



**MANGO**

Sustainability  
Report

2022

Non-financial Information Statement



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# Summary

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# 1

## Letter from the CEO

The last twelve months will remain in our memory as complex and full of challenges. We could also say this about the previous two years, yet the 2022 financial year once again put our structures and our teams to the test when we were all starting to see signs of recovery. At Mango, we ended 2022 proud of the results and of our work, following twelve months of ambition and development.

Once again this year, we publish a new edition of our Sustainability Report, which refers to the 2022 financial year. This document integrates the GRI reporting standards with the Non-financial Information Statement and includes the Consolidated Annual Accounts of the company, adopting the model used in the last few years.

Throughout the last financial year, at Mango we have consolidated ourselves as one of Europe's leading fashion groups and we have demonstrat-

ed the validity and robustness of our business model, after recovering our fundamentals with unique design as a starting point and innovation as a fundamental value in all the departments of the company.

As with all other companies, the environment has not made it easy. In March, the war in Ukraine forced to us make new forecasts and take decisions based on protecting the business, but above all our teams and partners. I feel very proud of the work we did during those moments of uncertainty to guarantee the well-being of all the teams affected by the conflict in Ukraine, Russia, or in Spain.

When the conflict began, at Mango we had 800 employees in Russia, more than one hundred in Ukraine and a similar figure of employees of Russian or Ukrainian origin in our company headquarters, whom we have tried to support during





# 1. Letter from the CEO

such a difficult time. This is in addition to our local partners in both countries, an essential part of our international business, to whom we have transferred our business in Russia. The consequences of the war have gone beyond the loss of a key market and have extended throughout the year. In addition to the international political instability and the constant threat of a new global recession, one of the main consequences of the war in Ukraine has been the inflationary spiral within the international economy. This particularly affects sectors such as fashion, which is highly dependent on consumption and, therefore, conditioned to the disposable income of consumers. Despite these factors, which have impacted upon the main markets around the world, at Mango we managed to close 2022 with record sales, therefore surpassing the pre-pandemic figure, corresponding to 2019.

Mango turnover at the close of the last financial year was 2.688 billion euros, representing a growth of 20.3% compared to 2021 and 13.2% compared to 2019. Net profit at the end of 2022 was 81 million euros, an increase of 14 million compared to 2021, while gross operating profit (EBITDA) was 436 million euros, 14 million more than in 2021 and the highest figure in almost a decade. Consequently, Mango has maintained a healthy profitability despite the increased costs of raw materials, electricity and transport and the impact of ceasing operations in Russia. In 2022 we continued to reduce our debt and closed the financial year with a total debt of 253 million euros, compared to 386 million in 2021. Furthermore, last year we refinanced our debt, for the first time in the company's history linking it to ESG (environment, social and good corporate governance) criteria.

Our ecosystem of distribution channels, a key part of our business model, continued to be robust in 2022. The online channel managed to maintain its dynamism and reaching 960 million euros (942 million in 2021) in sales, while our physical stores regained the protagonism they lost with the Covid-19 crisis and continue to grow. In fact, we made a major effort in terms of store openings and closed the financial year with 270 new stores worldwide, which represents 119 net openings. With 2,566 stores in more than 115 markets in 2022, last year we added two new countries to our international footprint (Cameroon and Morocco) and carried out major openings like the one on New York's Fifth Avenue, an opening which places us in the international mecca of retail. Without doubt, the United States was one of the key commitments of the previous financial year, yet I do not want to overlook our commit-

ment towards France (with the refurbishment of our flagship store on Boulevard Haussmann), the United Kingdom, Italy and Spain. In all markets, we have continued to commit to the stores network by refurbishing stores in order to continue improving our customer experience. In the year in which we celebrated thirty years of the beginning of our international expansion, at Mango we remain committed to our international partners. In July, we signed an agreement with Fox Group to expand in Canada, in an initial stage with the opening of six stores Toronto during 2022-2023. In India, we are strengthening our alliance with our partner Myntra and we have added 36 stores in just one year. Another key policy during the last year has been the heart of our company: the product. At Mango, we are very clear about what differentiates us: a unique design proposal, thanks to our own team

of creatives who design 100% of all our designs from our company headquarters in Barcelona. In addition to unique style, quality is another of the attributes of our garments, something our customers recognise, and in 2022 we demonstrated this with collections like Selection, in September, with a high percentage of fine materials such as wool, cashmere and silk, as well as other natural fibres. The product is precisely one of the three pillars of our new sustainability road map, which we published in 2022. Under the name Sustainable Vision 2030, our new strategy allows us to anticipate the legislation (current and future) and includes new goals and more demanding measuring systems, ordered under three main headings: Committed to Product, Committed to Planet and Committed to People. We are committed to increasing the percentage of sustainable fibres in our collections, circular design, reducing our emissions and



# 1. Letter from the CEO

increasing traceability and transparency, having published in 2022 a list of our tier 3 factories, linked to suppliers of fabrics and fittings. Sustainable Vision 2030 is a cross-departmental pillar that forms part of our company strategy and business model and affects our decision making and the implementation of projects and actions, allowing us to carry out our activities with the lowest possible environmental and social impact. Our commitment is firm and we continue to support the United Nations Global Compact, while maintaining our commitment to the UN Fashion Industry Charter for Climate Action, which promotes collaboration among different stakeholders in order for the sector to achieve its climate goals with regard to reducing emissions. In this way, we are increasing our commitment to environmental and social sustainability, while increasing our commitment to the growth of our company and our teams, remaining by their side

and improving conditions during these times of high inflation. In 2022, we invested 109 million euros in the development of Mango, principally in areas such as expansion, logistics and technology. Our plans for 2023 involve increasing this figure in a year marked by the start-up of our new logistics centre in Lliçà d'Amunt (Barcelona) and the transfer to our new company headquarters, Mango Campus. However complex and challenging 2023 turns out, I am convinced that the Mango team will demonstrate the capacity to adapt and the spirit to excel and that, after a 2022 I feel especially proud of, we will once again show that Mango is ready to continue leading the sector.

**Toni Ruiz**, Chief Executive Officer





# Scope and structure of the report

The period covered in the present Sustainability Report is from 31 December 2021 to 30 December 2022.

The information in the present document corresponds to the Mango consolidated group, made up of MANGO MNG HOLDING, S.A.U. and subsidiary companies. At the end of the 2022 Sustainability Report there is an annex with details of all the companies within the consolidation perimeter of the present document, as well as some figures on people consolidated for the entire group, as required by Law 11/2018 on Non-financial Information and Diversity.

The present report is the result of the combined work of a large number of professionals from various areas of the company and complies with Law 11/2018 on Non-financial Information and

Diversity. Mango has prepared the information presented in this report with reference to the Global Reporting Initiative's guidelines (GRI Standards) for the drafting of sustainability reports. It also fulfils the principles of the United Nations Global Compact and indicates which Sustainable Development Goals (SDGs) Mango is contributing to with the activities described in the present document.

To offer greater consistency and credibility to this document, the content of the report will be reviewed by analysts of the Spanish Network of the Global Compact to confirm that the report fulfils the requirements of the Communication on Progress (COP) Policy of the Global Compact and the criteria to obtain the Advanced Level, the highest reporting classification awarded by

the Global Compact.

Throughout the different chapters, Mango has adopted the structure established in Law 11/2018, which covers all our sustainability policies and actions in its commitment to the planet, its commitment to guarantee human rights in its value chain and fight against corruption and bribery, as well as its commitment to the community.

All of the above is described from an internal perspective, addressed to Mango employees, and externally in relation to the social impact Mango generates and which marks its journey towards the sustainable development of its activity.

All the material aspects for the sustainable performance of its organisation are contained in this Sustainability Report, in addition to the established indicators in the GRI Standards and others

which have been developed given the nature of the company and the expectations of its stakeholders.

Furthermore, in the final index of this document, we identify the main SDGs related to the actions described in the report. PwC was the external company chosen to verify and review the information contained in the report, in accordance with Law 11/2018 on Non-financial Information and Diversity and the GRI Standards. During the audit, the content of the report has been evaluated by random testing, document inspections and interviews with employees and top managers considered necessary.

The publication date of last Mango Sustainability Report is March 2022. The audit report can be consulted below.



# PwC Limited Assurance Report

PwC was the external company chosen to verify and review the information contained in the 2022 Sustainability Report.



Free translation from the original in Spanish.  
In the event of a discrepancy, the Spanish language version prevails.

### Independent verification report

To the sole shareholder of Mango MNG Holding, S.A. (Sociedad Unipersonal):

Pursuant to article 49 of the Code of Commerce, we have verified, with the scope of a limited assurance engagement, the accompanying Consolidated Non-Financial Information Statement (hereinafter 'NFIS') for the year ended 30 December 2022 of Mango MNG Holding, S.A. (Parent company) and subsidiaries (hereinafter 'Mango' or the Group) which forms part of the Mango's consolidated management report.

The content of the NFIS includes additional information to that required by current mercantile legislation in relation to non-financial information, which has not been covered by our verification work. In this respect, our work was limited solely to verifying the information identified in tables 'NFIS Content Index' and 'GRI Standards Content Index' included in the accompanying NFIS.

