

A hand is holding a green, mossy dragonfly-shaped object against a blurred green background. The dragonfly is made of a dense, green, moss-like material and has a central body with two large, circular eyes. The background is a soft-focus green field.

ongie etorri
witamy

Kujawsko-
Pomorskie

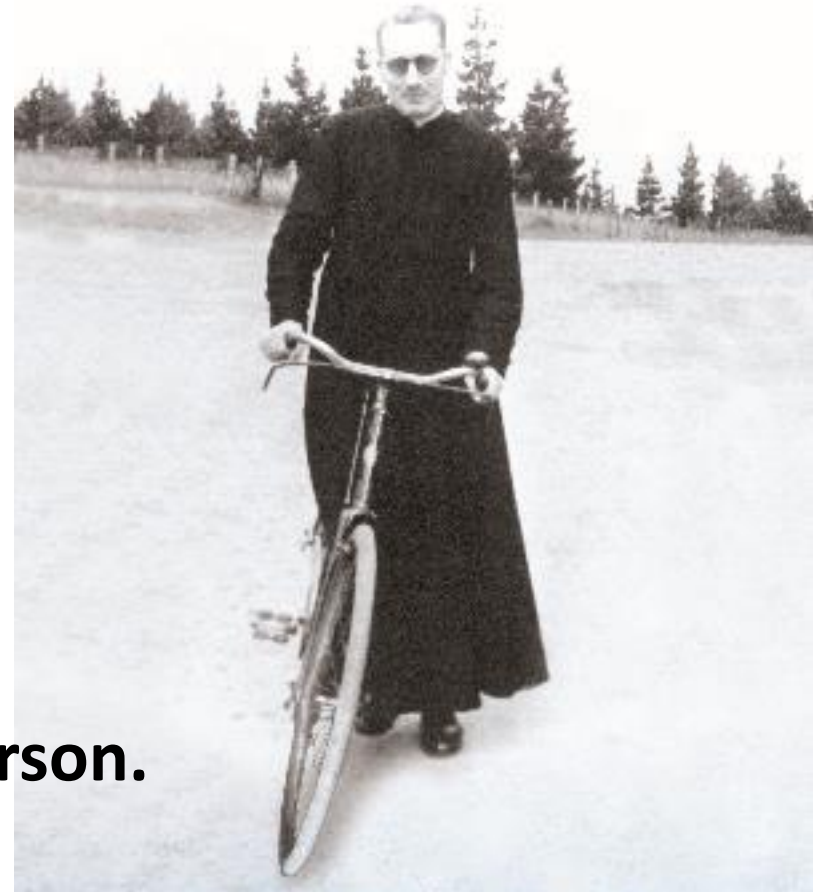
23rd September 2019

MONDRAGON
HUMANITY AT WORK

COOPERATIVES WITHIN MONDRAGON

■ Industrial	64
■ Credit	1
■ Consumer	1
■ Agricultural	3
■ Educational	8
■ Research and Development	15
■ Services (consulting, engin., food...)	5
■ Total cooperatives	97

- In 1941 he came to the parish of the town of Arrasate/Mondragón as a curate. He is 25 years old.
- These are his ideas:
 - Dignity of the human person
 - Solidarity
 - Work
 - Education
- The world is in crisis.
- We have to create a new person.



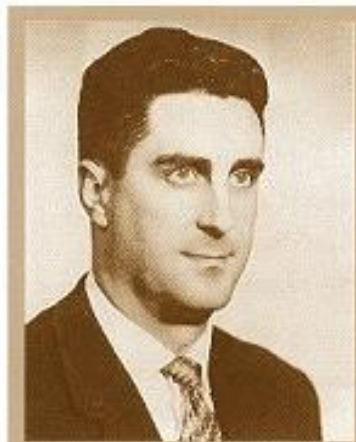
- In the town of Arrasate/Mondragón, after the war: economic hardships and social division.
- He works intensively with young people organizing many activities: sports, culture and, mainly, education.
- In 1943 he founded the *Escuela Profesional*.
- A group of that young people studied technical engineering.
- Ideological education; preaching; action.



