



SUSTAINABILITY REPORT 2017



July 2018

Contents

For a more sustainable world

Mission, vision and commitments

- Mission
- Vision
- Commitments

Our commitment to customers, passengers and citizens

- Irizar Awards
- Irizar e-mobility, mass production of complete electromobility solutions
- Irizar launches ie tram bus
- We participate in European future projects

Our commitment to employees

- Commitment to employment
- Commitment to communication and participation
- Commitment to diversity and equality
- Commitment to training
- Commitment to a healthy work life balance
- Commitment to health and safety

Our commitment to external partners

- Suppliers for coach manufacturing
- Strategic alliances for our sales and after-sales network
- Shaping the future of mobility
- Other local collaborations

Commitment to the environment

- Eco-innovation
- Our activities
- The hybrid coach
- The 100% Electric City Bus

Commitment to society

- Activities with our sector
- Cultural activities
- Educational activities
- Sporting activities
- Social activities



For a more sustainable world

One more year, we are presenting our 2017 sustainability report. In addition to reflecting our commitment to the ten principles declared by the United Nations regarding human rights, labour rights, the environment and the fight against corruption, the report represents the primary initiatives we are carrying out with customers, passengers, external collaborators, society and the environment.

Irizar is the parent company of the Irizar Group. The maturation of our brand, technology and sustainability strategy has led to Irizar becoming an industrial group that is strikingly different from the Irizar of the past. We are now a diversified group that currently has a presence in the passenger transport, electromobility, electronics, energy, electric motors and connectivity business areas.

The solidity of our brand has received several awards in 2017, among which we would like to note the most important award in the industry for the Irizar i8 coach, which was recognised as the Best Coach of the Year for 2018 in Europe. We also received the award for the Best Coach Manufacturer in Europe for 2017 at the Busworld Academy Awards. We are continuing our unwavering commitment to sustainability and the wellbeing of citizens and our customers. Accordingly, this year we have expanded our range of electric buses with the presentation of the 10.8-metre and the articulated 18-metre versions of the Irizar ie tram, which expands the current selection of electric vehicles to include articulated vehicles with opportunity charging. As we expected and predicted, the journey of cities towards electromobility has become a reality and has begun to accelerate.

We are prepared to meet our customers' demand with one of the best and most complete ranges of coaches and buses on the market. We use technology from our group and provide the option for complete turn-key solutions where you can have a sole interlocutor for all products and services alongside the experience of having had electric vehicles operating for many years.

We inaugurated the first plant in Europe exclusively for electromobility in 2017. The first 200 jobs have been created. All aimed at continuing being leaders in the transformation of transport systems in cities where current levels of air and noise pollution make it difficult for citizens to have an adequate quality of life.

We participate in important European projects for the future of electrifying cities and public passenger transport in: Autonomous driving, energy efficiency, energy storage, smart and fast charging infrastructures and connectivity - big data.

We are thus continuing our course of solidity and growth with people committed to customers and society to provide the maximum added value in terms of brand, technology and sustainability and to society, by competing from here to create locally based wealth and employment.

We have finished a year we feel very proud of because it is an excellent reflection of a job well done and because it was an important step forward in our contribution to a more sustainable world, even though we are fully aware that there is a lot left to be done.

Congratulations to everybody!

 **Irizar**
José Manuel Orcasitas Landa
Chief Executive Officer Irizar Group



“ We are thus continuing our course of solidity and growth with people committed to customers and society to provide the maximum added value in terms of **brand, technology and sustainability** and competing from here to create locally based wealth and employment.”



Mission, Vision and Commitments

Mission

Continuously strengthen our business project and brand to grow and create locally based wealth and employment.

It is key to achieve a high degree of customer satisfaction by establishing a close relationship with them and providing the guarantee of a sound project in which they can trust.

The flexibility to adapt to the needs of our customers by providing them with the products and services they need is a strategic factor that sets us apart from our competitors and enables us to earn their loyalty.

In addition, we strive to maximise satisfaction among the Irizar Group's employees, our external partners and society as a whole.

We are and will continue to work under a cooperative framework at Irizar S. Coop. and under an umbrella of communication and participation in management and profits among the other companies in the Group.



Vision

Our vision is to provide buses and coaches with a marked difference in safety, reliability, comfort and profitability for our customers, passengers and society and to set the standard in service, quality, design, innovation, technology and sustainability.

We also strive to be a benchmark in providing value to customers in the group's other businesses.



Commitments

We work hard every day to reach a position of leadership that benefits our customers. We work as a team and have employees who are committed to customers and the Group's strategy. We promote efficiency, communication, participation, self-management and excellence in management. We create environments in which all the people who are part of our projects can give their best according to their talent, abilities and dreams. This is key to our future success.



Our commitment to CUSTOMERS, PASSENGERS and CITIZENS



The development of Irizar's brand strategy based on technology, sustainability and customer focus, which has been developed in recent years, is proving very fruitful and numerous value contributions have been made to customers, passengers and society.

- The **service network** is still in the process of expansion and it is currently possible to locate an approved Irizar warranty workshop in all places where its coaches operate.

Irizar service provides personalised solutions designed and created to provide the best: Financing, repair and maintenance contracts and pick-up of your used vehicle. The availability of a fully guaranteed comprehensive repair, tune-up and maintenance service 24 hours a day, 365 days a year remains a feature that sets us apart.

We have a help desk in each European country and a central help desk with 24h support, 365 days of the year.

Our parent plant in Ormaiztegui has again surpassed 1300 production coaches and the manufacture of integral buses has grown 30%. The evolution of the integral models in the Spanish, French, English and Italian markets is also noteworthy.

- We have the **best product line ever seen**, with a new generation of high tech coaches for the Premium sector, class II intercity buses with hybrid technology or biodiesel and class I zero emissions electric buses. We have a catalogue of products geared towards providing a significant difference in safety, reliability, sustainability, technology and profitability to our customers and that makes it possible to cover all segments of public passenger transport including both occasional transport and public, urban, intercity and long distance transport and position ourselves at the top of the mobility market.

Only Euro 6 C engines are available that can operate with latest generation diesel (10 ppm sulphur content) or HVO (hydrogenated vegetable fuels).

- **Smart technology.** We provide customers and society with high added value, state-of-the-art products and services that incorporate multiple pioneering technological solutions produced by the knowledge of all the companies in the Irizar Group. Technologies designed to solve the great challenges of the present and the future. As a result of this strategy, in 2017 we unveiled the new generation of Irizar engines to the market, the new Irizar virtual dashboard, the 18-metre articulated electric bus, Irizar electric tram (ie tram) that includes a new electric motor, new batteries and new pantograph charging systems.

- A very competitive TCO, below-average CO2 emissions, an after-sales service which is a benchmark in the sector and extremely high residual value.

At Irizar we know that fuel is the major cost component for operators, so Irizar makes every effort to reduce consumption. The new generation of coaches offers the minimum TCO (total cost of ownership), with the following basic elements: minimum fuel consumption, long oil and filter change intervals (up to 150,000 km), particle filter with automatic regeneration and without maintenance up to 700,000 km, very competitive spare parts price and a large number of service points throughout Europe.

We can use the most advanced technology in our coaches to enable exhaustive monitoring and cost and efficiency control that helps transport companies optimise the performance and profitability of every fleet.

Irizar offers customers close follow-up and consulting that translate into optimization of vehicle reliability and availability. It includes integrated electronic management, Irizar connectivity, as well as fleet management solutions and remote diagnosis that result in a considerable reduction of consumption and emissions.

- **Spectacular design**, at the service of aerodynamics that optimizes consumption and confers prestige on its owners, is one of the strengths of Irizar. At the same time, we offer exceptional comfort for drivers, guides and passengers that guarantees an unforgettable experience.

Another Irizar maxim is the unlimited customization option that it offers to the market and to operators, which is undoubtedly a competitive advantage.

All in all, Irizar is ready to respond to the current and future service and sustainable mobility needs of passenger transport.

Irizar Awards

Gipuzkoa Company of 2017

Its ability to adapt itself to a changing market and re-invent its business activity, going from a bodywork manufacturer to a bus coach manufacturer, its industrial diversification strategy and its commitment to electromobility warranted Irizar winning this award from the Gipuzkoa Chamber of Commerce.



Innobasque Prize 2017

Irizar received this prize for making innovation a constant in its organisation. The awards recognised 10 people representing the diversity of the 1053 member entities of Innobasque and the innovative capacity of its network that is building a better future for the Basque Country through cooperation.



2017 ACICAE Automotive Prize

Irizar was given this award by the Basque Country Automotive Cluster for its "global career, evolution towards integral manufacturing and its commitment to electric buses".



