

EMPLOYABILITY PLAN A REWARDING EFFORT

December 2021
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DIRECTOR: Carlos Sarabia | csarabia@ulma.com
PUBLISHING/EDITORIAL BOARD: Aitor Castro, Elena Goirizelaia, Janire Laconcha, Maria Sendin, Irene Moreno, Edurne Unzueta, Nerea Burgoa, Itsaso Letamendi and Carlos Sarabia
DESIGN AND LAYOUT: Igone Basterra | ibasterra@ulma.com

GROWTH IN SALES FROM INOXTRUCK'S ACTIVITY HAS BEEN VERY POSITIVE EVEN IN THE PANDEMIC

ULMA MAINTENANCE SERVICES



Inoxtruck, an ULMA Maintenance Services activity line, expects to close 2021 with sales of four million euro, thus contributing 15% of the company's total turnover and almost 50% of its positive results. This year, 2021, it is expected that the manufacture and sale of more than 500 machines will be exceeded, despite - or thanks to - the effects of the pandemic.

With growth of more than 200% compared to 2018, with an export percentage of more than 70%, Inoxtruck designs and manufactures sanitizable solutions for handling loads and has establishing itself as a medium-term driver at ULMA Maintenance Services.

To achieve these results, the growth of exports has been key, as has growth in the pharmaceutical sector, which accounts for almost 20% of sales.

Regarding exports, the consolidation of sales in European countries such as France is noteworthy, already equalling national sales, or Germany-Holland, which between both countries also account for 25% of sales for the year 2021.

ULMA CONVEYOR COMPONENTS SIGNS A COLLABORATION AGREEMENT WITH REMA TIP TOP CHILE

Following to the commitment of ULMA Conveyor Components to continue increasing its global presence, REMA TIP TOP CHILE and ULMA Conveyor Components have signed a collaboration agreement. REMA TIP TOP CHILE is one of the world leaders providing solutions for conveyor systems, with a strong position in the mining sector. Through this collaboration the intent is to **reinforce their commitment by incorporating a high-performance roller.**

The agreement was signed the 15th of April (2021) and as it was not possible to travel due to the pandemic, the signing of the agreement took place on-line and in the presence of the management of both companies.

The Chilean market is strategic for ULMA Conveyor Components, given the importance of the mining sector in this country, and it is also one of the most suitable markets for introducing the HDC (Heavy Duty) roller.

ULMA CONVEYOR COMPONENTS



NEW FLOW PACK PACKAGING FROM ULMA PACKAGING FOR MORE HYGIENIC AND SAFE MINCED MEAT AND WITH MINIMAL ENVIRONMENTAL IMPACT

The main German food retailer, Feneberg (Germany), has implemented a new sustainable flow pack package for the sale of minced meat in the self-service section of its 80 stores. With this new packaging, **a reduction of 70% of plastic** is expected in addition to the use of completely recyclable materials.

The flow pack wrapping is up to 10 times thinner and its packaging is significantly lighter than conventional MAP trays. Thanks to this improvement, the reduction in the amount of plastic used annually is expected to be around 35,7 tonnes. This packaging is also completely recyclable as it is made with multilayer film, which makes it easier for the end consumer to recycle it in the yellow container once it has served its purpose.



ULMA PACKAGING

With this new packaging, Feneberg is reducing its transport volume significantly for this product. **Meaning a 93% reduction in its logistical efforts and thus, lower CO₂ emissions.**



STOW ROBOTICS AND ULMA HANDLING SYSTEMS ENGAGE IN A NEW STRATEGIC COLLABORATION IN INTRALOGISTIC AUTOMATION

ULMA Handling Systems has engaged in a new collaboration with Stow Robotics, a new initiative that boosts its competitive position in the market.

Thanks to this collaboration, ULMA Handling Systems is positioned in the market with innovative and scalable Goods To Person solutions and is able to supplement its current wide range of supply with solutions demanded primarily by companies for which e-commerce is a fundamental part of their income, as well as for logistics operators and, in general, last mile logistics.



ULMA HANDLING SYSTEMS

Stow Robotics' e.scale® system is a **3-D modular ASRS system for containers that does not require conveyors, lifts or sequencers, and where the robots move in all 3 dimensions by means of a ramp system.**

ULMA Handling Systems continues to support a network of leading strategic alliances in the automation market, as it continues to demonstrate with its long lasting relationship with DAIFUKU: a union of synergies with the world leader in automation.

GUARANTEEING FOOD SAFETY WITH NEW PACKAGING SOLUTIONS

ULMA PACKAGING IS FULLY COMMITTED TO OFFERING MAXIMUM FOOD SAFETY TO CONSUMERS THROUGH THE EQUIPMENT IT SUPPLIES TO ITS CUSTOMERS.

All developed solutions must incorporate **innovative and effective systems that prevent the risk of contamination, enable product traceability, extend their shelf life and avoid food waste.**

For ULMA Packaging there are four basic requirements in food safety:

.Prevent the risk of contamination: the key objective in food safety and the aim of all technological efforts.

.Extend the product's shelf life. developing solutions such as vacuum or modified atmosphere packaging (MAP) that extends the shelf life of products.

.Reduce food waste: ULMA is a member of SAVE FOOD, a global alliance to reduce food waste throughout the value chain.

.Provide information about the product and its traceability: Traceability is the ability to track



ULMA PACKAGING

all processes and it enables the entire consumption chain to have transparent and real product information, so that action can be taken as soon as possible and with optimum efficacy if foods posing risks to human health are detected.

Market trends mean that sustainable and attractive packaging solutions are required, with containers and packaging offering maximum protection, food safety guarantees and perfect appearance and conservation conditions.

