegi workshops, etc. Now we are in a welfare society and cooperativism is nothing more than a reflection of society, which is why I believe that we have gone from a cooperativism of necessity to a cooperativism of welfare. While cooperativism was the tool for creating the necessary Social Transformation, today we have lost that spearhead and we have stayed one step below, the objective of cooperativism now is to have strong businesses. It is true that today's needs are very different, there is not much need here but there is in other places. What this reflection seeks to do is to recover that initial objective and, being aware that, in cooperativism, without a profitable business and without earnings, there is no social-business project, so we have to go one step further by complementing it with the Social aspect. Social Transformation will not be achieved by cooperatives but by the workers, the members and society... The ULMA Group has to put the tools in place to make that possible. What we have to do is reinforce the concept of Social Transformation with members and workers so that they can

take the steps; we can put the tools in place, guide, inculcate, set up elements to help - but without people it will not happen. We Presidents can meet as much as we like and say that we want Social Transformation, but the objective is awareness, for ULMA Group workers to really contribute and make the Social Transformation possible.

R.G.: Cooperatives are not at the service of capital, we are not focused solely on income. Obviously, we seek the best possible earnings, but we are a tool for the improvement of society and that is why they have to be integrated into society. Accordingly, one of the first things we are seeking with this reflection is to understand what Social Transformation means at ULMA's collective level. I think that the concept is not clear and if we understand that the cooperative is a tool for the improvement of society, it will be necessary to think about how we make that connection between ULMA and society. We have relationships, a social fund that we distribute based on defined criteria, but if we wish to be a social company we must make closer links with society. We need to define how to be a GENUINE tool for improvement in society.

if we understand that the cooperative is a tool for the improvement of society, it will be necessary to think about how we make that connection between ULMA and society

&gt;&gt; R.G.



&gt;&gt; R.G.: RAÚL GARCÍA

I.M.: Expectant in relation to the term Social Transformation. There is a theory that we can more or less share, but either the whose collective goes with it or we are not going to do anything. To achieve this, there needs to be a team driving the initiative that believes in it more than anything, and we need to communicate, convince, spend time with people, with our people. It is no use for 5 theoreticians to get together to discuss Social Transformation if we are not able to reach all those who form our cooperatives. As Miguel says, in companies, we carry out market research, Management Plans and to fulfil them we have a series of tools. In social aspects, at least in our cooperative, we have nothing structured enabling us to discuss with our workers about what we feel a cooperative should contribute in the area of Social Transformation. In my opinion, we believe that it must come from the Group or the management bodies, and the reality is that we do not have any space to discuss or prioritize the issue.

« Changing tack, how do you see the social climate in our cooperatives / businesses?

R.G.: In general there is, not only in ULMA but in other cooperatives, a certain - I would call it - “grey cloud”, a certain disenchantment. I think we attach little value to what we have, we only value the tip of the iceberg, not what lies below it. We complain a lot about things that bother us, but we fail to value other basic things that we have. We are in a situation of improvement and some cooperatives are doing well but we cannot overcome our disenchantment, the “grey



&gt;&gt; U.A.: UNAI ARREGI

cloud" over our heads. This goes through neighbourhoods, it is not the same in all Businesses or departments, but repeats itself in many cooperatives. Whether we can improve in this area depends on many things: on the profile of our leaders, on how those issues are worked on, on how we encourage participation, which for me is key. There are many variables, but we have not yet learned how to turn things upside down. Having said that, and recognizing that we have many things to work on, I also think that the social climate in general cannot be described as bad.

**L.D.G.:** I can talk about the experience of my cooperative and to an extent as Presidents we must be prophets, but we must not forget that we are part of a group. Some of us have gone through other more bellicose organizations. But it is true, and mentioning what I said before, the welfare society, as Raul says, we have a group that perhaps does not value the situation we are in, and I don't mean the economic situation. 30 or 40 years ago nobody would have imagined this situation, the things that have been achieved... But I do believe that the climate of the cooperatives, or at least mine, is changeable, cyclical, in the sense that certain issues can be thrown up from time to time that make a lot of noise, that carry messages that the group is unhappy, but when there are needs we have a group that responds, gets engaged and is committed, and for me that is incompatible with a poor social climate. So, if a person is not comfortable, he believes that he is not noticed in his cooperative, when he is asked for effort, people do not respond and we have the experience that people have responded when needed. Sacrificing oneself is a very

strong word, but he has put aside other things to do his bit. I have the dichotomy that we have a bellicose collective which, at the same time, is aware of the situation and makes an effort. In general it is cyclical and depending on specific issues that appear there may be more or less vindication or noise, but people are aware of what is there.