Prize for the Best Coach Manufacturer in Europe in 2017

Irizar won the prize for the best manufacturer of the year at the Busworld Academy Awards.



Irizar i8, Coach of the Year 2018 Award

A jury of specialist journalists from the most prestigious magazines in the sector in 22 European countries decided to award the prize to Irizar i8 for its countless attributes and the high added value it offers.



The Irizar i6S, the Best Coach of the Year in Spain in 2017

It was released on the market last year and it follows in the footsteps of the Irizar i8, enjoying success wherever it goes. Like the Irizar i8 in 2016, the Irizar i6S was named "Coach of the Year in Spain 2017".



Irizar e-mobility, mass production of complete electromobility solutions

With Irizar e-mobility, the Group provides complete mobility solutions to cities and citizens, including both 100% electric buses and the main infrastructure systems needed for charging, power trains and energy storage.

In 2017, the current portfolio of orders and the high demand for zero emissions products that is shortly expected to materialize has spurred the Irizar Group to begin mass production at the new Aduna plant, which is geared exclusively towards the development and manufacture of electric mobility solutions for cities.

The first hundred direct and indirect jobs have already been created and we are starting our journey in this area by producing and offering advanced technology products that mean that we can be competitive from Europe.

The new Irizar e-mobility factory has been designed to host its own test tracks and test benches in order to guarantee the reliability and efficiency of the equipment and to compare the technology incorporated into the vehicles, as well as their components and systems.

Further details about electromobility can be found in the chapter about our commitment to the environment.





The Irizar ie Tram Bus Launch

The Irizar e-mobility range of buses is expanded. The existing 12-metre long models are joined by the 10.8-metre and 18-metre models. We made the world premier presentation of the Irizar ie tram, its technology and the new pantograph charging system at the Coach & Bus fair in Birmingham in 2017.

The Irizar ie tram is a new urban mobility solution for transporting a greater number of passengers. The vehicles are 18 m long and have a 100% electric motor and zero emissions. They provide a high capacity, fast and connected transport solution with a pantograph charging system. They also include all the main infrastructure systems needed for charging, drive trains and energy storage, which have been created and developed in the Irizar Group.

The Irizar ie tram is an articulated 18-metre bus. It is a vehicle with the aesthetic attributes of a tram, developed based on the idea that the design participates in the attractiveness of the service and in the development of comfort for the citizen. Its innovative design breaks the norms of traditional transport and heeds the call to make cities more welcoming places.

The vehicle has capacity for around 155 people, which makes it unique among electric buses. It can accommodate two areas for wheelchairs, one area for a folded pushchair and four seats for people with reduced mobility. These areas are equipped with a stop request button in Braille, signs for the reserved seats (size and colour of the seats), a buzzer indicating the stop request and approved signs in the wheelchair space. In summary, it is a vehicle that is accessible for all.



We participate in European Future Projects

The various companies that form part of the Irizar Group actively participate, hand-in-hand with major European brands, in significant European projects for the future of electrification of cities and public passenger transport.

The projects mainly cover the following areas:

- Autonomous vehicles
- Energy efficiency
- Power storage
- Fast and intelligent vehicle charging infrastructure
- Connectivity - Big Data

Further details can be found in the chapter about our commitment to external collaborators.

Our commitment to PEOPLE

“We work as a team and have employees who are committed to the customer and the Group’s strategy. We promote efficiency, communication, participation, self-management and excellence in management. We create environments where everybody who is part of our projects can give their best according to their talent, abilities and aspirations. This is key to our future success.”

The people in the organisation are undoubtedly the key actors in achieving sustainable economic, social and environmental results in the medium and long term.

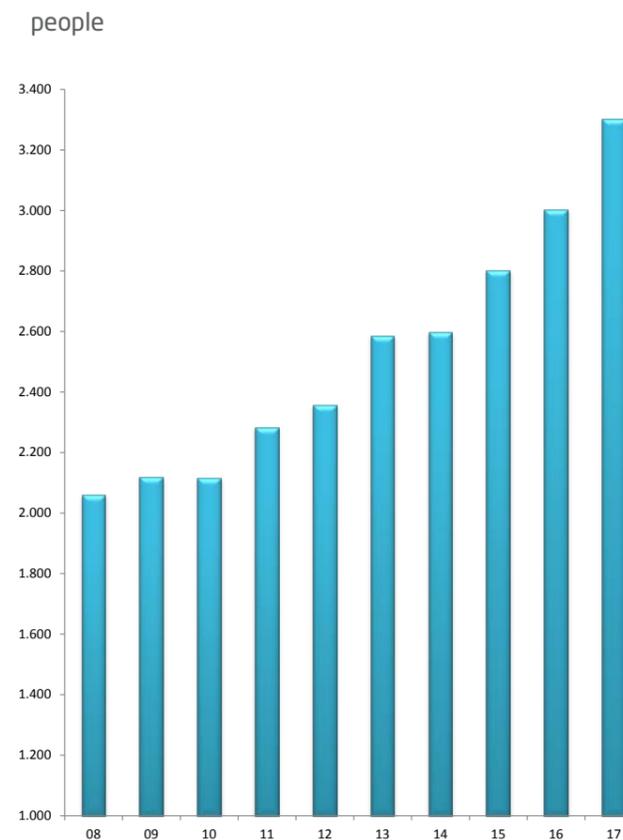
Irizar upholds an open and transparent culture with the firm conviction that business activities with respect for total integrity are the only basis possible for achieving sustainable success. That is why Irizar has always emphasised the great importance of not merely complying with the law but also rigorously and voluntarily adhering to a set of values and ethical principles (including the principles of the United Nations Global Compact) which we have made an integral part of our corporate culture and that provide a framework for honest and honourable behaviour that respects the law for the purposes of guiding our decision making and day to day business activities. Along those lines, in 2017, we created the first draft of a Code of Conduct that we are still developing and will put into practice at a later date. The code of conduct will give everybody at the Irizar Group (not just Irizar S. Coop.) a roadmap that summarises the main bases for behaviour in terms of human rights and it will help us meet legal and ethical challenges that arise in daily operations.

Commitment to EMPLOYMENT

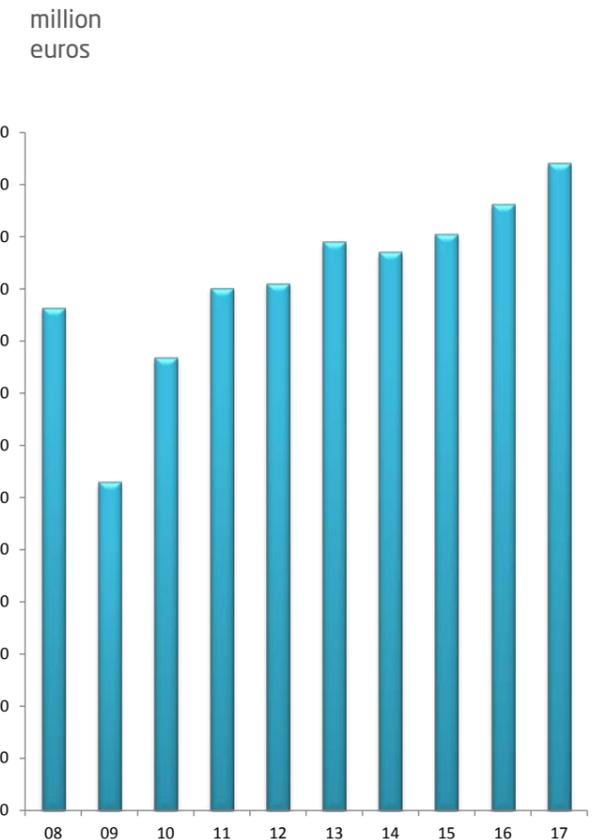
The goal of our mission is to “grow and create local wealth and employment” wherever the Irizar Group is present. We think this is the best social contribution we can make and the best indicator of our sustainability. In line with this aim, and as shown in the graph, we are continuously creating more jobs, and have managed to maintain employment levels even at the height of the crisis (especially 2009).

The Irizar Group has grown by nearly 1000 people in the last 5 years, which constitutes 40% growth; going from 2357 people in 2012 to 3300 in 2017. In the last year, the group’s staff has increased by 300 people (10%), of which 110 are in Irizar e-mobility to meet the needs of the electromobility business line.