#### Responsibility of the directors of the Parent company

The preparation of the NFIS included in Mango's consolidated management report and the content thereof, are the responsibility of the directors of Mango MNG Holding, S.A. The NFIS has been drawn up in accordance with the provisions of current mercantile legislation and using as a reference the criteria of the Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards) as per the details provided for each matter in tables 'NFIS Content Index' and 'GRI Standards / Global Compact Content Index' of the aforementioned Statement.

This responsibility also includes the design, implementation and maintenance of the internal control considered necessary to allow the NFIS to be free of material misstatement due to fraud or error.

The directors of Mango MNG Holding, S.A. are also responsible for defining, implementing, adapting and maintaining the management systems from which the information required to prepare the NFIS is obtained.

#### Our independence and quality management

We have complied with the independence requirements and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants ("IESBA Code") which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies current international quality standards and maintains, consequently, a quality system that includes policies and procedures related to compliance with ethical requirements, professional standards and applicable legal and regulatory provisions.

The engagement team consisted of professionals specialising in Non-financial Information reviews, specifically in information on economic, social and environmental performance.

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#### Our responsibility

Our responsibility is to express our conclusions in a limited assurance independent report based on the work we have performed. We carried out our work in accordance with the requirements laid down in the current International Standard on Assurance Engagements 3000 Revised, 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and in the Guidelines for verification engagements of the Non-Financial Information Statement issued by the Spanish Institute of Auditors ('Instituto de Censores Jurados de Cuentas de España').

In a limited assurance engagement, the procedures performed vary in nature and timing of execution, and are less extensive, than those carried out in a reasonable assurance engagement and accordingly, the assurance provided is also lower.

Our work consisted of posing questions to management as well as to the various units of Mango that were involved in the preparation of the NFIS, of the review of the processes for compiling and validating the information presented in the NFIS, and in the application of certain analytical procedures and review procedures on a sample basis, as described below:

- Meetings with the Mango personnel to understand the business model, policies and management approaches applied, principal risks relating to these matters and to obtain the information required for the external review.
- Analysis of the scope, relevance and integrity of the content of the NFIS for the year 2022, based on the materiality analysis carried out by Mango and described in section 'Materiality matrix', taking into account the content required by current mercantile legislation.
- Analysis of the procedures used to compile and validate the information presented in the NFIS for the year 2022.
- Review of information relating to risks, policies and management approaches applied in relation to material matters presented in the NFIS for the year 2022.
- Verification, by means of sample testing, of the information relating to the content of the NFIS for the year 2022 and that it was adequately compiled using data provided by the sources of the information.
- Obtaining a management representation letter from the directors and management of Parent company.



#### Conclusion

Based on the procedures performed in our verification and the evidence obtained, nothing has come to our attention that causes us to believe that the NFIS of Mango MNG Holding, S.A. and subsidiaries, for the year ended 30 December 2022 has not been prepared, in all material respects, in accordance with the provisions of current mercantile legislation and using as a reference the criteria of the GRI Standards as per the details provided for each matter in tables 'NFIS Content Index' and 'GRI Standards / Global Compact Content Index' of the aforementioned Statement.

#### Use and distribution

This report has been drawn up in response to the requirement established in current Spanish mercantile legislation and therefore may not be suitable for other purposes and jurisdictions.

PricewaterhouseCoopers Auditores, S.L.

PRICEWATERHOUSECOOPERS AUDITORES, S.L.

Original in Spanish signed by  
Margarita de Rosselló Carril

24 February 2023



# 2

## 2022 Milestones

January - December

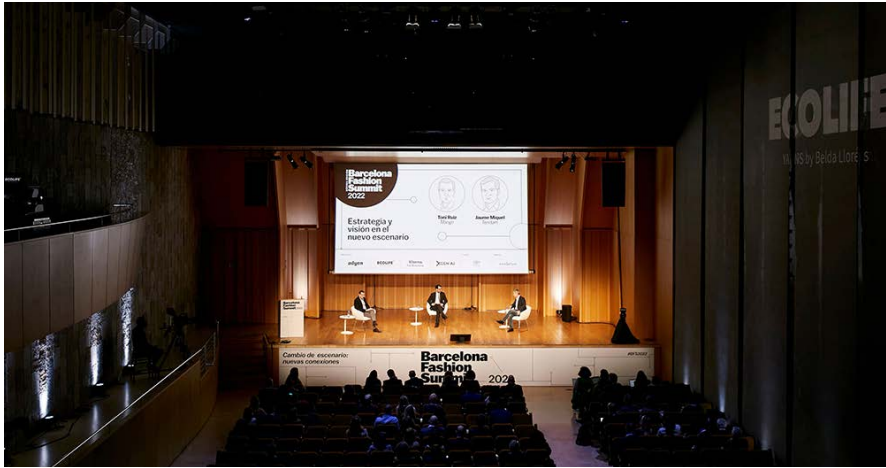
### JANUARY

Mango begins 2022 by announcing its entry in New York's Fifth Avenue. The store, which opens in May, is located in the Grande Dame building, at number 711 of the emblematic New York avenue. The company also adds a new distribution market by returning to Morocco in collaboration with the Hudson group, with whom it opens a store in the popular Morocco Mall, the biggest shopping centre in Africa, located in the city of Casablanca. In parallel, the company continues to progress in its commitment to transparency and publishes a new list of the production factories in its supply chain, including tier 1 and tier 2 production factories.



### FEBRUARY

Mango closes temporarily its fourteen stores in Ukraine due to the war in the country. The company supports its 114 employees in the country and makes itself available to cover all their needs. In parallel, the company implements an expansion plan in India alongside its partner Myntra to end 2022 with 80 stores in the country, making it the Asian country in which the company has

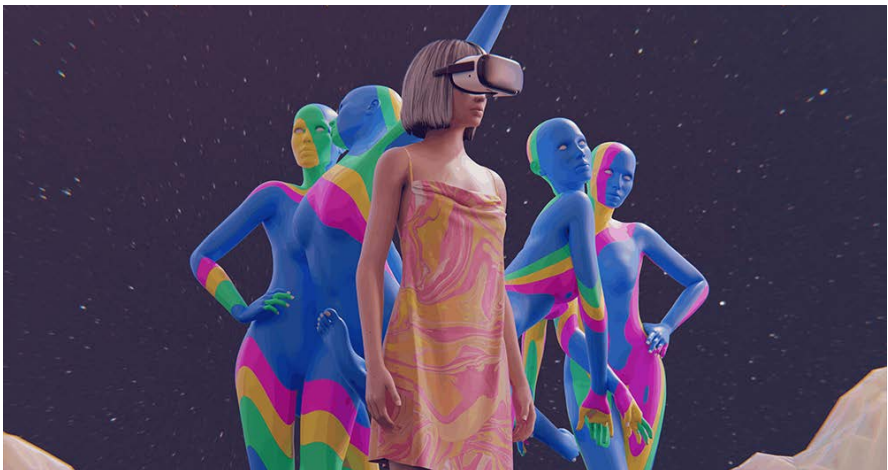


the biggest presence. Mango reviews its sustainability targets and brings them forward, committing that by 2025, 100% of polyester used will be recycled, 100% of cellulose fibres used will be of controlled origin and traceable and that 100% of cotton used will be of sustainable origin. Toni Ruiz, Mango Chief Executive Officer, participates in the Barcelona Fashion Summit, where he analyses the key aspects of the fashion industry in the current context and the challenges facing the sector.

### MARCH

Following the outbreak of war in Ukraine, Mango becomes one of the first Spanish companies to decide to withdraw from Russia. With 120 stores in the country, Mango closes its company-owned stores, but covers its 800 employees in the country. Mango publishes its 2021 results, a financial year which closes with the highest profits in almost a decade and with a much healthier financial structure. The company obtains a net profit of 67 million euros (triple than 2021 figure) and a turnover of 2.234 billion euros, 21.3% more than in 2021. "Mango is today in an optimal position to face the future by promoting our brand

and our product, remaining at the service of our customers and continuing our journey towards sustainability and operational excellence", Toni Ruiz points out. Mango increases its commitment to digital innovation and to strengthening its ecosystem of distribution channels by entering the metaverse through art. The company makes its debut in the NFT market with the launch of three artworks, which are displayed in the Museum District of Decentraland, as part of the first edition of Metaverse Fashion Week. The company celebrates International Women's Day with a collaboration between the Californian artist Torin Ashtun and the Barcelona author Leticia Sala. All profits obtained from the sale of this capsule collection are donated to support the activity of four social organisations in Bangladesh, India, Pakistan and Ethiopia which focus on promoting the education and schooling of vulnerable girls through the Spanish NGDO Mundo Cooperante.