**U.A.:** At Group level I cannot say much, we are 8 Businesses and each has its particularities, market type as well as in terms of organizational structure, size, subsidiaries, and so on, so my experience is more focused on ULMA Architectural. Defending this idea of cycles, in our cooperative, our social climate, I think it is very much linked to the crisis we have experienced - the terrible market crash - which, in turn, is also based on decision-making of high impact and significant importance in the corporate sphere, from restructuring, advance payments at 80 for years, extortion situations, etc.

**in the general council, social issues are being emphasized**

>> U.A.

All of this has negative effects in the corporate partnership sphere, with respect to the project that we have in hand and that we all share. As a result of this crisis, in recent years, the efforts of the executive and the management bodies have focused on the business plan and these social issues have remained at a second level. This is a reality that we have had to live with and that we have addressed by prioritizing the aspect of redirecting the business. What I can confirm is that in the general council, social issues are being



&gt;&gt; I.M.: IÑAKI MEDINA

emphasized and in the businesses we need to take what is being worked on at Group level as an important opportunity to make a qualitative leap.

**A.Y.:** In our case, I would say that the current social climate is acceptable. We are coming from a period since the demerger from ULMA Construcción until now, and people are getting used to that. Right now the numbers are with us, but it's like a football match - when you are losing, people are nervous, now we are doing quite well, but there are scars that will take time to heal. We have to prepare people for the times that are coming, so that they don't get nervous. When we're good we're all fine, but if things go badly, we have to prepare people and tell them what kind of business we are, what can happen and how we are going to act. We are not amazingly and nor are we going to be terribly bad. Regarding the Group, you don't realize how the social climate is, you don't talk too much, you hear things outside. I am somewhat in the dark about how the Businesses are in social terms.

**M.P.:** In our case, in the social sphere, in spite of everything we are experiencing, I would say that the social climate is good. Obvious we are very nervous, which is normal in this situation, but you can see that people are keen to move ahead, they are engaged and fully committed to the project. I think it would be a type of diagnosis; when things go badly people throw their support behind the project with a clear view of what is required to move it forward and what are the priorities at every stage, in our case hardly anybody deals with social issues because the priority is to move the project forward. People know how to identify social needs, park them and wait for the day when we



&gt;&gt; J.A.A.: JON ANDER ARAMENDI

can talk about them. We are in a bad situation, but we are all involved in taking it forward and keeping the business in the town.

**J.A.A.:** I am going to address ULMA Servicios de Manutención as that is my day to day experience. Although it is not the only argument, we recently undertook out a major restructuring to improve profitability and this has important impacts on the social climate. Now we have a long way to go and we'll see if we are intelligent enough to learn from this experience. We need to work hard, without raising false expectations.

**we need to work hard, without raising false expectations**

>> J.A.A.

**I.M.:** As Jon Ander says, we have made a series of major changes over the last year. Now it's time to work, to lead by example. Not with words. Only then will we recover the collective. In my opinion, as a collective we are tired - I'm not linking that directly to the business situation, the money difficulties may be less problematic, but they are still difficulties and in the long run if this is not remedied, it will take its toll. We talk about how important people are, but then we do nothing to show it. It's not structured, so we lose credibility. Trust is not free - you don't get it for nothing, you have to earn it.

**I.Q.:** The people that make up the cooperatives are no different from those that make up society.

We can worry... or we can be busy; it's our choice.

These are some of the lines of work of this "occupation" at UHS:

- Active involvement of social advisers in measurement of the social climate and conflict management in the areas (together with Area Manager and People Area)
- Organizational coordination: every four months the Social Council reports directly to the Governing Council on the social climate (area by area) so that we can all take on our share of responsibility.
- We understand that the existence of a Social Strategy must provide everybody with a vision that makes them feel part of something more than their daily work.

**Linked to this issue of social climate, we always hear complaints about low levels of collective participation, what do you think can be done to improve this participation?**

**I.Q.:** A leader who asks everybody to participate and cooperate is in "Game Over". The first thing we must do is understand our human nature: Participation and Cooperation between people are more "biological", emotional consequences rather than requests that appeal to reason: i.e. you have to build the conditions so that they emerge when necessary.

Another idea that we must understand is that "people do not participate if they have no influence". We must move away from ideas that are so anchored in our culture of majorities and minorities. The conflicts that we have experienced recently show that democracy must be more than a vote, something more than



&gt;&gt; I.Q.: IÑIGO QUEREJETA

"winners and losers".

These ingredients and many others, which I will not discuss here, make up a Social Strategy that is consistent with what we are and what we really believe to be our Business Strategy, and this in turn the Social Strategy, in a continuous loop.