THE DEVELOPMENT OF THE BASQUE PLAN AT ULMA GROUP IN 2021

ULMA GROUP



ULMA Group's 1st basque language Plan emerged in 2003. Since then, it has evolved so that each Business takes its own steps, and at the Group level it has been structured with the creation of three work committees:

.The ULMA Group basque language Committee (UTEB): comprised of representatives from practically all the Businesses and throughout 2021 it held 4 meetings. This Committee develops joint policies, coordinates the different lines of work and collects results from oral comments made in general assemblies, meetings, etc. In 2021 it had 4 working sub-groups for the development of these actions.

.ULMA Group Motivation Group (UMT): comprised of members of the Businesses, it held 5 meetings in 2021. This Committee has launched projects to transition from knowledge to the use of basque language through initiatives such as Aktibaitu, workshops and Basque Language Day.

.Basque language ICT Committee: comprised of representatives of the ICT services of the Business, it has met 4 times in 2021. This Committee mainly shares ICT practices in basque language in the Businesses, monitors new applications and extracts indicators on the use of basque language in ICT.

THE TALLEST BUILDING IN THE BROOKLYN SKYLINE

ULMA CONSTRUCTION



9 Dekalb Ave is a **73 storey tower standing at 325 m**, making it the tallest building in Brooklyn. The skyscraper is planned **to have over 500 residential units in addition to commercial space.**

Based on their experience with ULMA in the construction of Brooklyn Point, the client again put their trust in our **formwork, shoring, climbing, and safety** systems for the execution of 9 Dekalb Ave.

ULMA is committed to integrating safety into the design of all its systems. We promote worker safety by providing solutions such as our newly improved telescopic **HWS perimeter safety screens. The exceptional height and constant change in shape of the building required this technical solution.**

The cores were made with the **RKS Rail Climbing Formwork.** This system ensures safe climbing at height due to the rails attached to the walls. **It is versatile and can be**

lifted by a hydraulic mechanism or without crane assistance.

The system is supported by **ALUPROP aluminium posts as these have a high load-bearing capacity are easy and quick to adjust to provide safe and efficient working conditions.**

STONEO, NEW NAME AND POSITIONING FOR THE NEW CLADDING OF ULMA VENTILATED FACADES

STONEO IS THE NEW NAME OF THE VENTILATED FACADE INTRODUCED BY ULMA ARCHITECTURAL SOLUTIONS. THIS IS A COMBINATION OF TWO CONCEPTS; "STONE" + "NEO".

ULMA ARCHITECTURAL SOLUTIONS



This new product emphasizes its natural and sustainable origin and associates it with a noble and resistant material as is the case of stone. Hence its new slogan "STONEO, the evolution of stone".

It is an **evolved and improved product** compared to the previous line, which manages to create similar sensations, on facades, to those conveyed by stone, as it is a derivative of stone. This new cladding is available in a wide range of tones and textures whose beauty, resistance, nobility and exclusivity are reminiscent of stone. Also, one of the most noteworthy advantages of **STONEO is its resistance to fire.**

THE ENTREPINARES GROUP UNDERTAKES A NEW LOGISTICS PROJECT ASSISTED BY ULMA HANDLING SYSTEMS

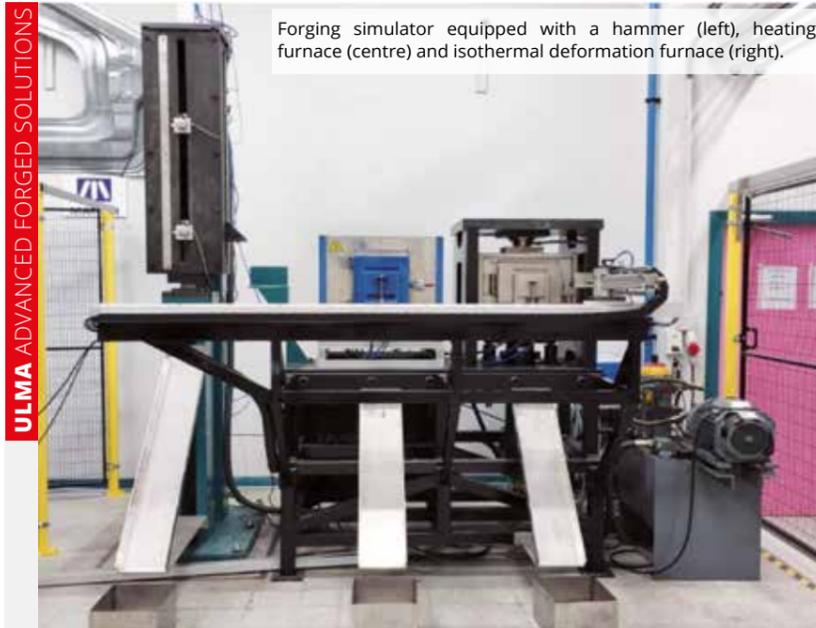
The Entrepinares Group, a family business and a benchmark in the agri-food sector, is developing a new project to expand its logistics centre at the Valladolid facilities with the help of ULMA Handling Systems. This expansion will enable the Entrepinares Group to automate its entire logistics system, from the dispatching of its cheeses from the production area to the final consumer, while strictly controlling the traceability of its food at all times.

This project will include an **automatic system** consisting of **three additional cheese ripening chambers managed by double-bottom stacker cranes**. Moreover, a new vehicle will be added to the STV system, enabling the Group to take on the new flows in the loop of these automatic transport systems.

This expansion, by automating its system, has made it possible for the Group to improve the quality of the service and product offered to its customers, optimizing logistics processes and improving service flexibility. Thus, Entrepinares has managed to combine the cheese tradition with the latest technological innovations.