Job creation (Irizar Group)



Sales (Irizar Group)



As you can see, the growth in staff is notably larger than sales growth in the Irizar Group: 23% in 5 years (505 million euros in 2012 to 620 in 2017) and 7% in the last year (581 million euros in 2016 to 620 in 2017). This is the outcome of our firm commitment to developing capacity and talent to meet the challenges facing us with a long term vision: Strengthen R&D (Creatio), new lines of business (electromobility, etc.), increases in demand.

Over the last 4 years, we have hired 90 people at Irizar S. Coop. Of those new hires, 60 have been through higher-level vocational training and the remaining 30 are high-level graduates hired, above all, to increase our technological capacity and ability to carry out our R&D projects.

We collaborate directly with professional training centres and public and private universities located in our area.

We have continued having a presence in several university career fairs, (Deusto, Mondragón, Navarre, Basque Country, etc.). This contributes to raising the profile of Irizar, our projects and values among students close to finishing their degrees and it facilitates recruiting talented individuals for the organisation.

We think professional internships are very important for students to be able to develop the skills they have acquired and so they can get first hand experience of how a company works.

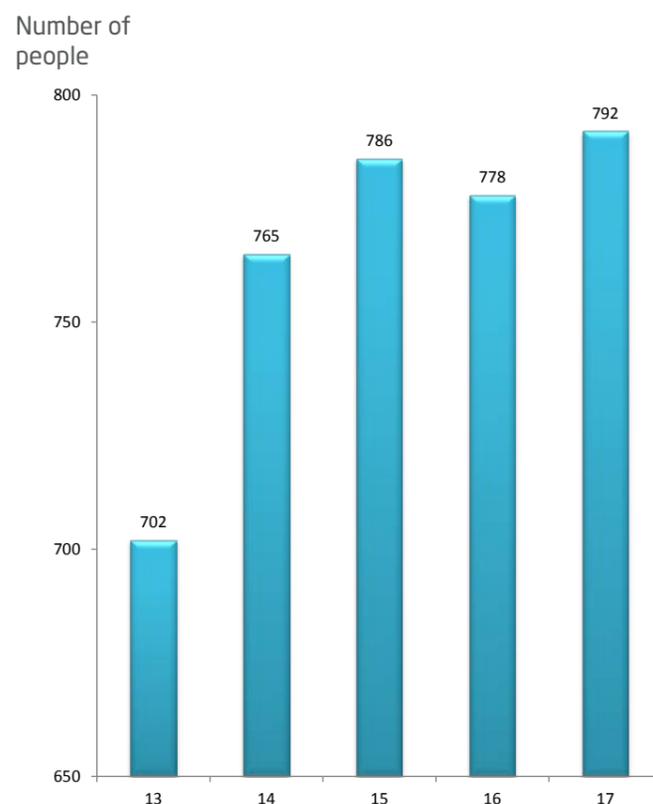
Irizar also has the Irizar Trainee Programme (ITP), a training and development programme designed to incorporate professionals in technical areas as well as in the fields of production or marketing. The trainees develop professionally with us before being permanently hired by the company. This program is designed for mechanical, electrical and organizational industrial engineers without experience or with less than one year of experience and with a high level of qualifications.

We also offer internships and scholarships for different specialities and the option of carrying out the final university project.

Along these lines we collaborate with local engineering schools with the Formula Student. Formula Student is an annual worldwide competition to promote excellence between a wide variety of teams that work yearlong designing and building a single seat race car. We are promoting the design of an electric car that will enable students to put their knowledge into practice by simulating a real situation in which the team has to work as if they were part of a company.

In collaboration with local vocational training schools, we offer the students the opportunity to do their training programme internships with us.

Job creation (Irizar S. Coop.)



Average age

As a result of the incorporation of new personnel and retirements, in recent years the average age of our employees dropped by 2.56% in 2017.

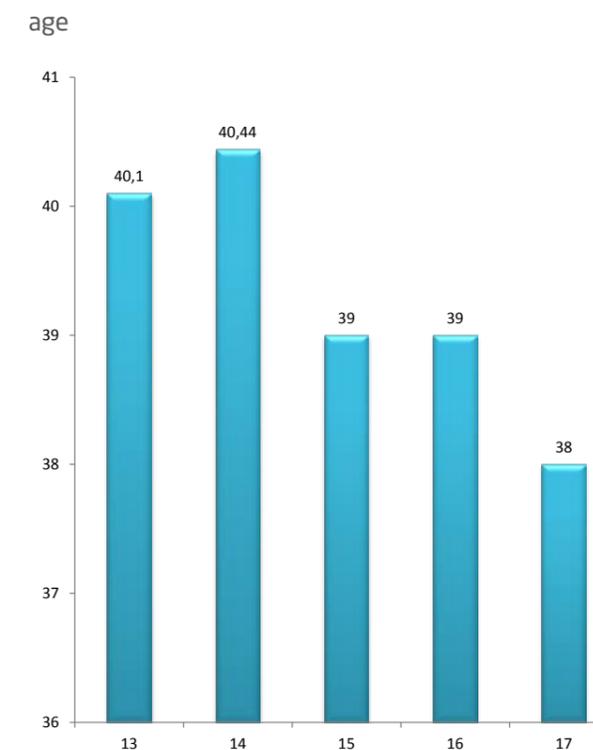
Employee turnover

Turnover ratios at Irizar are very low and are below the average of the countries in which we are present. Undoubtedly this is further proof of the satisfaction and the motivation of our personnel.

We value high quality job contracts and along those lines we can affirm that most of the people hired, over 95%, have permanent contracts, initially as employees of the company and later as members of the cooperative.

The by-laws that regulate the admission as an indefinite member of the cooperative include compliance with the established requirements for a 3 year period as a regular employee, after which time the individual becomes a member for a limited time. An individual may stay in this situation for a maximum of four years, after which time they become a permanent member, pending approval in the periodic evaluations established.

Average age

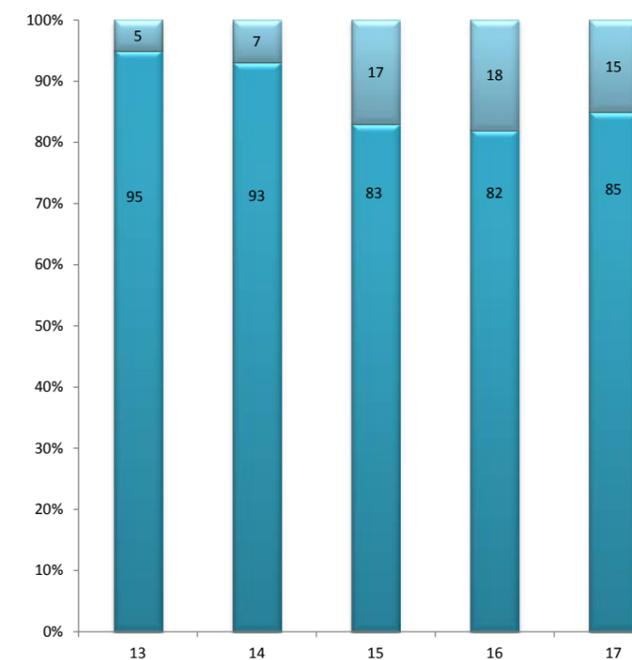


Quality of contracts

This trend reflects staff growth from 2013 to 2017 and retirements, fundamentally from 2014 to 2015.

Personnel at Irizar also enjoy important advantages and promotions in areas related with banking, communications, insurance, travel, fuel, spending, etc., which are promoted and negotiated through the Governing Council.

- Permanent contracts with respect to total workforce
- Employees who are waiting to become members



Commitment to COMMUNICATION and PARTICIPATION



We believe that internal communication is the way to transmit the corporate culture and to create integration, satisfaction, motivation and involvement for everyone so our employees are increasingly committed and they can participate in the actions and decisions that affect them.

After a deep strategic analysis done in 2016 by people who represented the entirety of Irizar's working teams, including both direct and indirect staff, in 2017, we have carried out its implementation with the participation of people in the various affected areas.

Implementation of the improvements resulting from the 2016 analysis of internal communications channels continued in 2017.

Commitment to DIVERSITY and EQUALITY

We want to protect equal opportunities, non-discrimination and the respect for diversity, as reflected in our incorporation of new personnel policy.

Our by-laws state the following, "The following will not be reasons for denying admission: political, trade union or religious ideologies, (as well as the race, sex or marital status of the candidate) unless these are explicitly opposed to the principles and cooperative organization and the goals, commitments, values and principles of Irizar, S. Coop."

Worth mentioning in regards to gender equality is that all personnel hired at Irizar are covered by the same conditions, including salaries as long as they are filling positions with the same level of responsibility.