**we can worry ... or we can be busy; it's our choice**

>> I.Q.

**J.A.A.:** Lots of specific actions can be implemented to improve participation, but to get people involved I think there are a number of keys. We participate when we feel that we are in a safe, credible environment, where there is real listening and recognition. Any action that can help us to improve on these keys may be valid.

**M.P.:** So, I would summarize it by saying that we have to understand what people expect, i.e. what will ensure that there is more and more participation, if we see that real expectations are those that are being worked on. Before, when I was talking about social transformation, I mentioned evolving from the social point of view. Knowing how to identify the expectations that we have today, since they may have changed over time, now we are in another period so we have to identify those expectations again so that people will be more interested in participating.

**U.A.:** I think that before talking about participation we must constantly emphasize that our Businesses are shared projects. An individual has to use his/

her own responsibility to contribute to achieving the objectives. Based on this comment, the bodies of the Cooperative have to encourage initiatives and working groups to ensure that everybody can be heard, so in addition to the forums we have through the executive channel, it is key to strengthen and work the social channels that we already have, the social council, committees, talks, etc. Today these are established in the cooperative as tools of transmission, of collection of inputs, group feeling... and continue to strengthen them, as they are important channels for the issue of participation to emerge.

**L.D.G.:** Being an engineer, I am more comfortable speaking in mathematical terms. Speaking of expectations, it is said that satisfaction is reality minus expectations; if expectations are greater than reality, satisfaction is lower. Reality is what it is, so it is important for us all to understand participation in the same way. I recently had to work on a project on participation in ULMA Packaging, and we were first trying to define participation. I had a person writing a thesis on this topic who gave me a definition of participation that several authors use - I think it is very appropriate: Participation involves three levels, information, debate and decision or joint-decision.

I think we have tools in the cooperative to address the three levels, but we often think that participating means deciding, but the decision-making bodies are where they are, the assembly, management bodies, but apart from that there are many more forums for discussion. Being informed is also a way of participating. The tools exist, but generally they are not well used, however much informative talk we engage in. You see that the people who come to talks, workers' meetings, committees, etc.

I think we have the tools and we have to instil that sense of participation and start from the absolute basics and climb a few steps, being clear that not everyone will be able to decide, because decision-making bodies exist for that purpose. Decisions are taken by the established bodies; another issue is for all the workers of the Cooperative to participate in the

process, for everyone to know which field they move in.

**R.G.:** For me the issue of day to day participation is key. If you do not participate in your company, where will you participate? Participation must be intrinsic to cooperatives, but my impression is that in the purely business environment we are not very different from other companies. Now we are working with MU Enpresagintza on a project whose aim is to provide a methodology for diagnosis and suggestion of areas for improvement in terms of participation in management. Who doesn't like to participate? We all like it, but we are not used to participating in management, nor do we have mechanisms in place. We are not trained, and that costs, but if we participate well, if it is done naturally, if we share decision-making, we will be much stronger as a company and we will have a better social climate. If you participate - in a plan, some work, a decision - you are part of it, you are more important in the organization. Conversely, not participating undermines our potential as a company. We need to get the best out of people, our full potential, so that every individual - and the whole company - can benefit.

**L.D.G.:** I think we confuse decision-making with participation - making decisions is part of participation, but not everything. It is linked to a responsibility, rather than a coordinating manager, but I think that, although people have to be informed and most people can take part in a debate, taking decisions involves greater responsibility, responsibilities are much better defined in a business structure and the decision-making areas have to be there.

**R.G.:** I mean that, if there are several of us and there is one boss, if we are able to take a shared decision, it has much more value than if the boss takes it alone. Of course someone has to carry the can, but if it is shared, agreed by all, it has more force.

**L.D.G.:** But when there is no shared opinion someone has to decide. It's one thing for everyone to talk and discuss,

but it's one thing to take decisions and another to participate, to debate is one thing and the decision does not stop being better or worse in the area of participation, because the manager takes it, it has to be the whole process, I may have participated in the process and might still disagree with the decision.

**R.G.:** The vast majority of decisions can be made by consensus. For example, when drafting the management plan for a department, if the entire department participates (with the guidelines set by the company, obviously), the outcome will be much stronger. Of course, you have to know how to do it because, otherwise, it can be chaotic.