### APRIL

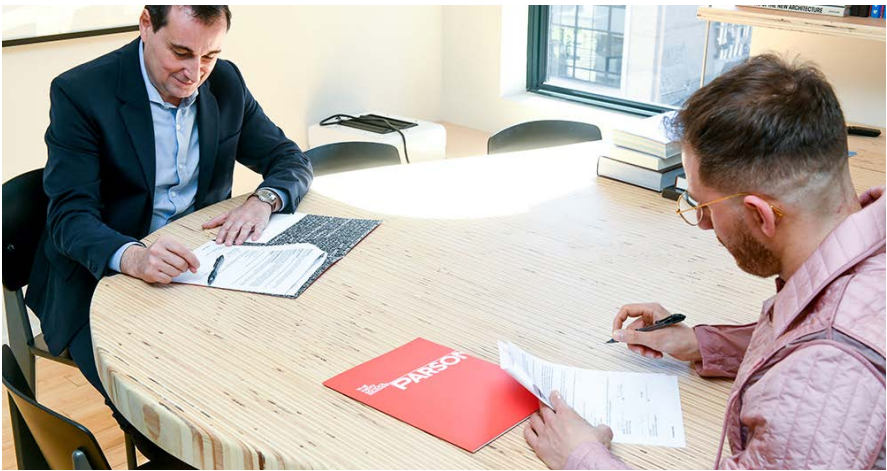
In April, Mango strengthens its commitment to sustainability with the refinancing of its debt

and, for the first time in the company's history, linking it to ESG (environment, social and good corporate governance) criteria. With this operation, the company extends the repayment calendar of its financial obligations, improves the cost of its debt, doubles the availability of revolving credit lines and introduces sustainability criteria, one of the development vectors of the fashion industry. Innovation, another Mango commitment, features in April with the launch of Mango StartUp Studio, an accelerator for fashion start-ups, in collaboration with IESE Business School. Mango is looking for seed-capital investments that add value to the value chain of the fashion industry and improve customer experience. Mango Home, one of the company's latest projects, celebrates its first anniversary by entering the United States via the online channel. With this move, Mango Home is now available in 32 markets. One the other hand, in April the Executive Vice-Chairman of Fundación Once, Alberto Durán, and the Mango Chief Executive Officer sign the Insert Agreement to encourage the employment of disabled people, which will result in the recruitment of one hundred disabled people by the company over the next five years.





2.  
2022 Milestones



MAY

Mango takes a major step forward in its international positioning with a store in New York's Fifth Avenue. The opening is the starting point of the expansion plan the company is promoting to consolidate its brand in the United States. The group plans to open approximately thirty new stores in the next three years, especially in the south of the country, to bring the total to approximately 40 stores by 2024. In order to establish closer ties with the American fashion industry, Mango signs an agreement with the Parsons School of Design, one of the world's leading fashion schools. The aim of this collaboration agreement, which has a duration of five years and involves the creation of a fund of 250,000 USD to finance studies and the development of students enrolled on its MPS Fashion Management Program, is to support the new generation of world leaders in the fields of design and retail through training scholarships. Still in May, Mango increases the commercial offer and services it offers its customers with the inclusion of Rituals on its online platform. The Mango website includes 150 Rituals references.

JUNE

In June, Mango strengthens its presence in France with the reopening of its flagship store at 54 Boulevard Haussmann, a refurbishment that represents the starting point of the expansion plan the company is implementing in the country. Mango considers France a key strategic market and aims to expand its presence in the country with the opening of 70 new stores over the next few years, increasing the number of stores to 300 by the end of 2025. Mango Kids also has ambitious targets and accelerates its expansion with the opening of over 40 new stores worldwide. As a result, by the end of 2022, the company has over 450 stores in near of 80 countries worldwide. Mango Teen, the Mango line for adolescents, also grows with an expansion plan that ends 2022 with as many as 11 stores in Spain. Also in June, the company strengthens its commitment to innovation with the acquisition of The Platera, a start-up specialised in the creation of made-to-order crockery launched by Elisabet Castella. The company also launches its summer collection with a unique event in Sicily attended by various fashion celebrities and friends of the brand.



In June Margarita Salvans, Mango's Chief Financial Officer, participates in the quarterly Business Women Empowerment event, a project dedicated to showcasing female talent in leading positions in the Spanish economy, which Mango sponsors. In June, given the uncertain geopolitical situation and in order to cover its 800 employees in Russia, Mango ceases to operate directly in the country and reaches an agreement with several of its franchise partners to assign them its company-owned stores in the country.



JULY

Mango commits to Canada, as part of its expansion in North America. The company signs an agreement with Fox Group to open, in an initial phase, six stores in Toronto during 2022-2023. The agreement has a minimum duration of ten years and envisages the opening of at least twenty Mango stores in Canada. The company also announces the renewal of Antoine Griezmann as the face of Mango Man. The French footballer repeats his collaboration with the men's fashion brand in the Autumn-Winter 2022-2023 season. In July, Mango publishes its evolution during the

first half of the year, which closes with a growth of 24.8%, and a total turnover of 1.214 billion euros. To accompany the new phase of development, the Barcelona-based group accelerates its rate of investment, aiming to exceed the 120 million euros throughout 2022, which will involve tripling the investment of 2021. Mango appears in the Merco Ranking of the Best Companies and Leaders in 2022. Mango is one of the companies that rises the most positions compared to the previous year, rising from position 77 in 2021 to 54 in 2022.

AUGUST

Fundación Complutense and Mango sign a collaboration agreement to design the staff uniforms of the UCM 2022 Summer Courses, which take place in July and August at San Lorenzo de El Escorial. Both the directors and technical staff on the courses wear various garments bearing the logos of both organisations for four weeks, thus contributing to improved service provided to the students, speakers and communication media in this recognised cultural and educational activity offered by the Universidad Complutense of Madrid.





2.  
2022 Milestones

SEPTEMBER

In September, Mango launches its new autumn/winter 2022 campaign for women and men, with the slogan *Love what you do*. The collection, under the Selection line, is based on premium garments for a timeless wardrobe, featuring materials such as wool, cashmere and silk.

Also in September, Mango reopens its Paris store in Saint-Lazare, the train station located at 1 Cour de Rome de Paris, one of the biggest shopping centres in France.

The store, one of the most emblematic in the city, has a selling space of 730 m2, and the company stocks the Woman and Kids lines.

Toni Ruiz participates in the second edition of the BBVA Sustainability Forum 2022, an event in which entrepreneurs, directors, politicians and experts agree on the importance of taking immediate decisions in search of more sustainable financial models.



OCTOBER

Mango strengthens its ties to the city of Barcelona with an agreement with the Real Club de Tennis de Barcelona to become the new technical sponsor of the tennis tournament Barcelona

Open Banc Sabadell – 70 Trofeo Conde de Godó. The agreement, which comes into force in 2023, has a duration of three years, until 2025. From the next edition of the tournament, which takes place from 15 to 23 April 2023, Mango will be responsible for dressing all the Godó personnel and will develop the first-line merchandising of the competition. The company also increases its commitment to research with a new agreement with Fundación FERO, a leading cancer research organisation. For the fifth consecutive year, Mango launches a solidarity collection of garments, all profits from which will be donated to the Foundation for research into this disease. The collaboration between Mango and Fundación FERO dates back to 2016.

On the other hand, Mango StartUp Studio announces its first investment: the Mango platform invests in Recovo, a start-up for the resale of fabric surpluses. The agreement, established through a participation loan, includes an acceleration programme in which entrepreneurs can learn about Mango operations at first hand, as well as receiving mentoring and advice.

October is also an active month in expansion. With a store opening in the Battersea Power Station shopping centre in London, Mango accelerates its expansion plan in the United Kingdom with the opening of three new stores in autumn, bringing the total number of stores in the country to nearly 50 by the close of 2022.

In the United States, Mango opens a new 430 m2 store in Miami, located at 1036 Lincoln Road, while in Italy Mango reaches an agreement with Retail Group, a company of the Italian group Grandi Stazioni Retail, which operates over 30 stores in the country's main train stations, in order to absorb seven Mango stores that were previously franchises.



NOVEMBER

In the eleventh month of the year, Mango celebrates three decades of international expansion, in a year characterised by an accelerated rate of overseas development. Founded in 1984, Mango opened a hundred stores in Spain during the first eight years of its existence, before entering the international market in 1992 with two store openings in Portugal. France, currently one of the group's biggest markets, was Mango's second international destination.

In Asia, Mango expands with a new store in Singapore, specifically in the Parkway Parade shopping centre. With this store opening, Mango now has over ten stores in the country, after integrating as company-owned four stores that were previ-



ously franchises, and consolidates its presence in the continent.

In parallel, Mango continues to strengthen its presence in the United States with a new store opening in Miami. The new store has a selling space of almost 400 m2 and is located on the second floor of Aventura Mall, the largest shopping centre in Miami and the south of Florida state.

DECEMBER

In the final month of the year, Mango announces a new sustainability strategy with horizon 2030, focusing on new goals and stricter measuring systems in line with key and stricter market standards. The new road map, called *Sustainable Vision 2030*, is established to reduce the environmental and social impact of the company.

Toni Ruiz presents Mango's digital transformation strategy at Tech Spirit, one of the leading entrepreneurial events in Barcelona. He also signs an agreement with the High Commissioner for the Fight against Child Poverty, Ernesto Gasco, to add the company up to the Zero Child Poverty Country Alliance, an initiative being promoted by the High Commission, a department of the Spanish Government Presidential Office.