All our facilities are equipped in order to accommodate the accessibility of people with disabilities. In this sense, we follow a philosophy that includes working with companies or collaborators that welcome or hire persons with disabilities and which we integrate in Irizar's production process.



Commitment to TRAINING

Increasing knowledge is necessary for improving the quality of our products and services as well as our long term effectiveness and efficiency.

Due to the increasing complexity of our activities - both commercial and design and development - as well as those related to the delivery of products and services, we carry out rigorous multidisciplinary and multi-purpose training plans. Most of this training is done internally.

Also worth mentioning is the **continuous flow of personnel through the various countries and production plants of the Irizar Group** to support, promote and take advantage of the synergies in the activities and actions that are carried out within the planned strategic and working lines, for the purpose of increasing their knowledge and capabilities, thus guaranteeing the future success of the company.

The internal training plans, however, are complemented by training programmes carried out by external professionals, the progress of which is shown on the table below.

Training Hours dedicated to training / No. of employees		
	Hours	Employees
2013	5779	210
2014	6551	264
2015	4701	166
2016	4546	222
2017	4119	236

To understand the peaks in the external training at Irizar the exceptional training activities done in recent years should be pointed out.

- o 2013: Irizar integral vehicle systems
- o 2014: Design and data management systems and first aid courses
- o 2015 and 2016: DAF, which is the base engine for our integral coaches



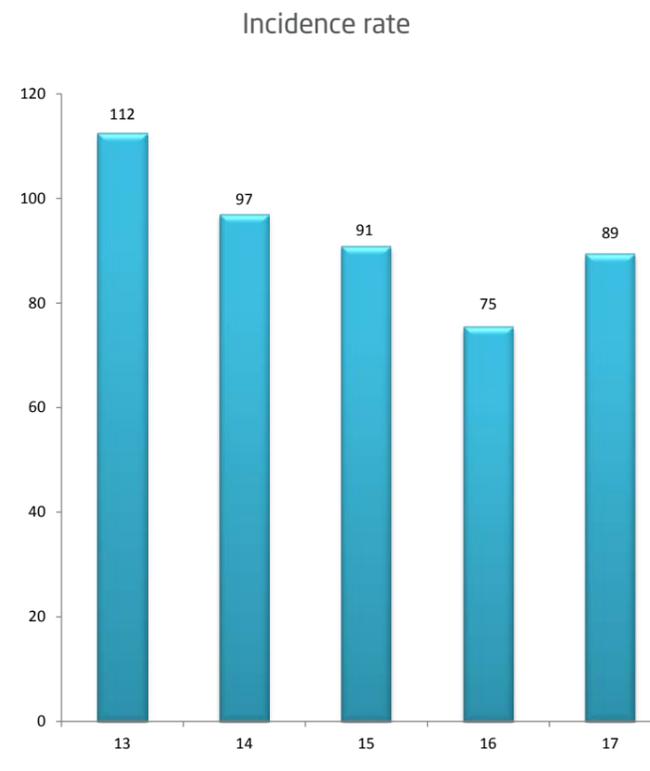
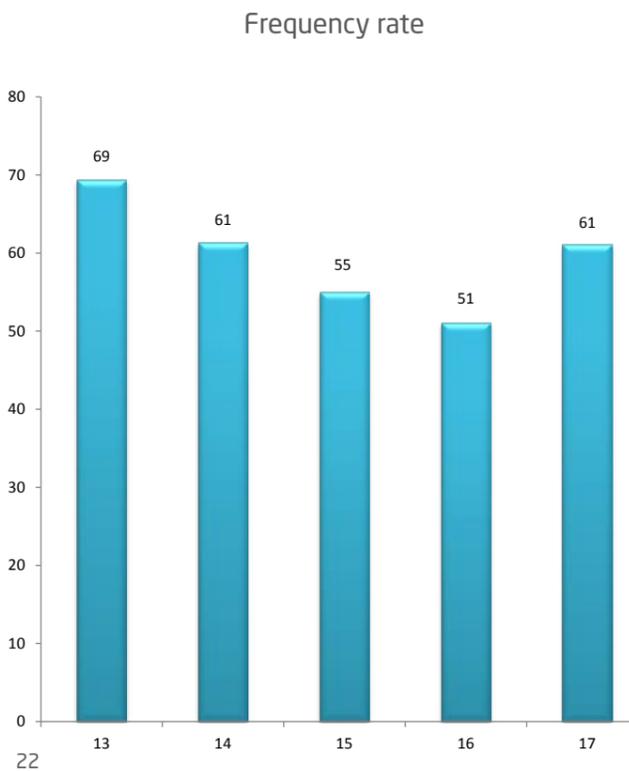
Commitment to WORK LIFE BALANCE

We support reducing working hours or flexible working hours for the purpose of balancing work and personal lives. All requests for reducing working hours (3, 4, 5 or 6 hours) are handled by the Governing Council.

Commitment to HEALTH and SAFETY

We have a system for preventing occupational risks that prioritises safety over other aspects and we dedicate the necessary resources to it. One hundred per cent of incidents and accidents are analysed. Within this framework, in 2017, more than € 880,000 have been invested and safety has been improved. In particular, risks that may involve serious consequences have been reduced.

Nevertheless, as a consequence of the greater workload, new hires and the complexity of the kinds of vehicles manufactured in respect to 2016 in order to meet market demands, the frequency (number of accidents per hour worked), the number of incidents (accidents per employee) and accidents resulting in leave all increased in 2017. We intend to continue making progress in the future thanks to the clear involvement of all Irizar employees.



Year	Lost time accidents	
	Workers	Accidents resulting in lost work days
2013	702	79
2014	754	70
2015	786	70
2016	778	67
2017	791	77

In addition to all the health and safety activities that are carried out on a regular basis and that were already addressed in detail in previous reports, it is worth highlighting the following measures taken in 2017.

- Investments in the manufacturing and roof assembly area aimed at thermal comfort by installing evaporative coolers.
- Improvements to the automated sanding robot for sanding box tasks in the painting area
- Improvements to hygiene conditions in the painting section by providing all workers with protective equipment that reduces exposure to chemical agents to inappreciable levels.
- Two bridge cranes with capacity more suitable for the loads handled while lifting coaches were installed.
- A gluing booth for manufacturing inspection covers was installed.

As added value for the wellbeing of all personnel, at Irizar we have an in house medical and physical therapy service, which is undoubtedly contributing to a continuous assessment of the best posture habits and preventing physical injuries.

In parallel, Irizar engages in an on-going effort to promote healthy lifestyle habits amongst people in the organisation. 2017 Highlights

- Improvements to the menu and cooking methods in the company dining area (reduced salt, oil, fried dishes, etc.). This has been extremely popular and the number of guests served in the dining area has increased significantly.
- Promoting good eating habits. Including encouraging the consumption of:
 - o Salad by setting up a salad bar in the company dining area as an alternative to the daily fixed price menu.
 - o Fruit by making fruit available for all workers in the break areas.
- Courses for a "programme of habits to achieve a healthy lifestyle" (end the sedentary lifestyle, stress channelling, anti-ageing, etc.).
- Encouraging physical activity, sponsor opportunities for people to participate in representation of Irizar in Donostia in Empresen Lasterketa (company race) and Busti Zaitetz (swimming).



Our commitment to EXTERNAL PARTNERS

“Our suppliers and other external partners have the ability to provide products and services that help us improve our brand and competitive position. In pursuit of that goal we should always treat them in an ethical and professional way.”

In line with our business strategy, alliances with different kinds of external partners play a more and more important role in Irizar's competitive sustainability.

In addition to different kinds of collaboration we establish with external partners and suppliers described in this chapter, in the chapter about people you can find agreements with universities and training centres and in the chapter about society you can see our agreements with the international and domestic social environment.

Suppliers for manufacturing coaches

With the main suppliers, we have established what we call “logistical management by coach”. These suppliers are integrated in such a way that they can directly consult the management system for information about their planning and production schedule for Irizar, pending orders, the goods that have been received and the continuous inspections conducted by the customer regarding the confirmed specifications and their associated items by coach.

We foster a high degree of integration with suppliers while developing our products and processes by mobilising and exchanging knowledge, specialisation, technology and resources. We encourage and promote setting up effective alliances by making the most of the various actors' experience and strategies. A noteworthy example of this is our alliances with key suppliers for integral coach components, without which the progress we have made in consolidating our strategic commitment to those vehicles would not have been possible.



Our deep commitment to our environment can be underlined by the fact that 15% of our purchases of materials and services are done with companies in our province (Gipuzkoa).

We have significant and stable social partnerships with:

KATEA:

An organisation aimed at work and social integration for disabled people in Gipuzkoa. 45 people worked for Irizar S. Coop. in several activities in 2017, which equals 5.7% of our staff.