**I.M.:** I think the first thing is to know what everybody expects when they decide to go an work in a cooperative. I am the type of person who thinks that all business models can be good, S.A, S.L., S. COOP. Each of them can also have very good management models, because ultimately the models are created by people. If we believe that by working in a cooperative the model will work by itself, we are going wrong. So the first thing is for each of us to ask ourselves what expectations we have, why we want to work in a cooperative. If we just do our 8 hours and take home our pay, we are unlikely to participate or encourage others to participate. If we really believe that it is ours and that we can change certain things (and I do not mean the executive sphere, which I think we should leave to operate according to the strategies set), ways of doing, what we do, how we do it. How we help each other. But it is important for everybody to answer the question why they want to work in a cooperative for themselves.

### « The Social issue is becoming the backbone of many socio-business policies and even more so in our case because we are a cooperative. Where do you believe ULMA should focus its efforts in the coming years?

**R.G.:** I believe that effort should focus on emphasizing the Social aspect and for it to be managed, systematized, for mechanisms to be put in place, with people trained to work on these issues. You have to manage professionally like any other area of the company. If that is in place, we will move forward quickly. The theme is very wide. First define and then discuss what we want to do, what it is and how we are going to address it. We are putting some parts in place, such as social transformation or participation.

**L.D.G.:** I believe that when we talk about the socio-business project, we divide social and business, when in fact there are many things that are intrinsic to the concept and that go together. We do not realize that we do a lot of social work and we take account of social aspects when we take decisions; in my Cooperative I have seen decisions taken in the same way as in another company that was not cooperative or that does not take account of people or how they would affect people. If there is that awareness in the executive sphere that we are in a cooperative, which intrinsically involves this social aspect and decisions are taken that would not be taken in other places - or would be taken differently. Even if it is not visible to the collective, it does exist, and it would be necessary for the collective to be aware that this is being done.

**U.A.:** I think that in addition to the executive, the governing councils need to have an important role, more in the how than in the what. We already know the dates on which we are sure that the board of directors has begun to work on the management plan for next year, the strategic plan... They will present figures, margins, results, we have already taken this on board. That next year is measured, assessed, corrected, managed. The same

should apply to Social aspects, include a management plan with actions aimed at and linked to the social area that can then be measured, assessed and decisions taken in that regard. I believe that the governing council, along with the executive, as well as the social council, should participate in these decisions and that the objectives should be agreed, shared and then measured, assessed and communicated to the group. The key is there, naturally to assume that in addition to sales figures we will set social objectives, with actions, people responsible, monitoring, evaluations ...

**A.Y.:** I have a different comment, which is that the social aspect is very much neglected. I would work more on the sense of belonging to ULMA itself; members don't feel that "this is mine", and this is what creates participation, involvement, motivation... although I do not know how this can be done.

**I.M.:** Recover hope. That the workers feel proud of their engagement, of working at ULMA, that they do not see it as just another job. And this requires hard work. It means listening to their work and social expectations, making strategic plans in social aspects but always looking at business matters, they can not go unconnected, we must talk less and demonstrate more. We don't want to be part of the bodies of the cooperative. That - to me suggests that something is not doing well.

**M.P.:** I would add a nuance to what has been said, briefly and clearly - the whole Social field needs to be worked, the sense of belonging, focused inwards and outwards, towards those of us who are here now and those who will be in the near future. Being able to update the social part so that it is attractive for those of us who are inside and for those who may come.

**J.A.A.:** I think that any social strategy means having profitable and sustainable projects in the future, being responsible for decisions taken in this area. When we talk about the Social Strategy, each of us can have their point of view and expectations,

so, first of all, I feel that we must discuss in search of a shared vision. This will allow us to define a general framework for future social plans. However, I believe that we must take be aware that we have businesses in different situations within the Group and these social plans must be managed professionally.

**I.Q.:** The Social concept includes intersecting notions of member and person; this is a language trap into which we often fall. The questions that pursue this concept (or that of a Social Strategy) could be: Do we train our people in identity?. Based on that identity... do we know, understand and accept the expectations of our groups? Once we know them... do we lead these expectations institutionally or do we manipulate them (consciously or unconsciously) towards the vision of our leaders?

A Social Strategy is not a collection of actions: in the MONDRAGON Congress of 2007, the fall in values was discussed but this debate stalled with the crisis and has been revisited following the fall of FED. Basically, the social environment was unable to adapt to the tsunami of the expansion of the business area in the cooperative boom and has lived subject to the impulses of profitability / productivity without a strategy of its own, which we also know does not have simple metrics or short-term results.

Famous current economists (e.g. P. Krugman, J. Stiglitz, Y. Morieux) insist that the only way to maintain productivity rates above 3% in developed countries is by encourage people to cooperate. This 3% value means that our children will live better than us... Will they do it? Will we do it?

On the other hand, the expectations / mental model of the new generations mean that invariably we should develop the social aspect as a guarantor of talent recruitment... as well as through talent retention.