- Also action in the field of work.
- They asked *Unión Cerrajera* (the biggest company in the region at that time) to distribute shares among the employees so they could have power. They did not succeed.
- In 1956 five of the engineers created ULGOR.



U satorre, Luis



L arrañaga, Jesús



G orroñoigoitia, Alfonso



O rmaechea, José María



O R tubay, Javier

- **ULGOR: a fairer company.**

Member = Worker = *Owner*

The right to vote (1 vote)

The right to be elected

Funds for the community

Narrow remuneration system



Some milestones

...

- ✓ 1943 Arizmendiarieta sets up the Escuela Profesional (MONDRAGON UNIVERSITY since 1997)
- ✓ 1956 ULGOR
- ✓ 1959 Caja Laboral (bank + entrepreneurial division)
- ✓ 1959 Lagun Aro (welfare health mutual for members)
- ✓ 1964 First co-operative Group (Ularco-Fagor)
- ✓ 1966 Alecop (student working in a worker co-op)
- ✓ 1968 Auzo-Lagun (founded by women)
- ✓ 1969 Comerco, later called Eroski (consumer cooperative)
- ✓ 1974 Ikerlan (research center)
- ✓ 1987 I Congress: creation of Mondragon Cooperative Group (GCM)
- ✓ 1991 III Congress: creation of Mondragon Cooperative Corporation (MCC)

...

The power relation

	POWER	Factor of production
Non cooperative <i>(Sociedad Anónima)</i>	Capital	Labour
Cooperative	Labour	Capital

Membership rules to enter MONDRAGON

- Relocation among cooperatives
- Restructuring results (from the gross profits)
 - . Within the sectorial groups (>15%-<40%)
 - . Within corporative funds in MONDRAGON: for investment 7%, to aid 7% (education/research, compensation in case of losses, social projects...)
- Profit distribution (net)
 - . 10% Fund of Education (law =10%)
 - . 60% Fund of Reserve of Co-op (law >=20%)
 - . 30% Returns to workers → capitalize (members), cash (non members)
- Interest <7,5%, in cash
- Initial contribution (≈15.000 euros)
- Solidarity in compensation
- Reporting of data to MONDRAGON Headquarters
- Not internal competition