IKASLAN:

A foundation whose purpose is education, training and social-technical development for young people, with a preference for the Goierri regional territory. It provides metal pieces and sub-assemblies to Irizar.

GUREAK:

An organisation that manages work opportunities for disabled people in Gipuzkoa. They do assembly for lighting devices.

HAZLAN:

A social integration company that includes people in the Bidasoa region with social exclusion issues in its business activities. They do sewing.

Because purchasing management has currently been shown to be a fundamental aspect of ensuring profitability and competitiveness, Irizar belongs to AERCE (purchasing, hiring and procurement professional association of Spain). AERCE is a professional association that brings together purchasing managers from medium and large companies and their goal is to promote, publicise and provide training in techniques and applying appropriate methodologies for proper and effective management in all areas of purchasing, hiring and procurement for companies.

Strategic alliances for our sales and post-sales network

We have alliances with distributors that facilitate distribution and services close to customers in specific markets around the world.

In addition, we have created a sales and post-sales network in Europe and the Americas for bringing our integral coaches to market. We have our own network in some countries, while in others the network is formed through alliances with local companies.

Access our sales and after-sales network



Shaping the future of mobility

For both improving our existing products and developing new products, as well as for testing and certifying products, in our projects we habitually collaborate with technology centres that complement our knowledge and technology: CEIT, CIDETEC, CIKATEK, IDEKO, IDIADA, INSIA, IK4-AZTERLAN, IK4-LORTEK, LEARTIKER, TECNALIA, VICOMTECH, etc.

That collaborative work contributes to our ability to provide cutting edge solutions to our customers and passengers in terms of safety, comfort, profitability and more.

As you can see in the eco-innovation section in the chapter titled Our Commitment to the Environment, Irizar is doing research into new technologies for manufacturing environmentally sustainable coaches, also with the participation of external partners.

In 2013, we launched **CREATIO (Irizar Innovation Centre)**, which is the Irizar Group Research and Development Centre created to enhance the applied research and technological development capacity among the companies in the Group for both their own brand's products and the main components of the bodywork. Projects led by CREATIO also have the collaboration of external partners.

Alongside other companies in the group, Irizar actively participates in European projects via major European brands that are important for the future electrification of cities and public passenger transport.

Autonomous driving: AUTOMOST and AUTODRIVE

The goal of the AUTOMOST project is to develop technologies that make it possible to automate vehicles for urban and industrial transport applications in order to significantly increase efficiency, safety and sustainability. It is financed by the CDTI (Centre for Industrial Technological Development) of the Ministry of Economy of Spain.

AUTODRIVE is a programme financed by the European Commission in which a consortium of more than 40 automotive industry companies participate and that brings together companies, suppliers, manufacturers and research centres to create a Pan-European ecosystem with the critical mass needed to initiate standards and provide components and sub-systems for autonomous driving.

Energy efficiency EBSF2 European Bus System of the Future 2)

This project, financed by the H2020 programme of the European Commission, involves the development and validation of different solutions combining the efficiency of bus systems in an organized way with the objective of reducing the energy consumption of electric buses. Currently work is taking place to demonstrate advanced energy efficiency techniques in electric vehicles.

Energy storage: SADE (Safe Storage Systems)

This project has been co-financed by the Ministry of Energy, Tourism and Digital Agenda as part of the National Plan for Scientific Research, Development and Technological Innovation. The project aims to research and develop a battery-pack solution designed for the urban mobility opportunity charging strategy.

Infraestructuras de carga rápida e inteligente: Smart and fast charging infrastructure: ASSURED (fast and intelligent charging infrastructure for large vehicles)

The ASSURED project addresses "The integration of electric commercial vehicles into the fast-charging infrastructure" of the Green Vehicle work programme. A consortium of 40 participants from 12 EU member countries carries out the work.

The general goal is to analyse the needs of cities, operators and end users to discover the characteristics and requirements of the new generation of electric vehicles. In this way, we can obtain better cost improvements, develop the new generation of high voltage modular charging systems for electric vehicles and develop innovative charging management strategies.

Connectivity - Big Data: eFleet

Starting from the premise that the electrification goals for urban bus transport are not achievable with current technology, the Irizar group has initiated the eFleet project to develop technologies and strategies that enable the creation of eMobility solutions (public transport based in 100% electric buses) that are modular, flexible and scalable to make the mass deployment of medium/large fleets of electric buses viable by minimising the impact on the electrical grid and reducing their initial operating costs.

Other local collaborations

Considering that, according to Michael F. Porter's definition, clusters are "groups of companies and organisations with geographic proximity belonging to a specific field of activity and united by common and complementary elements", it should be noted that Irizar is a member of the following groups.



ACICAE is the organisation whose purpose is to dynamise the Basque automotive industry and make cooperation between Basque companies possible in order to provide a group response to the significant challenges facing the sector. It is considered the first automotive cluster created in Europe. Since its inception in 1993, it has evolved rapidly and it has contributed to the six-fold growth in billing in the Basque automotive sector over the last twenty-five years, which exceeds 18,390 million euros and 85,000 people around the world.



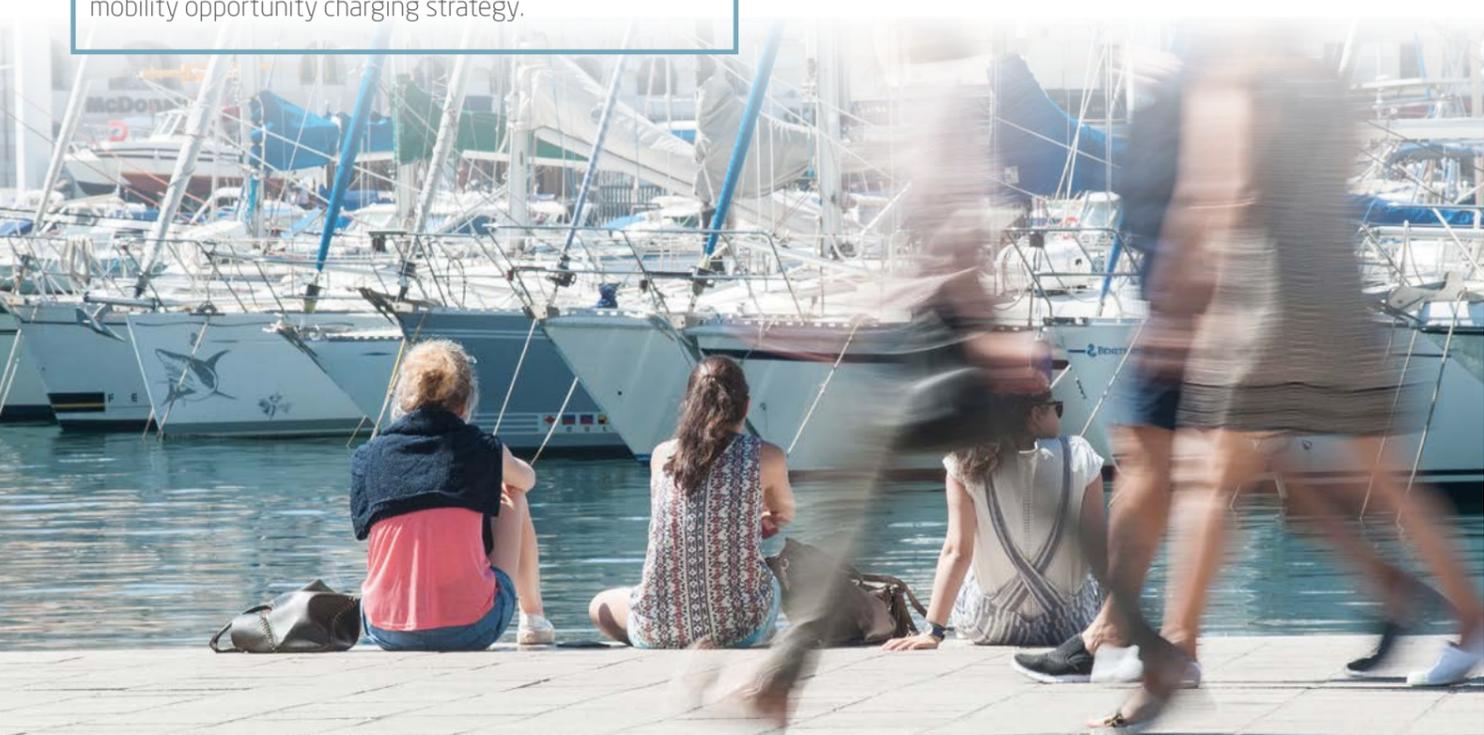
MLC ITS Euskadi is a private not-for-profit association. Its goal is to improve the competitiveness of its members, companies and agents in the Basque Country that work in the fields of logistics and supply chain, mobility and infrastructures for both people and commodities.