# Attracting talent, a new challenge for companies

Let's move on, if we have not already done so, from do you want to work with us? to do I want to work with you?

For the answer to that question to be positive, companies have to implement plans and actions that increase our Corporate Reputation. It seems evident that one of the keys will be to build your Employer Mark in the Communication environment. It is true, in our case, that the Brand Identity built over the years makes us go one step further in the perception that talent has of us.

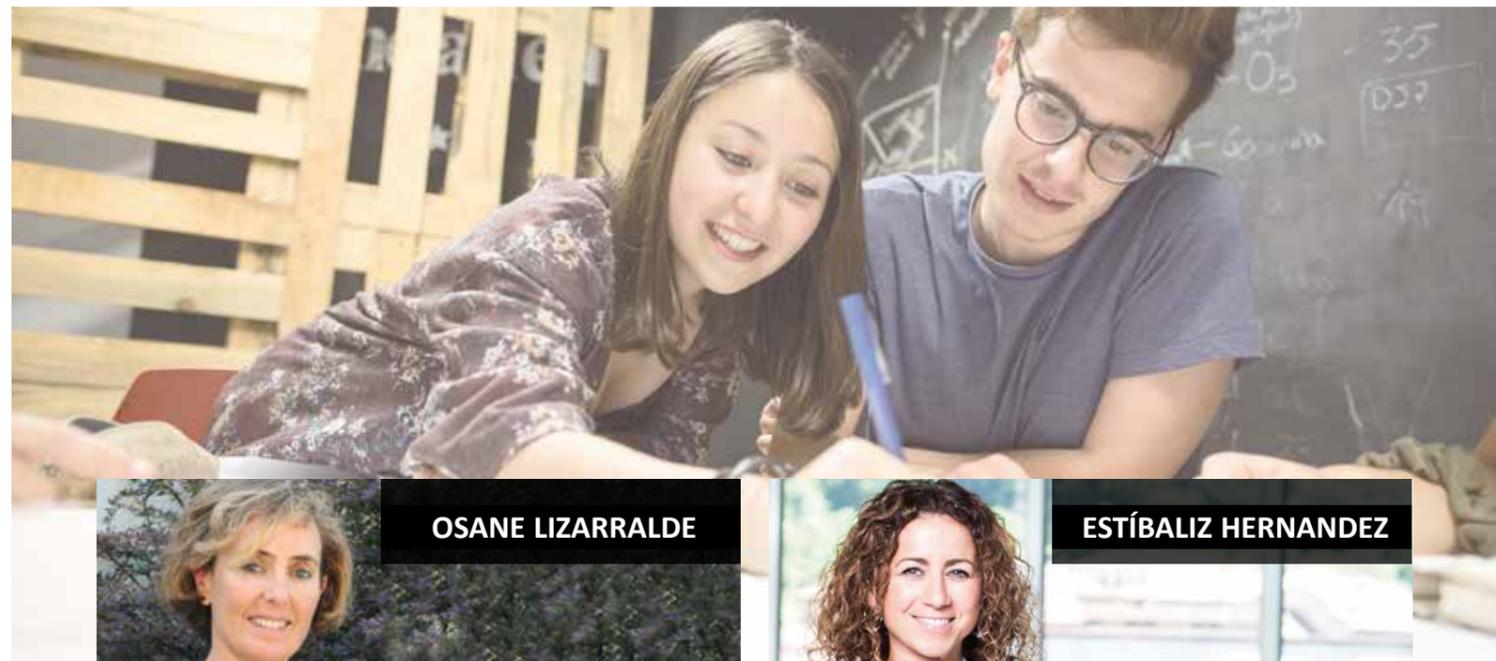
However, completely mastery of all phases and alignment of all the elements that affect this perception will make a difference and will make us a benchmark for talent.

To this end, we have met with different students and teachers at Enpresagintza and the Higher Polytechnic School of MONDRAGON Unibertsitatea to learn more about the situation of the new generations of young people who will be entering the labour market. The importance of dual training, new motivations, both professional and personal, or the characteristics of companies that attract them are just some of the keys that they have offered us.

## Attracting Talent in the ULMA Group

When it comes to attracting and capturing talent, the ULMA Group is involved in a range of initiatives such as the BE BASQUE TALENT CONFERENCE held on 11 November in Munich.

Nearly 25 Basque organizations and around 130 highly qualified professionals who pursuing international careers in Germany participated in the conference.