Key Data

2022

2.688

Billion € turnover

78%

Of sales in foreign markets

+115

Markets with a physical presence

2,566

Stores

795,602

M² selling space

14,082

Employees

10,891

Female employees

32

Average age of the workforce (years)

36%

Of turnover in the online channel

90

Online selling markets

449

Suppliers of garments, footwear, accessories and homeware items

2,399

Declared tier 1, 2 and 3 factories

155,159,011

Units manufactured

93%

More sustainable cotton

51

Million plastic polybags eliminated



## About Mango

# 3

- 3.1 | Our history
- 3.2 | Our lines
- 3.3 | Our values



## 3

# About Mango

Mango MNG Holding, S.A.U. is the parent company of a group of companies with design and creativity at the centre of its business model and a strategy based on constant innovation, the search for sustainability and an ecosystem of channels and partners that has made it one of Europe's leading fashion groups and one of the top companies in the sector in terms of the number of countries in which it operates.

Founded in Barcelona in 1984 by Isak Andic, today the company's Non-Executive Chairman, Mango was created with an international vocation and today is present in over 115 markets through a network of almost 2,600 stores and its online channel (Mango.com).

With the Woman line at the centre of its business and the driver of its sales, Mango has other lines (Man, Kids, Teen and Home) and, in 2022, produced 155,159,011 items. The company centralises all its creative activity in Barcelona, where

its headquarters are located (Palau-Solità i Plegamans) and from where it manages company operations worldwide. The logistics activity is coordinated from its centre in Lliçà d'Amunt (Barcelona) with decentralised warehouses to respond to the needs of the online channel and its widespread international presence. Mango is a pioneering company in online distribution within the fashion industry. Thanks to its long track record in the online world and its geographical capillarity in the physical environment, Mango has an excellent knowledge of its customers through data, allowing it to personalise its offer and messaging to provide the best service possible.

In 2022, Mango registered a turnover of 2.688 billion euros and obtained an EBITDA of 436 million euros and a net profit of 81 million euros. At the end of 2022, online sales accounted for 36% of total company turnover, while exports accounted for 78% of its global business.



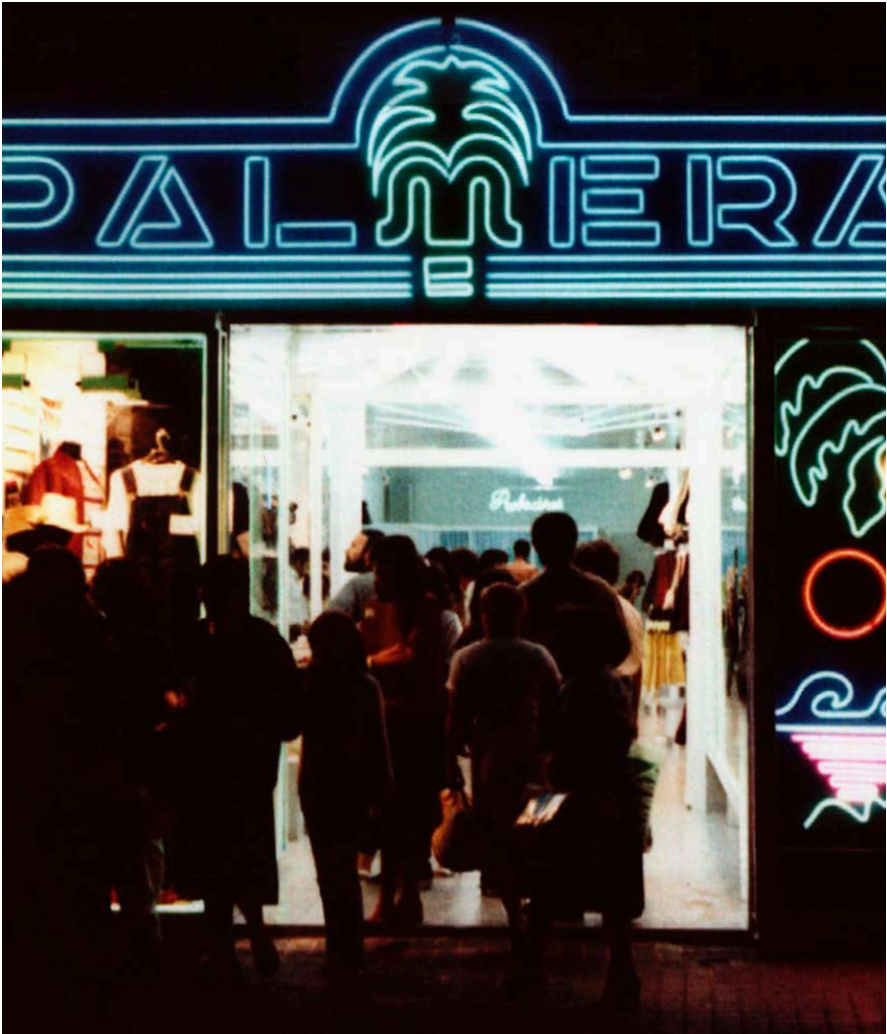


# 3.1 Our history

## Mango history

1984 - 2022

1984



### First store

Mango begins its history with the opening of its first store in Passeig de Gràcia (Barcelona).

PASSEIG DE GRÀCIA

1992



### International expansion

Initial foreign expansion with the opening of two stores in Portugal.

PORTUGAL

1995



### Arrival in Asia

Mango continues its international expansion with its first stores in Asia, specifically in Singapore and Taiwan.

SINGAPORE AND TAIWAN

2000



### Ecommerce

The company puts its own ecommerce into operation, becoming one of Europe's pioneering companies in the online business.

EUROPE



2002



Mango present in all five continents

Mango becomes present in all five continents with its arrival in Australia. The company advances in its commitment to its surroundings with the creation of its sustainability department.

AUSTRALIA

2006

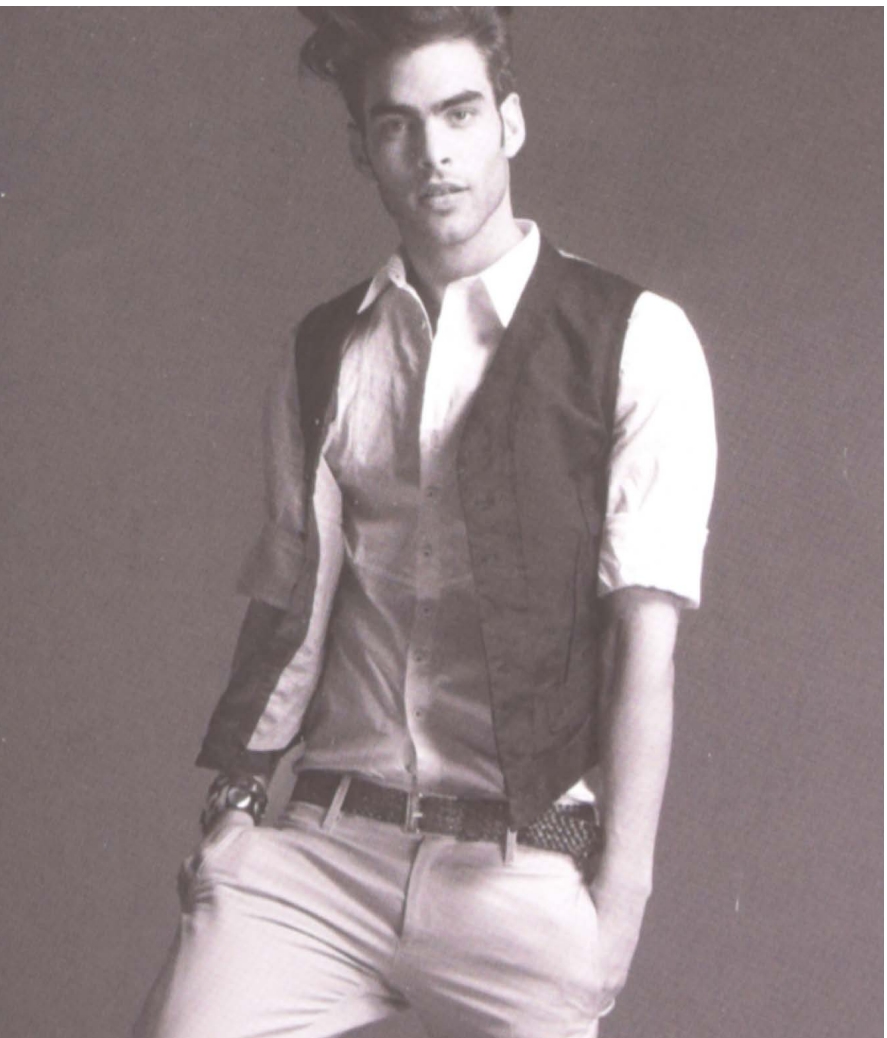


El Hangar, design centre

Mango strengthens its commitment to creativity with the opening of the Hangar Design Centre, where it manufactures over 18,000 garments and accessories each year.

BARCELONA

2008



Mango Man

Launch of the menswear line, Mango Man, with the opening of its first store. Today, Mango has over 500 stores offering the Man collection.

MENSWEAR

2013



Mango Kids

Mango continues to diversify its business with the launch of the Mango Kids line, through which the company entered the segment of children's wear.