The companies and bodies doing work in the sector in the Basque Country account for 4,882 million euros and 31,309 people.



We started our association in 2017 as an anchor company for the Goierri Valley, an industrial alliance for the industrial transformation of the Goierri region of Gipuzkoa (where Irizar S. Coop. is located), through the real and active collaboration of the member companies, sharing knowledge and innovating to guarantee industrial competitiveness and future sustainability for our local area.

The companies included in this alliance are made up of 5800 workers in the fittings, mobility, lifting, energy, electric motor, transport, machine tool and other sectors. Knowledge of the capacities of the valley makes it possible to consolidate, develop and manage a wide range of products and integral industrial solutions.



Our commitment to the ENVIRONMENT

Our commitment with the environment dates back to 1998 when Irizar became the first coach manufacturer to obtain ISO 14001 certification.

The most relevant principles of Irizar's environmental policy are the progressive reduction of CO2 and other contaminants, the introduction of environmental criteria in the design of its products and instilling in its staff and collaborators an attitude of respect for the environment.

The way our environmental commitment is reflected through eco-innovation, our business activities and our ecological (electric and hybrid) coaches and buses is explained in detail below. The electromobility business promoted internally in the Group is the clearest expression of its care for the environment and the wellbeing of citizens.

ECO-INNOVATION

In 2017, Irizar laid the groundwork for researching and developing new technologies for manufacturing buses and coaches and new materials that would put us at the forefront of eco-design in the industry with environmentally sustainable coaches. That was achieved partly through replacing materials and technologies with new ones that are more environmentally friendly and by using lighter materials and technology to reduce consumption and toxic gas emissions.

Strategic Environmental Vigilance

Taking environmental factors into account in business processes (design and innovation, purchasing, sales), strategy and decision making at Irizar is necessary for maintaining and increasing our sustainable competitiveness. That integration should be based in knowledge of the context of the organisation and the expectations of interested parties concerned with the environment. The mechanism used for acquiring that knowledge is Strategic Environmental Vigilance.

Irizar carried out a Strategic Environmental Vigilance study in 2017 with the goal of staying consistent with the criteria established in the environmental sustainability policy and in regards to the environment and also to become aware of the situation of the competition and options for the industry in Europe. This has made it possible for us to identify the opportunities and threats for the organisation in regards to the environment and subsequently make decisions and take action for proper management of the risk derived from them.

The objectives pursued in this matter include:

- Observing our competitors' environmental strategies in terms of LCA (life cycle assessment) and EPD (environmental product declaration).
- Analysing the latest trends in electromobility
- Alerts about Green Public Purchasing
- News about batteries and charging systems
- Keeping updated about OUV (out of use vehicle) legislation

Towards an EDP (Environmental Product Declaration)

In 2017, Irizar decided to take a step forward in transparency and studying the environmental impact of its products. Being a company with large competitors in regards to the product it manufactures and markets, it now expects to become a leader in environmental concerns because none of its European competitors have previously published an EPD or made an environmental product statement. PCR or product category rules are required for making this kind of eco-label. Irizar drafted that document in 2017, making it the first in the sector in Europe to take a step forward with that kind of statement.

In 2017, Irizar also did a Life Cycle Assessment (LCA) for a coach. Based on that and other relevant information and in compliance with regulations, in 2018 Irizar will begin drafting an informational environmental product/services report called an EPD, which is a certified environmental statement drafted in conformance with the ISO 14025 standard (type III environmental declarations). Environmental Product Declarations (EPD) add a new dimension to the market because they provide information about the environmental performance and impact of products and services. They are created and registered in the context of the Type III Eco-Labeling Programme and under the International EPD System. EPDs provide advantages to both organisations promoting the declaration and to whoever makes use of the information included in the Environmental Product Declaration (EPD).

Environmental product declarations are applicable to all industries ranging from automotive to electronics and they provide a natural and scientific way to judge a product from an environmental perspective, in terms of:

- LCA Data in the form of impact categories such as, for example, the potential for global warming or resource depletion.
- Other life cycle information, such as, for example, fossil fuel or renewable energy consumption at every stage.
- Information about pollution emissions during manufacturing or the presence of hazardous materials.
- Other additional information, such as, for example, the product's environmental related features (for example, thermal insulation), systems for environmental management or eco-design in the organisation, how to handle the product's end of life, etc.

In future sustainability reports, we will discuss the progress of our project to "Research new environmentally sustainable technologies for manufacturing coaches", which our future EDP will be drawn from.





Our BUSINESS ACTIVITY

We are making progress in energy efficiency, in optimising waste management and in reducing the environmental impact caused by our business activities and products. The progress of the Environmental Indicators is shown below.

Consumption of Natural Resources:

Year	Water (m3/coach produced)	Electrical Power (kWh/coach produced)	Natural Gas (kWh/coach produced)
2013	9,29	6292,81	9090,48
2014	9,72	5655,24	7914,71
2015	10,68	5240,75	8201,92
2016	8,98	4832,85	8184,06
2017	9,60	4810,74	8207,32



Water Consumption:

If in 2016 there was a significant reduction in water consumption resulting from actions taken regarding both the process with replacing old equipment and responsible water use by people, in 2017 there was a slight increase associated with the increase in users of the dining service.

Natural Gas/ Electrical Energy Consumption:

It can be seen that the consumption in 2017 was, for practical purposes, similar to 2016, being as there was a slight increase 0.28. It is believed that this is due to having stabilised gas consumption despite the increase in orders for high end coaches and re-painting (layers of paint applied to a vehicle), which caused an increase in paint cabin drying times. All of this is due to energy efficiency improvements made in 2017. This development is deemed to be very positive as it reaffirms the effectiveness of the measures put into practice.

Consumption of Chemical Resources

Year	Paint consumption/m2 treated surface (kg/m2)	Solvent consumption/m2 treated surface (kg/m2)
2013	0,404	0,231
2014	0,347	0,196
2015	0,493	0,163
2016	0,450	0,163
2017	0,479	0,139



Solvent Consumption

In 2017, there was a 15.29 % reduction in solvent consumption, which reaffirms the good job carried out by reducing the emissions of volatile organic compounds. Analysing the evolution or trend of that consumption over recent years, we have noticed that its evolution is very positive and continues to gradually decrease, mainly as a result of the several solvent reduction plans that have been made since 2007.

Paint consumption:

Contrary to what has been observed regarding the consumption of solvent, in 2017, there was a 6.38% increase in paint consumption compared to 2016. This shows that, despite the various production factors mentioned above (high end vehicles, re-painting, integral production, etc.), which have given rise to a general increase in the consumption of products and resources - including paint consumption - the work done in implementing the paint management plan can be verified.

Waste Generation (kgr/coach produced)

Year	Hazardous waste	Non-hazardous Waste
2013	241,40	1191,07
2014	234,68	1184,57
2015	286,37	1236,19
2016	285,30	1211,22
2017	306,75	1157,06



Hazardous Waste Generation:

In 2017, the ratio of hazardous waste generation per coach increased by 7.52% compared to 2016 as a consequence of diverse factors that are explained above and that have directly resulted in an increase of product consumption and consequently in waste generated from them. The increase is seen as logical internally (quality factors, etc.) and it is expected that as new models of coaches and rhythms are consolidated consumption and waste will stabilise.

NON Hazardous Waste Generation:

There was a slight decrease associated with improvements from the plant image project that was aimed, among other things, at reducing waste, the optimisation of consumption and designing returnable packaging and containers.

HYBRID Coaches

Irizar has developed this range of products to provide a sustainable and eco-efficient response to current and future transport needs in big cities and their surroundings. The outcome of this innovative effort made Irizar the first European company to launch an inter-urban class II hybrid coach in 2016.

The technology developed by Irizar is parallel hybrid technology. A latest generation diesel or bio-diesel engine (HVO, hydrogenated vegetable oil diesel) is combined with an electric motor that provides power or generates electricity. And, depending on the situation, the engines can work either individually or together to achieve optimum efficiency and performance.

With a reduction in CO2 emissions of around 157 gr/km compared to conventional buses and coaches with combustion engines, it prevents the emission of approximately 2.5 tonnes of CO2 during its entire service life (estimated at 100,000 km/year for 15 years). It also enables the use of latest generation plant-derived biodiesel (HVO) that eliminates sulphide emissions.