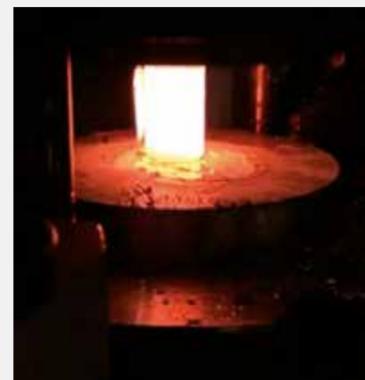
MONDRAGON UNIBERTSITATEA AND ULMA ADVANCED FORGED SOLUTIONS ARE DEVELOPING A FORGING EMULATOR FOR HIGH TEMPERATURES AND DEFORMATION SPEEDS



Forging simulator equipped with a hammer (left), heating furnace (centre) and isothermal deformation furnace (right).

MONDRAGON Unibertsitatea and ULMA Advanced Forged Solutions have developed a **hot forging emulator** to study the recrystallization mechanisms of super-alloys and critical materials. The **objective** of this facility is to emulate, beforehand, the forging processes used at the Oñati and Lazkao plants and to optimize the final process design by reducing the current trial and error phases.

Within the OGFORGE research project, a doctoral thesis has been jointly launched, where a doctoral student from Oñati, Julen Agirre, has designed, assembled and fine-tuned a real forging emulator, **equipped with a heating furnace, an isothermal deformation furnace and a forging hammer** that allows emulating the processes carried out with hydraulic or mechanical presses as well as those performed



with a hammer. This installation is the first in the world to achieve extreme deformation speeds such as those delivered by a forging hammer.

As a result of this collaboration, a new research project has been launched with the objective of specializing in forging titanium alloys for this and other sectors.

ULMA PRESENTS ITS NEW SOCIAL ACTIVITIES REPORT

Recently, the ULMA Group presented its new Social Report where the most relevant information about the activities and collaborations pursued in the Social sphere throughout 2020 is compiled and evaluated. The aim of this Report is to **display ULMA's commitment and efforts to improve the situation of their natural environment and to collaborate in socio-cultural and welfare initiatives.**



scan QR code

BARCELONA'S NEW TRANSPORTATION HUB

THE NEW SAGRERA STATION IS THE MOST IMPORTANT INFRASTRUCTURE DEVELOPMENT TO BE BUILT IN BARCELONA SINCE THE OLYMPIC GAMES.



The station will be the largest building in the city and the second largest in the metropolitan area, after T1 at El Prat Airport, and will be the biggest urban transformation the city has seen in recent decades.

The station is being built on a surface area of 295,000 m² reaching up from underground with an exchange on four levels

where high-speed (Spanish AVE and French TGV), long and medium distance, and suburban trains, along with the metro and intercity bus services will all converge. All levels will be joined by a large connective courtyard.

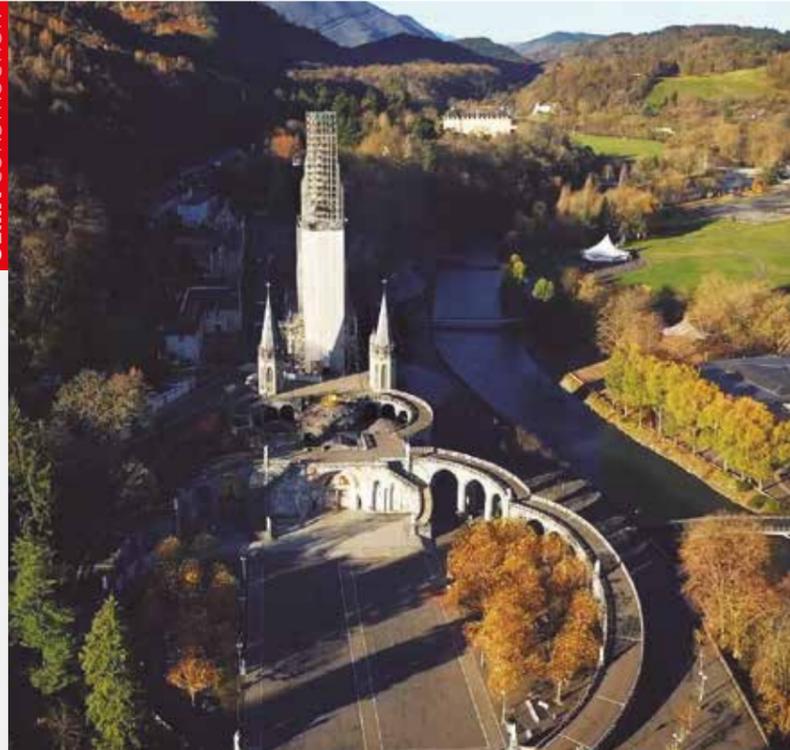
ULMA has participated since the beginning of the project **with comprehensive solutions for the**

execution of the in situ concrete structures of this railway station.

ULMA's team is present at the construction site on a daily basis. This allows us to have a high degree of closeness and communication with the client, which is fundamental to providing the resources needed within the deadlines required.

TAILOR-MADE SCAFFOLDING SOLUTIONS FOR THE RESTORATION OF THE SANCTUARY OF LOURDES

ULMA CONSTRUCTION



During the restoration work on the bell tower of the Sanctuary of Our Lady of Lourdes, France, safety and the constant flow of pilgrims determined the work processes involved.

ULMA installed a lift system capable of elevating 1 tonne of equipment and personnel up to a height of 66 m, in addition to a **ladder allowing access to all levels**. The scaffolding provided **storage space for material to facilitate the restoration**.

The bell tower is located almost 100 m above the cave, so a **temporary protection zone was set up to ensure the safety of pilgrims and avoid any risk of falling rocks**. To complete the protection of the site, a scaffolding net was installed on the 3 secondary facades and a denser net on the facade facing the square, which also served as a

screen for the projection of photos or videos.

BIM methodology made it possible to clearly visualize the dimensions and difficulties of the work involved for a project of this type.