**OSANE LIZARRALDE**

Coordinator of work experience on the Degrees in Computing and Telecommunications at Mondragon Unibertsitatea



**ESTÍBALIZ HERNANDEZ**

Coordinator of the Mondragon Unibertsitatea Degree in Business Administration and Management (myGADE)

The market is demanding more and more “technology” profiles and with the number of students that we have on these types of courses we can not meet the needs. So we have a big gap. In terms of my field, the main skills in demand are in automation: software developers, web applications and smartphones, embedded systems, data analysis, artificial intelligence, robotics, knowledge of electronics, etc. It is not only business that has the problem of attracting these young people, we also have it in the university. From my point of view, the biggest challenge is to attract these young people to university, especially girls - in recent years their number has been decreasing and they have now almost disappeared. To reverse this trend, those of use in universities, companies and different external agents, both private and public need to collaborate more closely. From the university we are committed to reinforcing the dual training formula. We are convinced that it is very beneficial for the learning process of students, but also for companies, because they can get to know the students in the workplace.

“ it is not only business that has the problem of attracting these young people, we also have it in the university

To attract, retain and create a pool of young talent companies need to be close to universities, which are the main source of talent generation: integrating students in dual training, actively participating in university forums, in joint R & D projects, etc. It is also important to work with the brand image as an employment factor by offering an exciting project with ingredients such as: flexibility, innovative human team or continuous training. The value systems of young people are changing. Beyond economic issues, young people want the company they work for to offer them the possibility of developing a career path aligned with their motivations, to invest in training and development plans, to enable them to participate in decision-making and to place the in multidisciplinary teams. Talent in the company should be considered an internal customer, to be cared for and whose well-being must be ensured, to generate a climate based on trust and understanding of their contribution to the company's work as a whole. In the future there will be a struggle for talent and the companies that manage to attract the best skill sets will be those that are best positioned to meet people's expectations. The human factor is increasingly crucial in company competitiveness. Technologies and infrastructures can be acquired, but the differential factor will be people and their ability to transform the business and social reality.

“ the differential factor in companies will be people and their ability to transform the business and social reality

Students following dual training at Enpresagintza and Goi Eskola Politeknikoa (GEP) tell us about their experiences and professional motivations:

>>

The fact is that this time at ULMA is a very enriching experience. Also, when I finish the Degree I will have 4 years' work experience. For entering the labour market, that's an advantage. In terms of the future, personally, I would prefer to stay here, although I am motivated leave and get to know other situations. From my point of view, an attractive company is one that gives autonomy to its workers. Another thing that I value positively is companies that are constantly innovating, that move out of their comfort zone and take risks.



**MAIALEN VILA**  
myGADE student, year 3.  
Enpresagintza

*when I finish the Degree I will have 4 years' work experience. For entering the labour market, that's an advantage.*

>>

When I finish my Degree, my idea is to continue training and to take a Master's degree. Anyway, I have to say that, through dual training, apart from acquiring theoretical skills, we have also acquired skills that you can only acquire if you address the world of work in a real way. That is also a plus when for entering the labour market.

I think that the mentality of today's young people is changing. In my case, I look for incentives to grow professionally. I'm not thinking of working in a company and staying there all my life doing the same thing. In the particular case of ULMA, I really value that it is an internationalized company because I know that it would give me options to grow professionally and go abroad.



**MAIDER ELORZA**  
myGADE student, year 4.  
Enpresagintza

*the mentality of young people is changing. In my case, I look for incentives to grow professionally.*

>>

When I finish the Degree I intend to do a Master's degree so that I can specialize. Anyway, when I finish my studies, like my colleagues, the idea is to start working. In our case, we have an advantage because we will have 4 years' work experience. I hope that companies know how to value it.

On the other hand, it motivates me to enter an Internationalized company that enables me to travel and change country without changing company. In that sense, I see ULMA as a large and internationalized company that could offer me that option. At the moment, salary and nearness are not paramount for me.



**LEIRE ELGARRESTA**  
myGADE student, year 4.  
Enpresagintza

*it motivates me to enter an Internationalized company that enables me to travel and change country without changing company*

>>

The labour market seems difficult. Although it is also true that, in our sector, things don't look quite so bad. Companies are demanding professionals with our skill set, in computers, telecommunications, etc.

On the other hand, when choosing a company, it's important to me for it not to be far away. That is, I want the company where I work to be near my home. This doesn't mean that I don't want to go abroad to work. I would like the company where I work to give me the chance to work abroad for a specific period and then I would want to come back.



**IBAI IRIGOYEN**  
Dual-degree student in Telecommunications and IT, year 3.  
Goi Eskola Politeknikoa

*companies are demanding professionals with our skill set, in computers, telecommunications, etc.*

>>

Here in the Basque Country everything related to technology and research is very powerful. I think we have plenty of opportunities here and we have to know how to take advantage of them. Anyway, I did my work experience in Poland for 4 months. It was a very enriching experience, but I am aware that work experience is not the same as actual work. I would like to go to work for a while and enjoy that experience in a different way.