In addition to environmental improvements, in 2017 we showed that our hybrid coaches reduce fuel consumption by 20% compared to a conventional diesel coach, which allows our customers to save 6000 litres of diesel a year. This also impacts on CO2 emissions, which are reduced by around 170,000 gr/year.

100% ELECTRIC Urban Buses

The electric buses by Irizar are completely safe, reliable and profitable and there are limitless opportunities for adaptation by operators and they have the guarantee of integral service and maintenance for the entire life of the vehicle. Developed and manufactured entirely with in-house technology and with a focus on life cycle, they are the result of the Group's strategic commitment to innovation. The 100% electric vehicle is designed to achieve the best energy efficiency, lowest consumption and longest range possible, in addition to optimal end-of-life management.

The Irizar ie bus fulfils the most stringent passive and active safety requirements, as it was the first electric bus on the market that complies with R.66 rollover safety regulations.

Three years after the delivery of the first 100% zero emissions electric buses to the cities of San Sebastian and Barcelona, we can now proudly say that we are fully prepared for the electrification of the public transport service in European cities with a wide range of comprehensive mobility solutions tailored to the needs of each customer, with products and services that have state-of-the-art technology developed entirely in the Irizar Group.

The first 25 units are running at full capacity in a dozen European cities with proven battery range, efficiency and reliability.

The Irizar Group has seen that the large scale evolution of the mobility business is turning towards electromobility and, in 2017, it created the first plant in Europe exclusively for electromobility and it has 18,000 square metres of floor space. Industrial vehicles, 100% electric buses and their main components and systems are fabricated in the plant. They are high technology products that make us competitive throughout Europe. It is technology, furthermore, that has been tested in Irizar's laboratories and test benches and in the vehicle itself. The technology optimises the flow of energy between the different systems involved in electrification, such as the drive system, battery storage, Wabco EBS and auxiliary equipment.



We prioritise the essentials

We want to help convert the world to sustainable energy and thereby participate in the fight against global warming and its consequences.

Electric technology eliminates direct emissions of greenhouse gases (GHGs) and toxic substances such as NOx and particulates when operating in urban centres. **0% Direct emissions in the urban environment.**

The Irizar ie bus offers a healthy, sustainable and eco-efficient urban mobility solution that responds to the current and future needs of city transport. Both the 12-metre and articulated vehicles, with their new capacities and storage strategies, are becoming real alternatives to thermal combustion vehicles. The ie bus has a very small carbon footprint of 8.45 g CO2 eq./km.p. (kilometre driven and passenger).

Compared to a conventional fossil fuel powered bus, around 800 tonnes of CO2 are prevented from being emitted during its entire service life. This figure is the difference between the emissions associated with the electricity consumption of batteries and burning fossil fuels: it **constitutes an 86% reduction in the carbon footprint compared with a conventional diesel bus.**

Enjoy the silence

The ie bus's electric technology eliminates the noise of the combustion engine, enabling exterior noise emission for passers-by when stopped and when starting to be virtually eliminated (OdBA), while the average noise emission of a bus with a conventional combustion engine is 68 dBA. When driving the noise pollution of the Irizar ie bus is 20% lower.

A study conducted in Sweden in 2014 by the Swedish company Koucky & Partners A.B and titled "Quieter buses socioeconomic effects" concludes that replacing 240 conventional buses by electric buses reduces noise pollution by 1.3 dBA, which translates into an annual socioeconomic saving of €52,650 per kilometre, with a reduction in costs of 27%.

Energy efficiency

We have focused our efforts on optimising the efficiency of the three key aspects that contribute to the overall environmental impact of the bus: the drive system and the batteries, the raw materials used and the management of all its components at the end of its service life.

The electric drive system has an energy efficiency of around 70% compared with 30% for a conventional diesel bus which means only half the consumption is required to travel the same distance.

The electric mix used during the operating phase determines the final impact of the vehicle, since the greater the use of renewable energies in the production of the electricity used to charge the batteries, the lower the environmental impact of this charge and, consequently, the lower the environmental impact of the life cycle of the vehicle.

The vehicle is equipped with very lightweight and compact So-Nick batteries to supply power to the traction and climate control systems, with the following characteristics:

- 26% reduction compared to a Lithium-ion battery. Saves on raw materials and reduces the weight of the vehicle. This is directly related with energy consumption.
- The temperature range of the batteries is -40 to +60, which makes them easy to use in any market without requiring any cooling equipment.

The manufacturer guarantees a useful battery life of more than 5-7 years. It is estimated that only one battery replacement will be required during the service life of the vehicle (12 to 15 years).

Careful management of resources

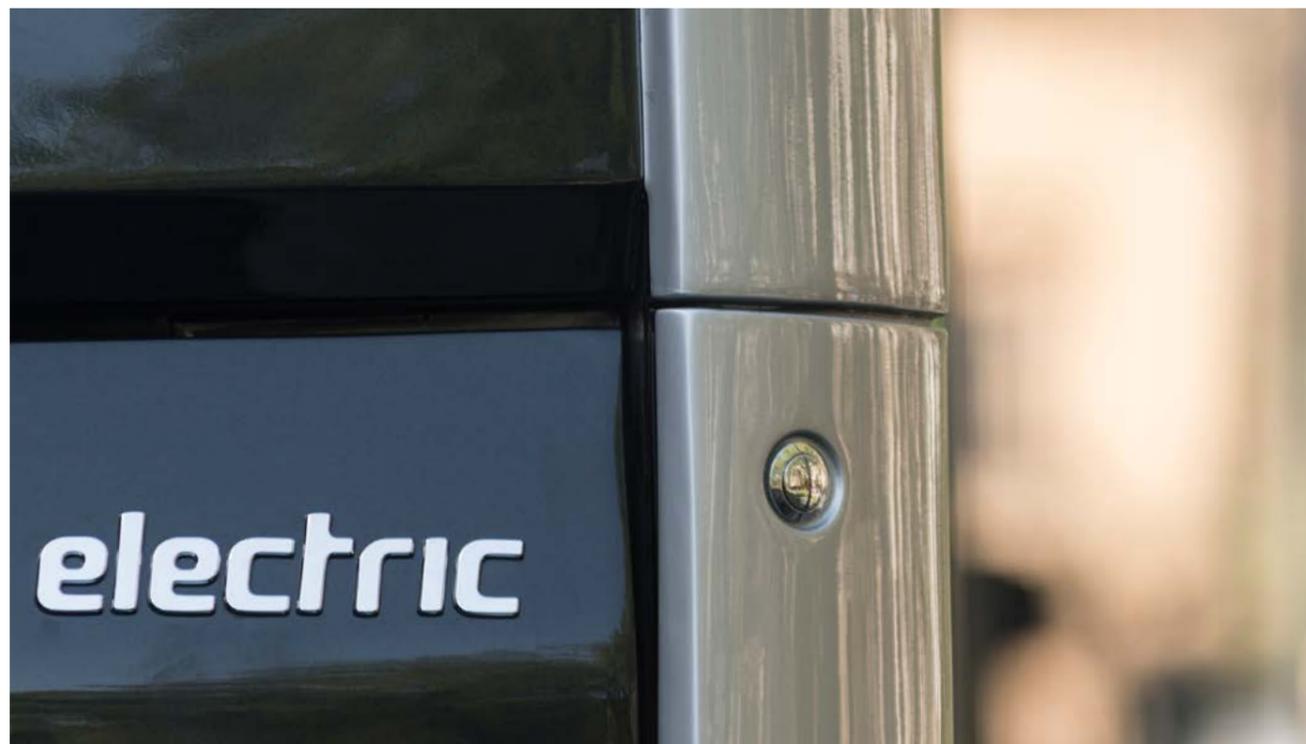
Irizar has modified its method of manufacturing buses, prioritising the ability for components to be removed and recycled, replacing the traditional welding system with a new modular bolted system, with vehicle **recyclability and recoverability rates of over 90%** in accordance with ISO 22628 standard "Road vehicles. Recyclability and recoverability calculation method".

The aluminium structure that is bolted to the chassis eliminates permanent welding and facilitates its separation and independent management during the end of life of the vehicle.

The **batteries are 99% recyclable** compared to 60% ratios that are being achieved, for example, with Lithium-ion batteries, according to the data of the "ReLionBat" LIFE project funded by the European Commission to develop techniques to allow these types of batteries to be recycled.

The bus has a **longer service life and lower maintenance requirements** because the use of fewer mechanical moving parts increases the service life of the traction system. In the ie bus, only the motor rotor turns since it does not have a gearbox or clutch.