CHILDREN'S WEAR

2017



Sustainability

Mango commits to sustainability with the launch of the first collection produced with sustainable materials. The company expands its business with the opening of flagship stores in Restauradores (Lisbon) and SoHo (New York).

COMMITMENT



2018



Toni Ruiz, Managing Director

Appointment of Toni Ruiz as Managing Director of the company.

MANAGING DIRECTOR

2019



Innovation and loyalty

Start-up of Mango Innovation Centre in Barcelona's 22@ technology district. In order to learn more about its customers, Mango launches its own loyalty programme: Mango likes you.

INNOVATION

2020



Solidarity and donations

Reaction to Covid-19: donations and aid to mitigate the effects of the pandemic. Mango.com celebrates its twentieth anniversary. Toni Ruiz is appointed Chief Executive Officer of the company.

DONATIONS

2021



Mango Home

Mango enters the homeware segment with the launch of Mango Home and launches its New Med store concept in Dusseldorf (Germany). The company begins the construction of the future Mango Campus, its new headquarters.

MED STORE

2022



Expansion in the USA

New York is the setting for one of the major openings of 2022, with the opening of a 2,100 m2 store on Fifth Avenue.

NEW YORK



# 3.2

## Our lines

### Mango Woman

Mango Woman is the main product line of Mango and it offers a versatile wardrobe with high-quality feminine garments at affordable prices. Its collections explore the latest trends from a Mediterranean perspective, in order to project a true interpretation of contemporary fashion. Since 1984, Mango Woman has accompanied women all around the world in both special occasions and for everyday wear.



Mango Woman





Mango Man



Mango Kids

### 3.2. Our lines

#### Mango Man

Focusing on technical garments with performance properties and quality essentials, Mango Man accompanies the modern man both in casual streetwear trends and smart requirements for formal occasions. Since its creation in 2008, the line has evolved to become a leader in innovation at competitive prices.

#### Mango Kids

Since 2013, Mango Kids has offered efficient and stylish solutions for children of all ages and for all situations. With simple designs full of character, Mango Kids naturally connects comfort, functionality and trend through a range of garments from birth to twelve years of age.



### 3.2. Our lines

#### Mango Teen

Sifting through the trends to contribute to a unique personality, Mango Teen inspires teenagers create their own style with contemporary designs for any occasion. In a unique and transcendental moment in life, the line celebrates youth through an optimistic narrative in which positive experiences and friendships are key.

#### Mango Home

Mango Home is a line of products for the home which transmits Mediterranean culture and style and responds to the new consumption habits. Its contemporary designs and quality essentials interpret the trends in interior design to inspire the creation of spaces with personality through proposals with natural textures, relaxed colours and sustainable materials.



Mango Teen



Mango Home



# 3.3

## Our values

Mango wants to inspire the world by sharing its passion for Mediterranean style and culture



### Caring

Mango is committed to people and its customers and partners, whom it considers family. It promotes healthy relationships by being humble and approachable.

PEOPLE



### Committed

Mango believes in acting in harmony with its surroundings: company, society and environment. The company is committed to helping to create a better world.

ENVIRONMENT





### Entrepreneurial mindset

Mango encourages everyone to think and act like an entrepreneur. We all have the imagination to think in a different way and innovate.

ENTREPRENEURSHIP



### Authentic

Mango wants to be true to its Mediterranean spirit. At Mango we are proud of who we are.

ESSENCE



### Culturally curious

Mango believes that art and culture make the world a more inspiring place. Beauty, style and attention to detail are in Mango's DNA.

CULTURE





Our business model

4

- 4.1 | Design
- 4.2 | Distribution
- 4.3 | Mango worldwide
- 4.4 | Logistics
- 4.5 | Technology
- 4.6 | Value chain



# 4

## Our business model

Mango is a global company with design and creativity at the centre of its business model, and a strategy based on constant innovation, the search for sustainability and an ecosystem of channels and partners.

With the customer always as the priority, Mango bases its model on a unique fashion proposal, based on translating the key trends into its own language, resulting in two major collections per year, which are enlarged with capsule collections every two weeks to renew its offer constantly. Its unique language and commitment to higher quality gives Mango a superior positioning over its competitors. The centre of the Mango ecosystem is in Barcelona, where the group headquarters are located. The company facilities house all its creative activity and manage the company business worldwide.

Each line (Woman, Man, Kids, Teen and Home) has independent product groups, which are levered in a corporate structure that generates syn-

ergies. With a flexible production strategy, one of the key elements in the Mango ecosystem is its suppliers. The company distributes its production worldwide seeking the ideal origins for each garment, combining distant and local production to meet production times and respond to customer needs and the market situation.

Mango has a stable relationship with its suppliers and is the first Spanish fashion company to publish a list of its tier 1, 2 factories and, in 2022, its tier 3 factories also.

A pioneer of online fashion distribution in Europe, Mango has a complete distribution system that allows it to meet the needs of the customer at any moment, and in any location and format. In the physical environment, Mango combines physical stores with franchises and corners, in other words retail and wholesale selling.

In the online environment, Mango combines retail (Mango.com) with a presence in third-party marketplaces.

Mango is able to adapt its distribution ecosystem to each market, depending on the operational complexity of the country, regional characteristics and the required speed of expansion.

Mango is quick to take on new expansion markets and reduces risk thanks to strong alliances with international franchise and distribution groups. As a result, Mango is one of the leading fashion companies in terms of the number of countries it operates in, with a presence in more than 115 markets worldwide.

The capillarity of physical stores and the online business provides Mango with plenty of knowledge about its customers via data, which allows it to adapt its offer, prices and services quickly. Technology and innovation are two key aspects for Mango, a company historically characterised for its capacity to adapt to its environment with new lines, collections and services.

Today, Mango is focused on building a technological ecosystem based on experiences, services

and products, seeking to unite the digital world with the physical one and to offer its customers the best service.

The group's diverse distribution structure (combining retail and wholesale) and its broad and rapid international expansion has allowed Mango to become one of the European companies with the most advanced logistics organisation, with centres that deliver orders for online, store and wholesale businesses, in other words, B2B and B2C.

The company's logistics centre is based in Lliçà d'Amunt (Barcelona) as well as decentralised warehouses to respond to the speed required by the online channel and its international presence. Founded in a historical enclave of the textile industry in Europe (Barcelona), Mango is a company that is committed to its surroundings and to the sector it operates in, adapting continuously to change with an ethical and responsible focus on society and the environment.





# 4.1 Design

Mango clearly knows its DNA and what differentiates it: a unique design proposal. Thanks to a great creative team, with a long and acclaimed experience, Mango is able to offer its customers the key trends by translating them into its own language.

Since it was founded, Mango has always been characterised for dressing the modern urban woman, following the latest trends with its own quality designs at an affordable price. Its value proposal is precisely being able to provide collections that offer excellent value for money.

At the El Hangar Design Centre, located at the company headquarters, in Barcelona, works all areas related to creativity: product design, window dressing and interior design, among others. This unique language in the interpretation of key trends translates into a totally differentiated style, reinforced by the fact that 100% of Mango designs come out of its El Hangar Design Centre.

Mango has a team of over 500 people dedicated to the product division, which each year creates more than 18,000 garments and accessories. Every year, Mango launches two major collections which are enlarged with capsules every two weeks, in order to renew the offer on a constant basis.

Mango creates a global and coherent collection based on moments and occasions. Mango also collaborates with other brands, artists and talents to launch limited-edition collections. In November 2022, Mango launched a collaboration with the presenter and writer, Camille Charrière. As well as a unique style, the key attribute of Mango is a quality positioning above that of its competitors.

Mango customers recognise this quality and the company responds with fabrics sourced from countries such as Italy or product families in which such quality is essential.



# 4.2 Distribution

The Mango model is based on one of the most diverse distribution ecosystems in the fashion industry, focused on offering the best service to customers at every moment and in every region. Mango distributes its brand through different but fully-integrated channels, combining company stores with franchises, retail with wholesale and a significant online activity through its own e-commerce (Mango.com) and third-party platforms. This combination differentiates Mango within the sector, being one of the few companies that operate with a distribution ecosystem with such characteristics.

The purpose of integrating the channels is to meet the needs of the customer at all times, irrespective of the point of contact. To achieve this, Mango applies different tools in order to offer a solid and reliable user experience in all its channels. Offering the customer a complete

experience in all channels results in greater loyalty towards the brand.

**Connected stores**

Mango stores are a privileged meeting point between the brand and its customers. In them, the company offers unique and personalised experiences supported by technology and integrated services.

Within this integration strategy, it is paramount for Mango that the stores are connected with Mango.com, the company headquarters and the customer service centre through different technological developments that add value to the customer and empower the staff by simplifying their commercial tasks.

The online transformation of stores involves the application of new technologies which, although





## 4.2. Distribution

not visible, allow the implementation of continuous improvement initiatives relating to garment availability, the distribution of collections or store footfall, among others. In its stores network, Mango is implementing a Mediterranean-inspired concept which aims to reflect the spirit and freshness of the brand. In the stores, warm tones and neutral colour predominate, combined with traditional, artisanal, sustainable and natural materials.

Sustainability, energy efficiency and architectural integration within the environment are key objectives for the brand.