ULMA EMBEDDED SOLUTIONS EXPANDS ITS RANGE OF SERVICES

A **French company** in the automotive sector has **called on the experience of ULMA Embedded Solutions** in the development of test systems to verify the correct assembling of its products.

Customers need to validate the correct connection and functionality of the sub-systems that make up the rear door of a vehicle, including cameras, lights, antennas and connectivity with the vehicle's control units. To meet this need, ULMA Embedded Solutions has devised a solution based on the LabVIEW programming language, from National Instruments, which enables the different hardware elements to be integrated and meets the stringent end-of-line testing requirements.

This project is added to the portfolio of solutions developed by ULMA Embedded Solutions' Automated Quality line and represents **one step further in the diversification and internationalization of its business**.

ULMA EMBEDDED SOLUTIONS



NEW ARTIC SS C FLOW PACK PACKER FOR CHEESE PORTIONS WITH SIDE SEAL AND BARRIER SHRINK FILM

ULMA Packaging has developed a new design in its ARTIC side-sealing machine that **allows portions of cheese to be packaged in a controlled atmosphere to provide an airtight and visually appealing package**, thanks to side seals that fit with the cheese rind.

This new development provides more advantages in food safety by **making it easier to open and avoiding the risks of leaks**, and in aesthetics by providing **more space for labelling**, both on the upper and lower face, thus eliminating the classic longitudinal and transverse machine seals.

A new lateral solution that allows using labels to cover the perforation, easy-open and / or promotional labels, facilitating the action of opening the container itself.

The ARTIC SS C flow pack includes a forming mould that adapts to the size of each portion and uses a lateral sealing system to remove the excess film to create a thin seal. This packaging method provides a considerable material savings.

ULMA PACKAGING



GREATER SUSTAINABILITY, ENERGY EFFICIENCY AND RESPECT FOR THE ENVIRONMENT WITH THE REVOLUTIONARY EDIA XL

ULMA MAINTENANCE SERVICES



The electrification of large capacity forklift trucks such as the new EDiA XL is now a **reality**. In just a few years this type of forklift has become **an ally of energy efficiency and respect for the environment**.

Technological developments have opened the door to high-demand applications that were previously reserved for diesel but are now perfectly suitable for electric forklift trucks such as the new **EDiA XL** which, with a load capacity of up to 5,500 kg, has enough power and performance to carry out any task.

Its features include **comfort and ergonomics** for the operator at the controls of this electric forklift, so they can work more comfortably, thus improving productivity. Additionally, the EDiA XL incorporates **a rubber-sealed cab that minimizes micro-vibrations**.



The EDiA XL model has been shown to have the **most efficient power consumption in its category**, so that work can continue for longer periods without any problems and, with zero emissions. This model represents a strong argument against the reluctance of customers to abandon diesel.

ULMA DEMONSTRATES ITS EXPERIENCE AND ENGINEERING EXPERTISE ON THE BR-280 SC HIGHWAY, IN BRAZIL

THE BR-280 IS A FEDERAL HIGHWAY IN THE STATE OF SANTA CATARINA, WHICH STRETCHES FROM THE CITY OF SÃO FRANCISCO DO SUL TO DIONÍSIO CERQUEIRA, NEAR THE ARGENTINE BORDER, WITH A TOTAL LENGTH OF APPROXIMATELY 634.1 KM.

The highway, locally known as Governor Luiz Henrique de Silveira, is vitally important to the region, and especially for the Port of São Francisco do Sul (SC), for which it will greatly facilitate the transport and sales of agricultural and industrial products.

The project is divided into three sections, and includes two tunnels 13.8 m and 9.3 m wide respectively, and a length of approximately 1 km each.

The tunnels were built using the MK Formwork Carriage, BRIO Modular Scaffolding was used to create access points for the



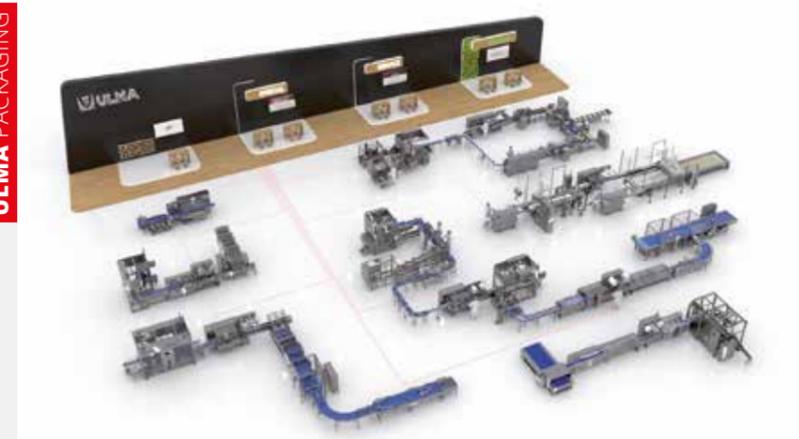
ULMA CONSTRUCTION

shuttering and pouring phases, and lightweight COMAIN Handset Panel system was used to create the single-sided formwork necessary for the tunnel walls.

ULMA has demonstrated yet again its engineering expertise and experience in complex infrastructural projects.

ULMA PACKAGING'S VIRTUAL SHOWROOM WITH AUTOMATED PACKAGING SOLUTIONS FOR THE BAKERY, PASTRIES, BISCUITS AND CONFECTIONERY SECTORS

ULMA PACKAGING



ULMA Packaging has developed a new virtual showroom system for the bakery, pastry, biscuit and confectionery sectors in which automated packaging solutions are presented to customers along with

explanatory videos of each solution. This virtual showroom includes an area with more than 150 samples arranged by product category, as well as by packaging technology.

