

Mondragón Corporation — Spain's 70-Year Worker-Cooperative Model for Employee Ownership and Job Retention

City Innovation Library · Good practice · Spain

Quality score: 81/100

Evidence strength: Descriptive / self-reported

Summary

Since 1956, Mondragón Corporation has grown from one Basque cooperative into a group of ~70,000 employees and €11.2bn in 2024 revenue, using worker-ownership and solidarity funds to retain talent — relocating 1,710 of 1,800 staff when Fagor Appliances collapsed in 2013.

Key dimensions

Dimension	Score
Evidence of impact / measured results	3/3
Transferability / demonstrated replication	2/3
Scalability	2/3
Sustainability / continuity	3/3
Innovation	2/3
Inclusiveness / equity	2/3
Multi-stakeholder collaboration	3/3

Evaluated by C-NAPSE

Data sources

[C-NAPSE web research](#) — accessed 2026-09-14

[Mondragón Corporation \(MONDRAGON Corporación Cooperativa\)](#) — accessed 2026-09-14

[MONDRAGON Corporation — official overview](#) — accessed 2026-09-14

[Wikipedia — Mondragon Corporation](#) — accessed 2026-09-14

[Shelterforce — World's Largest Worker Cooperative Network Seeks New Allies \(2026\)](#) — accessed 2026-09-14

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