When choosing a company to work for, for me, the salary is important, but so is the atmosphere at work. The most important thing is to feel comfortable with what I do and with the people around me.



**MARKEL TXASKO**  
IT degree student, year 3.  
Goi Eskola Politeknikoa

*I think we have plenty of opportunities here and we have to know how to take advantage of them.*

>>

It seems that in the IT and telecommunications sectors there is a plenty of work. In any case, what I'm most concerned about are the working conditions that they offer. With the crisis, there have been big cuts in those conditions. From my perspective, the offer has to be consistent with the talent of these young people.

If I have to opt for a company, I value its commitment to innovation and technology and that it takes account of the opinion of each worker. Being a cooperative may be another incentive, but it is not essential to my decision.



**UNAI IZAGIRRE**  
Master student in Embedded Systems  
Goi Eskola Politeknikoa

*if I have to opt for a company, I value its commitment to innovation and technology*

In this section, we'll keep you up to date about what your foundation has been doing, in cooperation with the people who make up ULMA, as a way to channel our commitment to transforming society into a more human and sustainable model.

## Activity in 2017 headlines



### solidarity trip

Izaskun Vildarraz, a colleague at ULMA Forklift Trucks, travelled to Mexico from August to November for Mundukide to provide training in different cooperatives in the area.



### children's workshops

76 niños/as aged 4 to 10 participated in the workshops in June, 65% more than last year. They were accompanied by 6 monitors, two of whom were relatives of ULMA employees. This measure for family conciliation has been very well received by fathers and mothers.



### solidarity collection of new toys

Until 15 December



### solidarity collection kitchen utensils

Above all casseroles and frying pans, but also crockery, cutlery or electrical appliances are now travelling to Honduras with arrival scheduled for the end of the year. We will post images as soon as we receive them. Thanks for helping!recibamos. ¡Gracias por colaborar!



### #gestosostenible

At the moment in Central Services and Construction: we have distributed glass bottles and placed water jugs in meeting rooms to reduce the consumption of plastic. We were using more than 5,000 bottles of water every year!

And the awareness campaign for more responsible power consumption is under way; turn on lights only if necessary, turn off appliances when you finish using them and don't use air conditioning to excess.



### healthy november

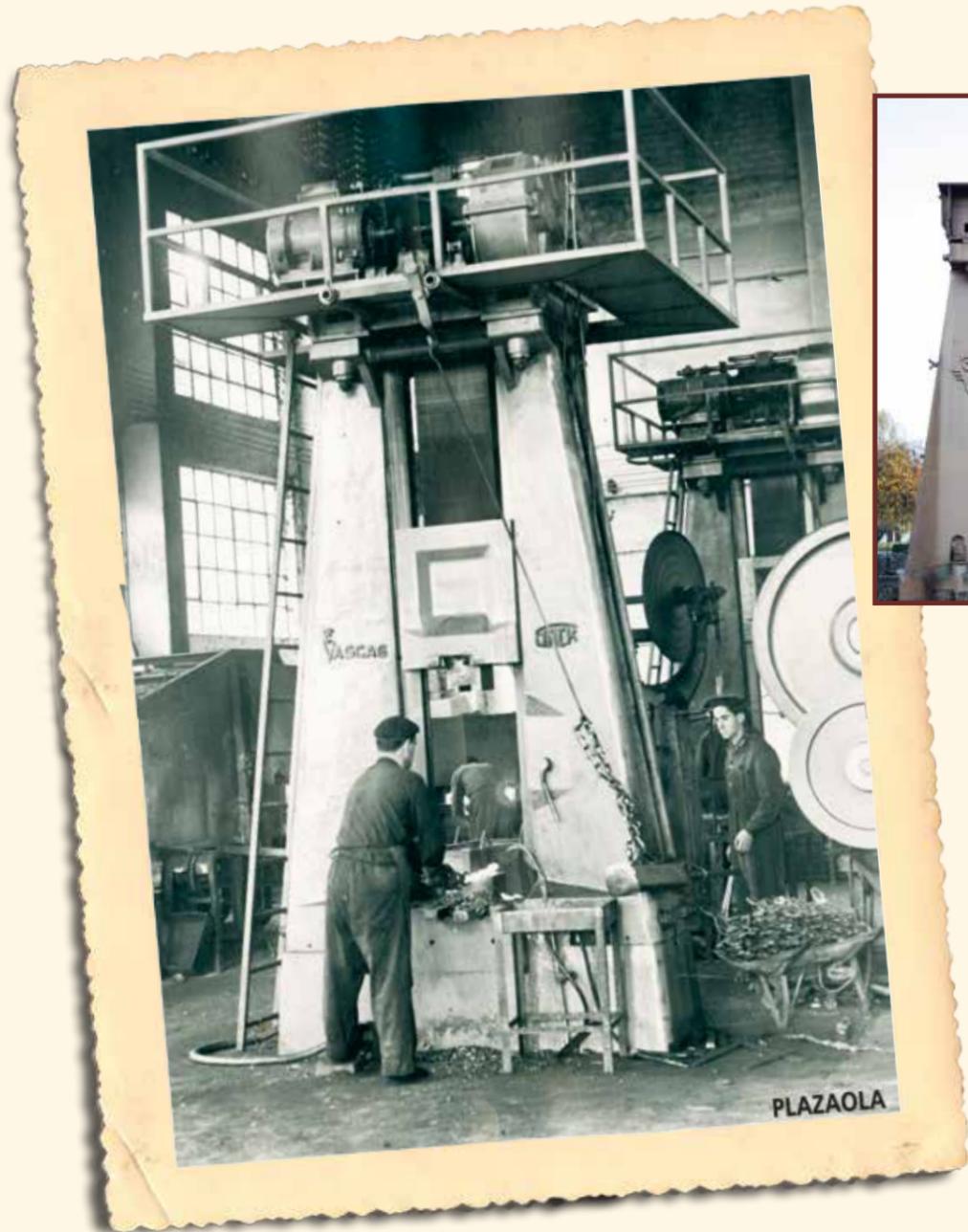
Within the "Iznan Osasuntsu" programme, Thursdays in November were full of health advice. Experts in health and wellness issues visited us and talked about the Nordic walking, David Spine Concept, Health and Human Movement or K-Stretch. Healthy and interesting talks and exercises!