Moreover, this virtual showroom contains a wide variety of photos of packaging so that customers can find the right packaging for their products.

Specific solutions include a wide range of containers for omelettes, biscuits, pastries, energy bars and snacks and wafers. The virtual showroom also shows supplementary information on aspects related to digitization, connectivity and industry 4.0. (Digital), sustainable packaging (WeCare) and Customer Service (Service)

THE RENOVATION OF PLAZA DE ARMAS IN FERROL, WITH THE PARTICIPATION OF ULMA ARCHITECTURAL SOLUTIONS, RECIPIENT OF THE FAD AWARD FOR ARCHITECTURE

The project for the renovation of Plaza de Armas in Ferrol, in which ULMA Architectural Solutions participated with the installation of its hidden drainage system, has received the FAD award for architecture in the City and Landscape category. This project is the work of architect Carlos Alberto Pita Abad and is an open square model with no landscape gardening and hardly any urban furniture, just wooded and built using resistant materials. The project included the installation of the MultiV + technical channels and ULMA's slot grating.



ULMA ARCHITECTURAL SOLUTIONS

This technical grating solution is noteworthy for its embedding in the pavement, as it is practically imperceptible, and for its high hydraulic capacity. In a city like

Ferrol, where it rains on average between 90 and 150 days a year, they were looking for an efficient, resistant and durable drainage system that would also keep clean

and look refined. Full absorption in the urban landscape was achieved with hardly any visual impact and with the drainage system hidden from view.

ULMA CONVEYOR COMPONENTS IS COMMITTED TO LEAN MANAGEMENT STRATEGIES

ULMA CONVEYOR COMPONENTS



ULMA Conveyor Components is committed to increasing quality and efficiency of the service and improving the internal operation of the organization through LEAN management strategies. All this with the main purpose of empowering customer orientation even more.

In a first phase, the Lean Manufacturing project has been successfully launched and implemented in the manufacturing process and it is already in the review and continuous improvement phase.

Based on the successful

implementation of Lean Manufacturing, ULMA Conveyor Components is committed to carrying out the same project in the processes related to office management. Lean Service project has been launched for that purpose. The aim of this project is to implement the LEAN methodology throughout the administrative processes and link it with the manufacturing process to ensure that it is incorporated globally in all internal processes.

Once the project is launched and implemented, ULMA Conveyor Components will face the future by focusing the management of its processes on the needs of its customers.

OTHER TALENTS OF THE ULMA GROUP

FROM FOOTBALL FAN TO PRESIDENT OF MONDRAGON C.F.!



— **XABIER ETXEBERRIA**
ULMA PACKAGING

“THE KIDS ARE BACK, YOUTHS TURN UP AND CHEER AND THAT CREATES JOY IN THE FOOTBALL CLUB.”

— Since 2016, Xabier Etxeberria has been working in the documentation area of ULMA Packaging and for 4 years he has been President of MONDRAGON C.F.

He started as a director of Mondragón Club de Fútbol in 2015 for a couple of years helping out in any matters that arose. *“I came here to help without really knowing what I was getting into,”* Xabier tells us.

Both Xabier and all the members of the Board of Directors joined the Club with the sole intention of lending a hand in sports management, financial management, sponsors ... after two years, the Board of Directors offered him the chance to be President as the then President of Mondra, Ramón Azkarate, wanted to step down. Ramón had already been in the job for a few years and wanted a change. In the 2017/2018 season, Xabi took over the presidency, a position he still holds to this day.

“The experience is wonderful, intense, stressful, enriching ... we can add lots more adjectives, but in general the experience has been very positive,” says Xabi.

Making my work at ULMA compatible with the position of President of Mondragón Club de Fútbol is not complicated, but it does involve

making an extra effort. It's like having two jobs, you leave ULMA and go to your second job, and if you add weekends ...

Since the pandemic began in 2020, the Club has had to go through a lot of uncertainty in its day to day operations; the general restrictions would sometimes be modified twice in one week. On the one hand we have the measures imposed by the Basque Government and on the other, those imposed by the Arrasate City Council, because when you're using a municipal facility (Mojategi) the council itself sets the conditions for training, use of changing rooms ... *“It was impossible to plan anything. This has been going on for a very long time”* says Etxeberria.

In August 2020, at the beginning of the pre-season, the schedule included friendly matches against teams in the same division. When they were going to play the first game, the rival team called to say that they could not play because one of their teammates tested positive; since Mondragón Club de Fútbol had everything ready for the game, it was decided that the two senior teams (Division of Honour and Preferential) would play each other. The day after the game, one of the players tested positive and the 22 players were confined to their homes for 10 days. This situation made many players

consider leaving football during that season or while the pandemic lasted, for fear of more lockdowns and losing or having problems at work or falling behind in their studies.

Now it seems that everything is returning to normal, training is back to what it was before, the whole team trains together without having to do it in small groups, changing rooms are back in use, competitions have returned in all categories, the fans have returned to the stands ... and it really shows. *“The atmosphere in the stands, the heat and the excitement of the crowd is something that we have missed dearly,”* he says. *“The kids are back, youths turn up and cheer and that creates joy in the Football Club.”*

WOMEN ON THE ULMA GOVERNING COUNCILS (II)

In April's Begira we produced a first report on the presence of women in ULMA's corporate bodies. Now, at the end of the year, we wish to continue that investigation.