The inverters and the rest of the components of the ie bus's drive system have a service life that is equal to or greater than that of the bus; however, this is not the case for combustion vehicles.



Our commitment to SOCIETY

Under the umbrella of our commitment to society, we still allocate more than 1.5 million euros a year to activities related to our industry, education, culture, sport and domestic and international cooperation.



The most significant lines of activity we brought about in 2017 are listed below.



Activities with Our Sector

Through APRAT (Traffic Accident Rescue Professional Association), we participate in activities aimed at improving knowledge about coaches amongst public and emergency services professionals when they must intervene in accidents involving coaches.

We have a bus set up for exhibition that we make available to various social initiatives free of charge. In 2017, for the second year in a row it was used as a **mobile classroom** in the "Kultura Digital@" campaign in 5 towns in Gipuzkoa. It was an educational awareness raising campaign promoted by the Regional Government of Gipuzkoa to foster the creative use of technology through teaching programming at an early age (8-16) and, in this way, foster technological pursuits. The figures for the number of participants on the workshops, the media impact of the programme and the degree of satisfaction are clearly positive, which reinforces our opinion about the programme's future relevance and suitability.

As we already saw in our commitment to our external partners, in 2017 we joined the **Goierri Valley** initiative, which is an industrial partner in the metal-mechanical sector that is leading the industrial transformation of the Goierri valley (where Irizar S. Coop. is located) by collaborating with the participating companies, sharing knowledge and innovating to guarantee local industrial competitiveness and future sustainability.

Sponsorship of **associations in the sector**, Asetra, Aetram, Atuc, Fecalbus, Fenebus and Consorcio de Madrid which we carry out each year for the purpose of promoting and positioning bus and coach as a mode of transportation that is necessary for the future.

Annual tribute to retirees. In 2017, the retirees attended the annual event where Irizar pays tribute to them. They spend a day in the company of their colleagues and memories of the old days are never lacking and they can also maintain a bond with Irizar.





Educational Activities

Irizar collaborates in various ways within the field of education:

Irizar is involved in activities with the goal of **sharing its experience** with society and generating concerns that can be reflected by progress in other organisation through organising open house days.

Irizar continues to sponsor the **"Journey of Life"** cycle for the summer courses at the University of the Basque Country. The event is a continued learning and open training cycle, as well as a reflection on the world in which we live with the aim of contributing as much as possible towards shaping a better and desirable future.

It collaborates with **education centres** in the Basque Country.

Alongside city councils and other companies, Irizar is a **member of the Goierri Foundation**, whose social objective is education and technical, economic and social development in the Goierriarra region, where Ormaiztegui is located.

It participates in the **Goieki Business Incubator** with the aim of supporting and promoting the appearance of new business initiatives in the Goierri region.

For the third consecutive year, in 2017 Irizar was the mentor company for the **STARTInnova** pedagogical programme promoted by the Diario Vasco news organisation that is geared towards developing entrepreneurship amongst young people. Aimed at youth between 16 - 17 years old who are studying their baccalaureate and/or doing vocational training, the programme encourages entrepreneurial attitudes and promotes greater contact between educational centres and the business community.

Irizar participates in the "Universal design for learning in **complementary school programmes**" via two projects with UGLE-Urola Garaiko Lanbide Eskola and PEÑASCAL S. Coop. aimed at students from 14 to 16 years old who have special educational support needs because of their personal situation or academic background.



Cultural Activities



We support **cultural and traditional activities** in our immediate environment.

Irizar is actively involved in promoting the use of **Euskera** (the Basque language) with the aim of increasing its use and standardization; both internally through the Irizar Basque Language Plan as well as socially by sponsoring different organizations and activities, among which the following are of note: Kontseilua, Kilometroak, Nafarroa Oinez, Korrika, Ibilaldia, Araba euskaraz, etc.

Our annual sponsorship of the **Irizar Prize for Basque Film** at the San Sebastian International Film Festival has been augmented by sponsorship of the filming of "Oreina" and the documentaries "Natura Bizia", "Emakume Erraketistak" and "Bihar Dok Hamairu - Basque Culinary Project".

With a view to contributing to the promotion of **music**, Irizar cooperates with a number of entities. In 2017, the sponsorship of Orfeón Donostiarra on its 100th anniversary was especially significant.

In the **traditional Basque music and dance category**, the collaboration with Bertsolari Txapelketa (music and poetry) and Euskadiko Dantza Txapelketa (dance) were very important.

We also participated in the 100th anniversary of the **Lasarte Hippodrome**.

For the third year in a row, Irizar collaborated with the **Albaola Basque Maritime Factory** to build traditional ships in an innovative space where artisanal ship building techniques are revived and appreciated.

In 2017, we financed the creation of a scientific report on the **archaeological excavation** of the Praileaitz I cave in Deba, Gipuzkoa.



Sports Activities



Irizar engages in several kinds of annual sponsorships:

Fundación Kiroldgi. A not-for-profit entity for promoting and developing sports in Gipuzkoa with an emphasis on high performance sports.

Top **level sport in Gipuzkoa:** Football (Real Sociedad), basketball (GipuzkoaBasketSaskibaloia), and rugby (Ordizia Rugby taldea).

Teams, trials and regional tournaments in: track and field, rural **Basque sports**, mountain sports, cycling and sports activities and championships held in the vicinity of Ormaiztegi.

They put a lot of emphasis on traditional Basque sports. Their collaboration with **Xistera**– The Club of Jai Alai Clubs in the Basque Country – is especially significant.

They are becoming more and more involved in **Adapted Sports and Women’s Sports**. We can highlight collaboration with:

- HEGALIK Zabalik Fundazioa: “Programme for improving the quality of life for dependent people who are disabled and/or have an illness, through re-adapting physical activity in Gipuzkoa” and the “Programme for swimming without barriers on the Concha beach in San Sebastian”.
- Adapted Sports Federation of Gipuzkoa Through the “Comprehensive project of adaptive and inclusive physical activity aimed at children and young people with physical disabilities in Urola Garaia and Goierri”.
- The Biotza Arraun Eskola adapted-inclusive rowing school. “Zuzenak”
- Wheel chair basketball.
- Gazteiz inclusive rugby world championship
- BeraBera women’s basketball club.
- The Goierri Gorri Futbol Klub women’s football initiative that brings together and strengthens the teams above in the Goierri region.



Social Activities



We put a high priority and make the largest economic contribution to sponsoring various not-for-profit social and assistance entities.

We collaborate with around **30 associations** that work locally and throughout the province, including:

- Large associations we collaborate with on specific projects, in particular the Food Bank and the Red Cross.
- Provincial associations, mainly patient and family associations, from the cancer prevention AECC-Association to associations for rare diseases: Butterfly Skin and Stop Sanfilippo
- Associations that provide care for the elderly.
- Etc.

In addition to the ones already mentioned in education and adapted sports, in 2017 we can highlight the disabled support projects we did with GUREAK Fundazioa: “Employability for people with Asperger’s” and “Ni Zu Bezala-yo I’m like you”, for presenting a positive and active image of disability to children in Gipuzkoa.

We cooperate internationally through projects with **28 NGOs**. In addition to continuing with projects already mentioned in previous reports, we would like to present the most significant projects we collaborated on in 2017:

Doctors without Borders

On one hand, care was provided at the Al Shalama Hospital located between the Turkish border and Aleppo. MSF provides high quality free medical care to everybody who has fled the city and become stranded in the area as a result of the war. The hospital provides treatment in outpatient facilities and emergency rooms and for reproductive health, maternity, surgery, mental health and chronic illness.



Conversely, they have a routine vaccination system in place for children set up in the Al Salamah Hospital and there are mobile units in the most densely populated areas. They have consequently avoided the spread of highly contagious and deadly preventable diseases with vaccination.



Watch the video thanking Doctors Without Borders



Vicente Ferrer Foundation

Project: "Building a settlement of 24 houses in the village of Mynaganipalli, India for families from the communities with greatest needs".



The houses are a turning point in their lives. They provide effective shelter from the monsoon rain and intense pre-monsoon heat and protection against dangerous snake and scorpion bites. With the goal of empowering women, the deeds for the houses are in the women's name so they may acquire property and an asset for their children's future..



Watch the Vicente Ferrer Foundation video

Unicef

Project: "Integral care for child survivors of domestic violence and sex trafficking in the Central African Republic" through the creation of a protective environment in the heart of the community that guarantees and protects their rights.



The care provided through this project includes medical, psycho-social, training and educational services as part of an integral protection process that culminates in the children's psycho-social and economic reinsertion into families and communities. It also strengthens systems for finding cases and early warning systems at the community level.



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