Mango has created a functional, relaxed and welcoming environment in which it can promote and facilitate the interaction between the customer and store staff. It has also incorporated new services and features, such as the concierge station, a point of reference where the store staff

can deal with any requirement customers may have, as well as larger fitting rooms and a dedicated click&collect zone.

**Strategic partners**

Mango has different store formats adapted to each location, needs and the role of the store. The opening of company stores in strategic locations is complemented by a franchise strategy that represents one of the key pillars of the Mango model.

The firm has grown alongside its local partners, making it one of the biggest international franchising companies. The partners are part of the Mango ecosystem, which combines the physical and digital environment and the company business with alliances to meet the needs of the customer at any moment, and in any location



and format. Mango is able to adapt its distribution ecosystem to each market, according to its operational complexity, regional characteristics and the required speed of expansion. The company is able to take quick decisions and reduce risk thanks to the strength of its alliances with international franchise and distribution groups.

Local partners (such as El Palacio de Hierro in Mexico, Azadea in the Arab Emirates, Myntra in India, Alhokair in Saudi Arabia and Fox in Israel and Canada) provide market expertise and help Mango better understand the customer and adapt its operations to the country.

In the management of its franchises, Mango places at their disposal a complete team that offers services from store selection and staff training, to start-up and opening of the store, as well as subsequent consultancy and management support.



4.2. Distribution

Ecommerce, a pioneering online channel

Mango is one of the European fashion companies with the largest online penetration in its business. At the end of 2022, online sales represented 36% of total company turnover, with a revenue of 960 million euros. A pioneer since its origins, in 1996 Mango launched its website in order to publicise the brand worldwide. In 2000 Mango committed to selling over the Internet by launching its ecommerce, making it a pioneering fashion company in Europe. Mango’s ecommerce was initially launched in the fifteen countries that made up the European Union in 2000. Over the following twenty years, Mango has extended it ecommerce to give it an online presence in 90 markets in all five continents at the end of 2022. The expansion strategy of Mango’s ecommerce is based on localisation: entering new markets

adapting the services to the needs and customs of the customers in each region. The website is translated into 28 languages, with different payment, delivery and returns methods (among others) according to each location. In 2022, Mango's website received 885.9 million visits (7% more than in 2021). Mango’s more than twenty years of experience with its ecommerce have allowed the company to develop a technological ecosystem to sell third-party brands through its platforms and access their products and stocks. The first step Mango took in selling third-party brands was the launch of the collections of the Italian brand Intimissimi in 2021, to which Rituals was added in 2022. In order to guarantee the rate of growth of the online business, and develop the omni-channel projects planned for the coming years, in 2019 Mango opened its digital innovation centre in Barcelona’s 22@ district.



Mango likes you,  
getting to know  
and rewarding the  
customer

LOYALTY PROGRAMME

Getting to know the customer and rewarding their loyalty. This was the goal when, in 2019, Mango launched Mango likes you, an omni-channel loyalty programme which aims to create closer ties with its customers through experiences related to the brand’s values: sustainability, culture and community. Ignacio Hoyos, Mango Customer Director, points out that “Mango likes you is part of Mango’s commitment to orient the company towards the customer. This loyalty programme allows our customers to participate in company projects and improve their experience with the brand”. Mango likes you is available in sixteen markets where the company operates to which Poland and Saudi Arabia were added in 2022. Mango likes you covers all Mango business lines and applies to both physical and online stores. The main aim of the programme is to reward customers for their loyalty to the brand. Thanks to likes (points) accumulated during the purchasing process or by bringing garments for

recycling in Mango stores through the Committed Box, customers can obtain numerous benefits. These include the option to enjoy discounts on future purchases, access experiences and services such as cinema tickets, subscriptions to Spotify, Dazn, Daily Yoga or even donate likes to the social projects Mango collaborates with.

31.1 Million

At the end of 2022, the Mango likes you loyalty programme had 31.1 million active users.



# 4.3

## Mango worldwide

Since it was founded, Mango has had a clear international vocation and in 2022 celebrated three decades of international expansion. Founded in 1984, Mango opened a hundred stores in Spain during the first eight years of its existence, before entering the international market in 1992 with two store openings in Portugal. France, currently one of the group's biggest markets, was Mango's second international destination. Mango first committed to the Asian continent in 1995 with store openings in Singapore and Taiwan, to which other markets would later be added, such as the Philippines, Thailand, China and India. In 1997, Mango opened its first store in Turkey, located in the Akmerkez shopping centre in Istanbul. That same year, thanks to the company's strong exporting vocation, international turnover

exceeded domestic turnover for the first time, and this has continued to grow so that, by the end of 2022, 78% of Mango turnover was generated outside Spain. Mango, which achieved a presence on all five continents in 2002 by entering Australia, has combined in its international expansion a commitment towards mature fashion markets, such as Germany, Italy and the United States, with other markets such as Aruba (where it opened its first store in the Caribbean), the Maldives, Israel and Cuba. Mango closed the 2022 financial year with 2,566 stores in over 115 markets around the world. The company's main market is Spain, where it has over 370 stores. Europe is currently the centre of its business, accounting for 70% of its total distribution network at the end of 2022. Asia, with presence in markets such as Singa-

pore, Indonesia and Thailand, represents 16% of company stores around the world. America represents 12% and Africa 2%. The United States and India are two of the company's biggest commitments. Mango forecasts having approximately 40 stores in the United States by 2024. In India, Mango operates alongside Myntra, with whom it opened 36 stores in 2022, bringing the total number of stores to 80 by the end of the year, making it the Asian country in which Mango has the biggest presence. Mango has a total selling space of over 790,000 m2. Some of its most emblematic stores are located in cities including Barcelona (Passeig de Gràcia), Madrid (in Serrano and Preciados streets), Paris (Haussmann), New York (Fifth Avenue and SoHo) and London (Oxford Street), among others.





4.3. Mango worldwide

COMPANY STORES

(2021: 788)

756

FRANCHISE STORES

(2021: 1,659)

1,810

TOTAL STORES

(2021: 2,447)

2,566

Europe	○	●	▼
SPAIN	225	150	375
GERMANY	55	319	374
FRANCE	113	120	233
BELGIUM	14	85	99
RUSSIA	0	90	90
SWITZERLAND	9	81	90
ITALY	55	23	78
TURKEY	69	0	69
UNITED KINGDOM	35	18	53
PORTUGAL	31	21	52
AUSTRIA	9	30	39
NETHERLANDS	11	20	31
POLAND	23	1	24
CROATIA	15	1	16
IRELAND	5	11	16
ROMANIA	15	0	15
GREECE	5	9	14
UKRAINE	7	7	14
LITHUANIA	0	13	13
ANDORRA	3	5	8
CZECH REPUBLIC	8	0	8
LATVIA	0	8	8
CYPRUS	0	7	7
ESTONIA	0	6	6
HUNGARY	5	0	5
SLOVAKIA	3	2	5
LUXEMBOURG	1	4	5
AZERBAIJAN	0	4	4
BELARUS	0	4	4
BULGARIA	3	1	4
DENMARK	4	0	4
FINLAND	4	0	4
GEORGIA	0	4	4
SWEDEN	4	0	4
NORWAY	2	1	3
MALTA	0	3	3
MONTENEGRO	0	3	3
ALBANIA	0	2	2
SLOVENIA	2	0	2
MACEDONIA	0	2	2
MOLDOVA	0	1	1
TOTAL	735	1,056	1,791

America	○	●	▼
CANADA	0	95	95
MEXICO	1	50	51
CHILE	0	45	45
COLOMBIA	0	44	44
PERU	0	37	37
UNITED STATES	9	1	10
ECUADOR	0	6	6
VENEZUELA	0	5	5
GUATEMALA	0	3	3
COSTA RICA	0	3	3
PANAMA	0	2	2
BOLIVIA	0	2	2
CUBA	0	2	2
PARAGUAY	0	2	2
PUERTO RICO	0	2	2
EL SALVADOR	0	1	1
DOMINICAN REPUBLIC	0	1	1
SURINAME	0	1	1
URUGUAY	0	1	1
TOTAL	10	303	313

Africa	○	●	▼
SOUTH AFRICA	0	12	12
EGYPT	0	7	7
TUNISIA	0	5	5
MAURITIUS	0	4	4
NIGERIA	0	4	4
LIBYA	0	3	3
NAMIBIA	0	3	3
MOROCCO	0	3	3
IVORY COAST	0	2	2
DEMOCRATIC REPUBLIC OF THE CONGO	0	2	2
ANGOLA	0	2	2
REPUBLIC OF THE CONGO	0	1	1
BURKINA FASO	0	1	1
EQUATORIAL GUINEA	0	1	1
KENYA	0	1	1
SENEGAL	0	1	1
ALGERIA	0	1	1
CAMEROON	0	1	1
TOTAL	0	54	54

Asia	○	●	▼
INDIA	0	80	80
ISRAEL	0	48	48
SAUDI ARABIA	0	47	47
THE PHILIPPINES	0	38	38
CHINA	1	24	25
KAZAKHSTAN	0	21	21
INDONESIA	0	17	17
THAILAND	0	16	16
UNITED ARAB EMIRATES	0	16	16
VIETNAM	0	16	16
SINGAPORE	8	4	12
QATAR	0	9	9
IRAN	0	7	7
MALAYSIA	0	6	6
KUWAIT	0	6	6
IRAQ	0	6	6
SOUTH KOREA	2	3	5
JORDAN	0	4	4
LEBANON	0	4	4
SRI LANKA	0	4	4
PAKISTAN	0	3	3
MONGOLIA	0	3	3
KYRGYZSTAN	0	2	2
ARMENIA	0	2	2
MYANMAR	0	2	2
OMAN	0	2	2
UZBEKISTAN	0	2	2
MALDIVES	0	2	2
BAHRAIN	0	1	1
CAMBODIA	0	1	1
LAOS	0	1	1
TOTAL	11	397	408



# 4.4

## Logistics

Given Mango's global nature, its diverse distribution structure and the need to renew its collections in the highly competitive and constantly changing environment of the fashion industry, the company's logistics ecosystem is one of the most advanced in its sector.