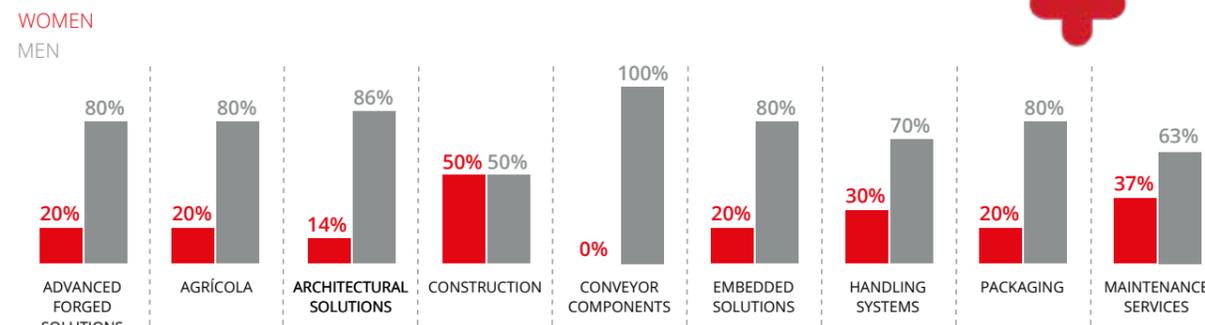
As we commented back in April, the ULMA Group's activity has always been technical and industrial, which has meant that the representation of women has generally been lower. Even so, from the 1980s, many women have been involved in the Governing Councils of our Cooperatives. In this report we bring together the testimonies of two more women who have been active in this area.

To date only 20% of ULMA's staff are female. Most of the Businesses have historically been managed by men, but women are playing an increasingly prominent role. Likewise, on the representative bodies specifically, the Governing Councils, female membership is increasingly reflective of their **general representation in the Group (80% men, 20% women).**

As Cooperatives we are a reflection of society and, therefore, to change some of our fundamental issues, we have a long way to go, but the first foundations have already been laid. **The ULMA Group seeks genuine gender equality, which requires a culture change and a paradigm shift.**

CURRENT MEMBERSHIP OF THE GOVERNING COUNCILS OF THE ULMA BUSINESSES

* Note: Data updated to June 2021. The technical administration departments are not included in these figures.



JONE MIREN ARANBURU

ULMA PACKAGING
Member of the Governing Council and Vice-chair since 2009



OLATZ ARREGI

ULMA MAINTENANCE SERVICES
Member of the Governing Council and Vice-chair since 2009

How do you see the situation of women in the Governing Councils of our Cooperatives?

Before becoming a member of the Governing Council, I took the meeting minutes for ten years, so I see the ULMA Packaging case from a broader perspective. Every time the body was renewed I got to know 2 women at most who were there at the same time. In the case of ULMA Packaging, we represent more or less the same percentage of women as in the cooperative as a whole (82% men, 18% women). To achieve greater equality in the Governing Council we would need more women in the cooperative, so it's vital for this change to occur in society, in the new generations. The involvement of more women in STEM education is essential if we want to see change in industry.

In our Governing Council I would say women and men play a similar role. We're not treated differently because we are women.

You are also a member of the ULMA Group's General Council. How do you see the role of women in that body?

There are very few women in the General Council (still under 20%). There is no direct discrimination there either, but nowadays the lack of female chairs of the Businesses also directly influences this low figure. I've recently noticed more women in vice-chair positions, which will lead to more women in the ULMA Group's General Council.

I think it's important that we women play an active role in the work of the Governing Councils of our Businesses. ULMA's structure and culture offers us opportunities for this and although we sometimes run into obstacles, we need to overcome them.

How do you see women in the Governing Councils of our Cooperatives?

In recent years, the role of women in the Business has been very active in this body. Currently, 3 of us are women and in previous years we were actually the majority (5 women, 3 men). Given that the majority in the cooperative are men, this is a very satisfactory figure. I must admit, though, that these figures are not typical of all the ULMA cooperatives. However, it's important for women also to play a leading role in these bodies so we must take the opportunity offered to us by ULMA.

Apart from these figures, I must recognise that we get on really well in the Governing Council. I see no differences in the role played by men and women. I've not seen any discrimination in roles or when taking part: in speaking, proposing decisions - we behave with trust and respect. We analyse and take decisions on the Business questions and everybody contributes based on their work area and experience.

I see a greater gender gap in the executive bodies. In our case, there are no women on the Board of Directors and we should analyse why and try to address this.

How do you see the future?

At UMS we had a female chair with her own leadership style and personal abilities, who, like many men, did a very important job. Currently, I also see women who are highly trained, skilled professionals, who could participate in the Governing Council and be Chairs.



EMPLOYABILITY PLAN

A REWARDING EFFORT

We wanted to recognise, through a round table, the effort made by many of our members over the last few months in the Employability Plan that ULMA has implemented in the last two years.

On behalf of them all, the following people have shared the round table with ULMA; Elena Iglesias, Mikel Martín and José Manuel Mata.



Elena Iglesias (right), Mikel Martín (centre) and José Manuel Mata (left) during the round table

— **E.L. ELENA IGLESIAS**

ULMA ADVANCED FORGED SOLUTIONS
Profile achieved: Industrial Machinery and Equipment

— **M.M. MIKEL MARTÍN**

ULMA MAINTENANCE SERVICES
Profile achieved: Mechanical manufacturing

— **J.M.M. JOSÉ MANUEL MATA**

ULMA ARCHITECTURAL SOLUTIONS
Profile achieved: Mechatronics and Materials

— **When did you start to hear about the Employability Plan? What was it that prompted you to take the step?**

E.I. I heard about it at the plant. I think it was in 2019 when we started to hear a bit and it was the head of personnel who called us to a meeting and told us a little about how this would work. Then they came from Miguel Altuna to explain it to us. It caught me a bit off guard because I didn't know of the existence of an initiative like this.

J.M.M. In my case, I found out at the Executive Board as I was there at that time and they explained a bit of what they were going to do. Later, when they told us from personnel it became clearer.