## and also ...

- | More than 70 ULMA people offered a significant discount on their annual fee for the **Goiena Klub**.
- | Oñati students visited UPTC (ULMA Packaging Technological Centre) as part of the **Start Innova** programme.
- | We distributed 150 **discounted tickets**, at 3€, to see Real Sociedad at Anoeta. Total: 450 euros delivered to Mundukide.
- | 22 ULMA volunteers worked at the txosna on the **Kilometroak** day for the party for the Oñati ikastola Txantxiku.
- | 13 people represented ULMA at the III **Solidarity race between cooperatives** for Mundukide: running, walking or practising Nordic walking.
- | Pilot trial in Garagaltza auzoa to reduce petrol consumption: we are giving prizes for **sustainable mobility** with Ciclogreen. With similar mechanics to Travel Club, we have already completely 1,000 eco-kilometres: Travelling without consuming petrol!
- | Another pilot trial to **encourage local shopping** in Oñati: options for buying online, order placement in the workplace and distribution by electrical car.
- | 15 people at risk of social exclusion in **Bidebarri** received, from La Caixa volunteers, training on issues such as: "Household finances - Financial responsibility" and "How to write a CV, find a job or prepare for a job interview".

For further information contact [fundacionulma@ulma.com](mailto:fundacionulma@ulma.com)

## A wink at the past



### First ULMA Piping drop hammer

In 1964, ULMA Piping started to manufacture flanges using this drop hammer purchased from the Gack company. This purchase led to a deep transformation in the company. The opportunity arose as a result of a trip to Germany to buy a machine, when the manufacturer offered them the possibility of manufacturing flanges guaranteeing an important workload. Although this hammer is no longer used today, it is exhibited outside the Zubillaga ULMA Piping plant.

IF YOU HAVE ANY IMAGES LIKE THIS AND/OR YOU REMEMBER ANY HISTORICAL MOMENTS, YOU CAN CONTACT US TO HAVE IT PUBLISHED IN THIS SECTION WHERE WE LOOK BACK ON THE HISTORY OF ULMA.

THANKS IN ADVANCE FOR YOUR INVALUABLE PARTICIPATION!



begira@ulma.com

## RETIREMENTS: 1st September – 31st December 2017

Juan Mari Beitia



Juan Miguel Zabarte



Miguel A. Lasagabaster



José Esteban Sanz de Galdeano



Ion Ander Mugika



Antonio Ballesteros



Rafa Amasorrain



José Manuel Prieto



Txaro Uribeetxeberria



Mila Igartua



María Pilar Ayastuy



Itziar Zabaleta



José Javier Belloso

Thanks a lot. Enjoy!  
**Congratulations**



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