Mango's global distribution centre in Lliçà d'Amunt (Barcelona) receives all the garments and accessories from the different production locations and distributes them to all its points of sale around the world.

This logistics centre also stocks the firm's e-commerce warehouse in its headquarters in Palau-Solità i Plegamans (Barcelona) and serves the different satellite online warehouses the company has in countries in which its online channel is expanding quickly. The company's satellite ware-

houses are located in Palau-Solità i Plegamans, China, Turkey, Germany, Mexico and the United States, and they are used to support both the online business and the international growth of the company.

Equipped with cutting-edge technologies, Mango's logistics centre in Lliçà d'Amunt (Barcelona) is able to process over 75,000 garments per hour at full capacity to stock the company's entire distribution network. In the first half of 2023, Mango will complete the enlargement of an additional 90,000 m2 in the company's logistics centre, giving it a total surface area of 280,000 m2.

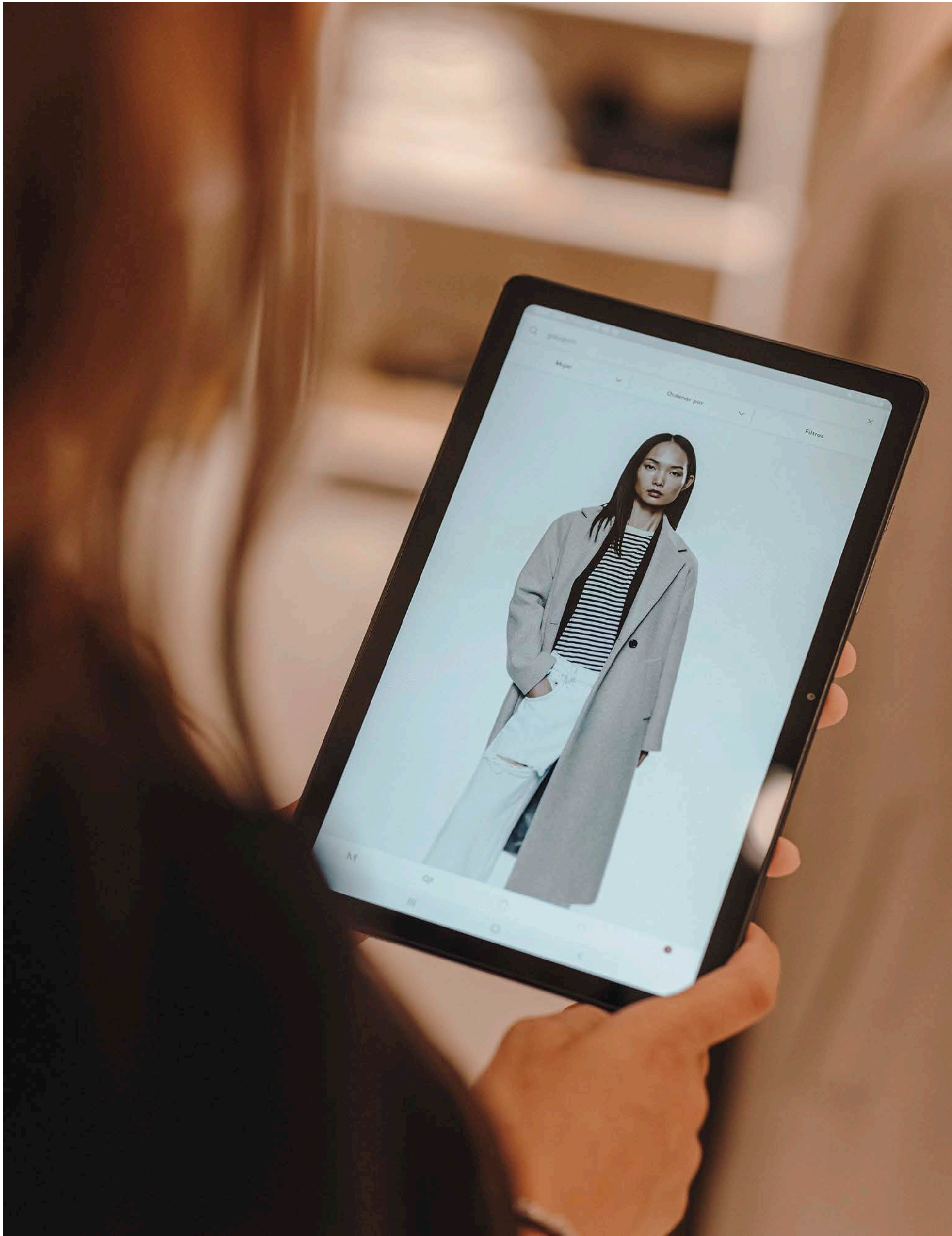
With the new enlargement of the facilities, Mango's logistics centre in Lliçà d'Amunt (Barcelona) will increase its capacity for processing by up to an extra 10,000 garments per hour.











# 4.5 Technology

Mango is focused on the construction of a technological ecosystem of experiences, services and products. This ecosystem aims to construct, synchronise and converge capacities and opportunities in the physical and online worlds. The transformation process that Mango is implementing is based on the digital transformation of the leading figures in the industry: customer, stock and product. Mango has developed technological tools and systems to maximise its knowledge of customer data and connect them with the physical and online stores. Mango no longer speaks of physical stores but connected stores (The omnichannel connected stores) and is constructing communication gateways between customers and stores, stores and Mango.com, designers and customers. Within the sphere of the digital transformation of stock,

the company is implementing the order management system (OMS), in other words, unique sales stock available in real time, a system whose capacities will multiply once the implantation of RFID is completed. The company has also developed digital transformation platforms for the product life cycle. The Mango team has internally developed a series of machine-learning engineering platforms, complemented by the platforms of international manufacturers that are fully adapted to the Mango ecosystem. These platforms provide knowledge in core aspects of the company's value chain. Among these technological innovations that Mango is implementing is Life Collection, a platform which aims to digitally transform the life cycle of a product from the beginning, with the collection briefing, the design, the pattern-