— **Did it create any doubts for you? Did you have to think about it very much before giving an answer? Was it difficult for you to make the decision?**

M.M. Well, at first I had some doubts, yes, because until we had Miguel Altuna's assessment, we didn't know how many hours we were going to have to do, how many hours were required to qualify you, if the profiles offered in Miguel Altuna matched yours, what possibilities there were of being accepted... Like everything, at first it was a bit complicated.

E.I. Yes, I thought about it a lot. Especially at the beginning I was very hesitant with the issue of hours, how many hours would it be and if I really had the time to do it; above all it was a matter of time.

M.M. The first thing was to get home and arrange everything because at first we didn't know what the timetables of the courses would be, if it was possible go in the morning or in the afternoon, and if it was the afternoon, it was three hours, so you had to bear in mind that you wouldn't get home until 8.

— **Did they give you good options in terms of combining work with studies?**

M.M. Yes, for me, it's absolutely brilliant. For our cooperative staff, at least, it was really easy to do both.

J.M.M. Yes, for us knowing that you could go to the course in the morning and also in the afternoon

was important. They delivered the same course in the morning and in the afternoon depending on your shift. With the exception of one course, they were all available, and these were the ones that were relevant to me.

— **Was the process explained to you as well as what was involved, its objective and the steps to be followed, the conditions that you would be under, etc., and did you go through the interviews with Miguel Altuna? How was the experience?**

E.I. There was a bit of everything. You would explain your previous experience in the cooperative and, above all, in the profiles that they offered in the industrial field. You

would tell them a little about your experience and then we would fill-out some questionnaires they gave us as well as some cards. In the end, all the questions were intended to assess the level of each individual.

J.M.M. Yes, in the end there were questions. They gave me a lathe, tools, even a drawing. They were a bit focused on our profiles.

E.I. Yes, warehouse forms too.

M.M. Some of us had several profiles; you went to the interview and they asked you questions based on those profiles to find out which was the one that validated you the most hours, and that's the one you did.

J.M.M. It was like that for me, too.

I was going to do the Machining course, but in the end I did the Mechatronics course for hours and because that profile was more important for the Business.

E.I. In my case, I had so little industrial experience that I had no idea which one I was going to fit into. I had to do all the tests. I did the whole thing. And I'm happy with what I've done because now I have it, even though it's hard, not the course itself, but dedicating so many hours to it after work.

J.M.M. It's been 20 years since I studied, so starting again with classes, at first it was a bit hard ...

E.I. I saw, in them, in the guys in general that almost all of them had been involved in something with

electricity or lathes or whatever. The thing is I had no experience. For me it was all new.

J.M.M. I had one of the old medium-level degrees in machining, so I continued in that branch, but of course, 20 years after I finished my studies, lathes have changed. All mechanical manufacturing is different, the machinery is new, and the programs too, I was a bit out of place.

—
Then with the pandemic, how did the initial conditions or guidelines change? How was it for you? Did you experience lockdowns while taking the online courses? How did you solve the practical part?

J.M.M. In our case it was all face-to-face. Miguel Altuna delivered other online courses but, as there were not many of us, we did them face-to-face. Only people who had to self-isolate missed a few days. We started classes at the beginning of March and it was just when the pandemic started so they stopped the classes.

E.I. Yes, we had only been going a short while, two or three weeks. We stopped in mid-March and didn't go back until July.

M.M. At the beginning the classes were held here at Central Services and they lasted for two weeks. Then the classes stopped for three months and for that reason the end of the course was extended for three months. The idea, at the beginning, was to finish in December, if all went well. Then, with the pandemic, it ended in April of the following year and that put us out of kilter.

J.M.M. When we resumed classes in



September a month later they made the whole class self-isolate. We tried to do the class online; at first it didn't go well because you would lose the connection and when you got connected again you'd already lost the thread a bit, so we decided to do the face-to-face classes once we came out of isolation. Sometimes we even had to go on Fridays to make up a missed class.

M.M. I was lucky in that for the mechanical manufacturing profile, classes were held in the morning or afternoon; because I worked in the afternoon I always went to class in the morning and, of course, many of the classes were like tutoring, as I was alone with the teacher.

—
Most of you have passed through the Basque Government's system. Tell us about your experience with the evaluator.

J.M.M. Yes, we met with an evaluator who asked us some questions about the topics we had studied, to see if we knew them or not. Once you pass this phase, you have to apply to the Basque Government for them to validate you and they will give you the ok in terms of what you know and what you have done.

E.I. That's right. If I had proposed that part of the course and Miguel Altuna had judged that you had already passed it, the Basque Government had to back it up to really say if it was ok to make it official.

M.M. It was similar to the test they made us do at Miguel Altuna. In the end they took the printout from an IT system, in the same way as the Basque Government's evaluator.

—
The Basque Government's system is an open door to continue self-managed training. Are you planning on completing this training? Have you considered obtaining an official qualification?

J.M.M. Until now we have been with ULMA and in the end all the help of being able to choose timetables, the support they were giving us if we want to obtain an official degree will no longer be like that. Now you have to adapt their schedules with those of your job and that is more difficult, more complicated, so you really have to give it some thought whether or not to continue with it. For now, it's impossible for me, but hey, the option is always there because the qualification we have achieved does not expire. That's how it is. If you want to do a 30-hour Miguel Altuna course or upgrade to a higher-level degree, that's another option.

M.M. Yes, you can go. As we have validated everything that we've done, in the end you can sign up for courses and you can subtract hours and get the higher-level degree.

E.I. I had no idea that this degree was as divided as it might be in the university by credits. You know, it's like everything is divided into units, so you are getting it completed little by little and when it suits you. It's interesting that you don't have to complete two full years because at any time you can say, well what am I

missing and what options do I have to finish everything.

J.M.M. Miguel Altuna offers courses every year and those are the ones that you can add and do little by little. This year I can sign up, it lasts two months, well, if you can do it, you'll always get the qualification.