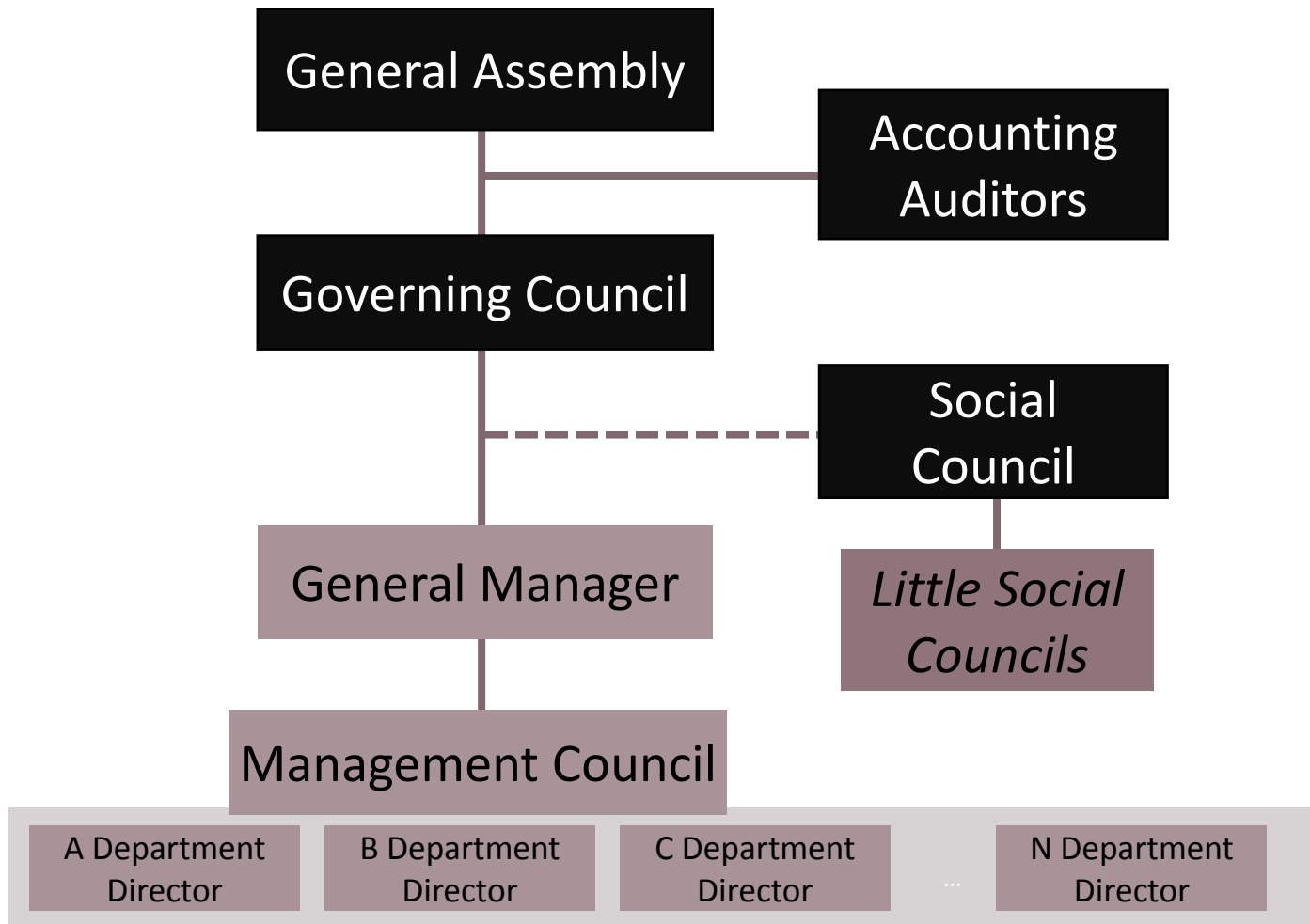
Mission

MONDRAGON is an entrepreneurial socioeconomic entity with deep cultural roots in the Basque Country, created by and for the people, inspired by the Basic Principles of our Co-operative Experience, committed to the community, to the improvement of competitiveness and to the satisfaction of customers, to ***create wealth within society through entrepreneurial development and job creation, preferably membership-jobs in co-operatives.***

Mission

- ✓ Based on a commitment to **Solidarity**
- ✓ Using **democratic methods** (one member, one vote)
- ✓ Encourages the **participation** and integration in:
 - **Management**
 - **Profits**
 - **Ownership**
- ✓ Harmonizing projects aimed at **social, business** and **personal development**

Basic structure within a cooperative



Structure of MONDRAGON

CONGRESS

Standing Committee

General Council

**Finance
Division**

Industry Area

CHP AUTOMOTIVE

CM AUTOMOTIVE

INDUSTRIAL AUTOMATION

COMPONENTS

CONSTRUCTION

VERTICAL TRANSPORT

EQUIPMENT

ENGINEERING AND SERVICES

MACHINE TOOLS– DANOBAT GROUP

INDUSTRIAL SYSTEMS– ULMA GROUP

TOOLING AND SYSTEMS

**Retail
Division**

Knowledge Division

Corporate values

CO-OPERATION

Owners and protagonists

PARTICIPATION

Commitment to management

INNOVATION

Constant renewal

SOCIAL RESPONSIBILITY

Distribution of wealth based on solidarity,
and involvement in the community



Basic principles

1. Open admission and neutrality
2. Democratic organization
3. Sovereignty of labor
4. Instrumental and subordinate nature of capital
5. Participatory management
6. Wage solidarity
7. Intercooperation
8. Social transformation
9. Universality
10. Education



Intercooperation







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HUMANITY AT WORK

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