E.I. Now it is clear to me that I have no intention of doing anything else, above all because of my age. As it's no benefit to me right now - yes, maybe the training that we have received would be applicable to what I am working on because it was more useful to me, but knowing more for a possible change of job, no - not at my age. If it was applicable to what I am doing, well ok, in administrative terms, yes, but in industrial terms, no.

J.M.M. The profile has been useful to me as I applied for a position within Architectural and they selected me for the position but always on the condition that I qualify for that profile.



M.M. Yes, also in my case, once I qualified for a profile in the cooperative, they also offered me the possibility of working in another position so at the moment I am in an impasse, I'm waiting to see.

E.I. Well, in my case, to get the coordinator position, at no time did

they tell me that I had to qualify, nor did they put conditions on me, but even if it's just out of self-pride ...

—
What would you say to ULMA staff to convince them that the effort you have made has been worth it?

E.I. Given the conditions they imposed on us, I think anyone can do it and, furthermore, I think everyone should qualify in that profile. It is not that difficult or that complicated. Looking at the different situations we've been in, young people and people like me - I think I was the oldest - people with qualifications, people without qualifications, etc. and we all did it well and we were able to do it.

M.M. Yes, they have made it very easy for us. They were small groups with only ULMA workers. We were all ULMA workers rather than a normal class with 40 students. It was a matter of getting organised and in the end we completed 400 hours.

J.M.M. At first I thought it was going to be harder but with ULMA's support, in the end we had a good time. It is scheduled for three hours every day in addition to the eight hours at our jobs, so it's hard, but it's worth it.

E.I. Once we completed the training, what peace, what calm, you feel like you have so much spare time. Also, we all had a good time together there and it was really good. Pretty soon we felt at ease there and we even organised dinner parties and everything.

M.M. With the support the ULMA group gave us, it was an opportunity that you couldn't let pass you by. If there are some relocations, you

already have qualified for the profile required by ULMA.



E.I. If they provide us with the opportunity again, people should sign up. It shouldn't be missed. Yes, because in my case I've been relocated. I came from Fagor and at the time I came with nothing. At that time we were a little scared. There were almost 2,000 of us to be relocated and they were already requiring being qualified in the profile, in practically all the cooperatives. The same as those who are at ULMA, if you tell them that there could be a relocation, it may sound a bit like Greek to them, but for those of us who have been through the experience, it was tough. The more qualifications you have, the more opportunities come your way. Right now, workers relocated from Udalaitz and from Fagor Electrical Appliances that are not qualified in the profile have been accepted at ULMA but with the condition that, if a relocation were to take place, they would return to Udalaitz, so take this into account and get qualified in your profiles.

With the support the ULMA Group gave us, it was an opportunity that you couldn't let pass you by

ELENA IGLESIAS

NEXT STOP, BRAZIL.

ITZIAR ARANBURU, OF ULMA ADVANCED FORGED SOLUTIONS, COOPERATIVE MEMBER OF ULMA IN BRAZIL (2022-2023)



When ULMA published the job, I felt that I couldn't let this opportunity pass me by

— Itziar Aranburu is the ULMA partner who will participate during 2022, 2023 as an advisor for the MST agricultural production cooperatives. Itziar Aranburu Agirre will work in partnership with the Landless Workers Movement in Brazil (MST). We met with her to tell us how the process has been.

— **ULMA was looking for a person to collaborate with Mundukide in Brazil, tell us - how did you find out about this?**

I found out about this offer from the ULMA team through a notification that I read on Portalde. I found it interesting and I applied.

— **How did you make the decision or what helped you decide to go to Brazil for these two years?**

I made the decision, not because the country was going to be Brazil, but because I was familiar with the project, the opportunity and the team. I have always had the desire and dream of being part of a project or a job like this, but until this year I had never dared to take the step. When I saw ULMA's offer, despite having a bit of vertigo, I did not hesitate for too long before signing up. I've always wanted to get involved in a project like this. However, our daily comforts often keep us from looking any further. When ULMA published the job, I felt that I couldn't let the opportunity pass me by.



— **LANDER DÍAZ DE GEREÑU**
CHAIRMAN OF THE ULMA GROUP

The opportunity offered by Mundukide is an enriching experience for members and a unique opportunity to put cooperative values, such as universal solidarity, into practice

— **What is exciting about this project?**

I am drawn to get to know the culture, the country and another reality and to feel myself as part of it. I've had the opportunity of getting to know Mundukide's projects and I'm excited to be a part of it. The project to support cooperatives in Brazil through the MST is wonderful and rewarding. I am sure that I will receive more than what I will contribute.

— **What part of Brazil are you going to be working at?**

Mundukide has projects in place in 5 different Brazilian states, but it's not yet decided where I'll be. Until Christmas, I will be able to visit the different projects and after Christmas they'll decide where I will work for the next two years.



Itziar Aranburu, at the centre of the image during the formalization of the contract

2021

1st September - 31st December

RETIREMENTS

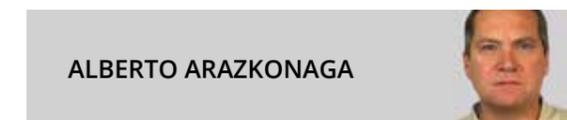
MIREN ELORZA



JAVIER MONDRAGON



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ALBERTO ARAZKONAGA



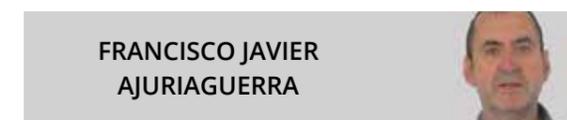
TERE LECUE



ANA ARRANZ



CARLOS AGUIRRE



FRANCISCO JAVIER AJURIAGUERRA

Thank you - enjoy!
Congratulations



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