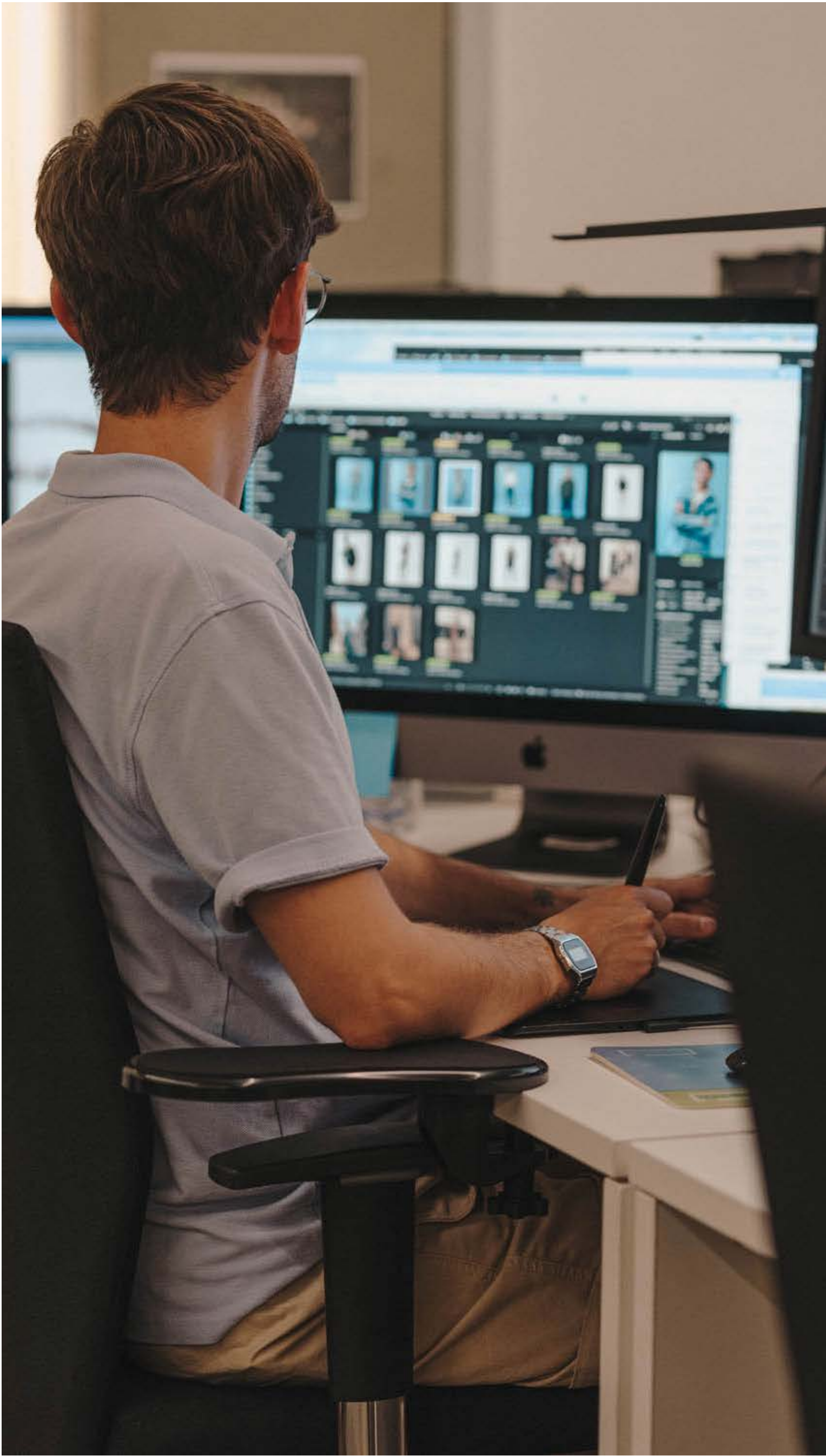
## 4.5. Technology

making and sale, up to the purchase, transport and distribution of the product. The Life Collection platform allows the company to understand the behaviour of a product in both its online and physical dimensions. Thanks to this technological platform, Mango is connecting the different areas of the company's value chain and establishing a communication gateway between its designers, stores and customers. With the application of this technology, Mango is shifting the paradigm, constructing human-to-human platforms through the product life cycle. One of the major challenges facing Mango to move forward in operational excellence is to have an omni-channel and real-time vision of commercial stock, maintaining a high degree of precision in the inventory.

In this context, Mango is rolling-out capacities to sensorize all its garments from manufacture and logistics to their arrival at the stores. Mango's Life Collection and operational excellence platform are key to the company's sustainability strategy, since they allow Mango to better integrate with its manufacturers, understand the behaviour of its products better, incorporate data and algorithms to make more sustainable purchasing proposals, develop more efficient distribution models, make recommendations for items, implement design and patternmaking improvements and minimise returns. To sum up, these technological platforms allow the company to explain the DNA of each product better to the customer. The main platforms developed by Mango in recent years include:

- Midas/Atenea: Platform for real-time price

- management across all direct channels.
- Iris: Conversational voice and text platform to attend to the company's customer contacts.
- Lynx: Platform for the purchasing process service.
- Gaudí: Platform for customer personalisation and product recommendation for any Mango digital touchpoint.
- Ada+: In-store mobile platform for store staff.
- ODC: Omni-channel distribution centres.
- Nexus: B2B commercial platform to manage the relationship between Mango and its franchisees.
- NDM: Commercial distribution platform for initial orders and replenishments in stores.

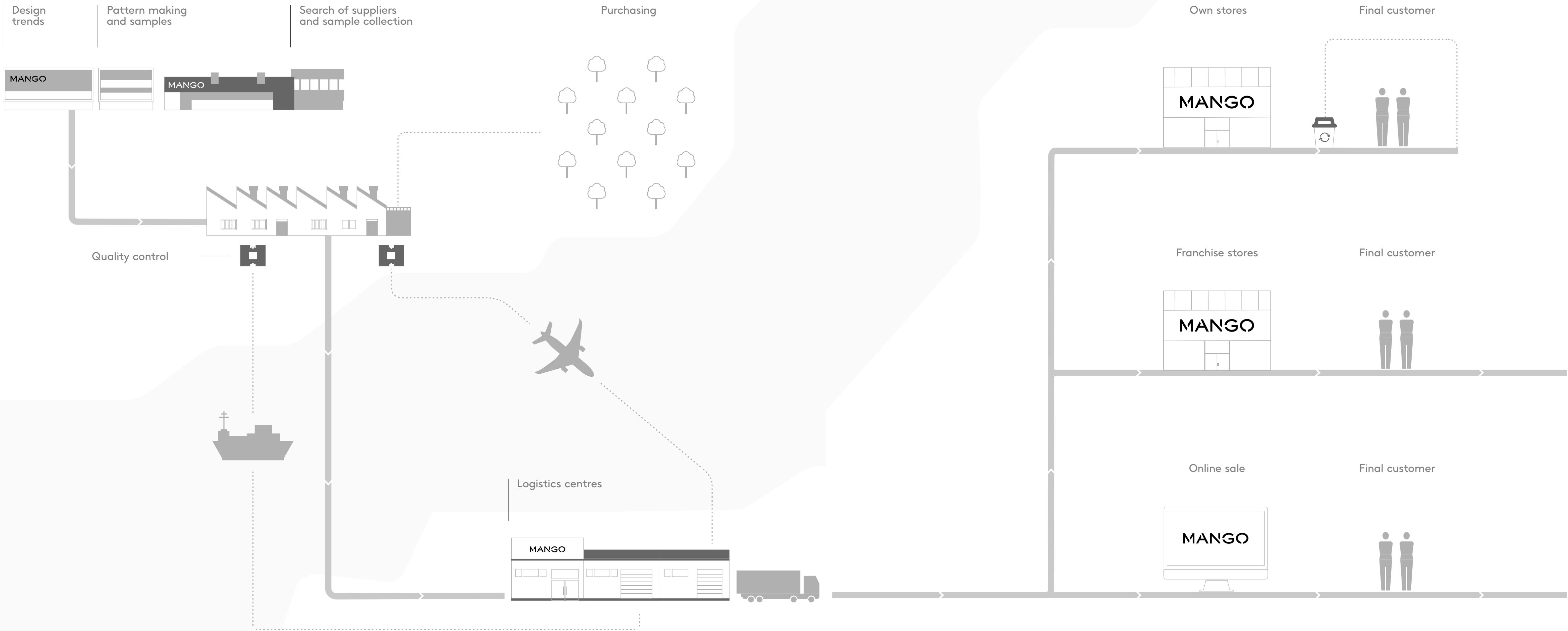








# 4.6. Value chain





10

10



Good governance

5

- 5.1 | Management bodies
- 5.2 | Stakeholders
- 5.3 | Materiality matrix
- 5.4 | Risk management



# 5

## Good governance

Mango is a family-owned business whose maximum decision-making body is the Board of Directors, which is responsible for validating the decisions taken by the company and the medium and long-term strategy. The company's Board of Directors is made up of Isak Andic, Non-executive Chairman of Mango; Toni Ruiz, Chief Executive Officer; Jonathan Andic, Mango Man Director (in the capacity of board member), and Daniel López, the company's Expansion Director (in the capacity of Secretary). The maximum executive body of Mango is the steering committee, made up of ten members that represent the key areas of the company and manage and coordinate the company's day-to-day activities. In parallel, Mango has other committees in key areas, the main one being sustainability. In 2021 the sustainability committee was

Mango's steering committee is the maximum executive body of the company and has ten members that represent key areas of the business established, consisting of various members of the steering committee and other key decision-making areas in the company's sustainability strategy. The aim of Mango's sustainability committee is to supervise the implementation of sustainable policies in the company worldwide. The sustainability committee is also responsible for promoting cross-departmental decision-making that affects various business areas in the organisation.






5.1


Management  
bodies

Steering committee




Toni Ruiz Tubau

CHIEF EXECUTIVE OFFICER




Jonathan Andic

MAN DIRECTOR




Elena Carasso Batlle

ONLINE AND CUSTOMER DIRECTOR




Luis Casacuberta Bausili

WOMAN, KIDS, TEEN & HOME DIRECTOR




Daniel López García

EXPANSION AND FRANCHISES DIRECTOR




Jordi Alex Moreno Sanchís

TECHNOLOGY, DATA, PRIVACY AND SECURITY DIRECTOR




Antonio Pascual Barroso

SUPPLY CHAIN DIRECTOR




David Payeras

PEOPLE DIRECTOR



Margarita Salvans Puigbó

CHIEF FINANCIAL OFFICER



César de Vicente Sandoval

GLOBAL RETAIL DIRECTOR



5.1

Management  
bodies

Sustainability committee

Toni Ruiz Tubau

CHIEF EXECUTIVE OFFICER

Jonathan Andic

MAN DIRECTOR

Beatriz Bayo González

CSR DIRECTOR

Elena Carasso Batlle

ONLINE AND CUSTOMER DIRECTOR

Luis Casacuberta Bausili

WOMAN, KIDS, TEEN & HOME DIRECTOR

Andrés Fernández Gómez

SUSTAINABILITY & SOURCING DIRECTOR

Luis Maseres Ghiloni

WOMAN DIRECTOR

Berta Moral Cebrián

KIDS & TEEN DIRECTOR

Pilar Riaño Díez

EXTERNAL COMMUNICATION AND INSTITUTIONAL RELATIONS DIRECTOR

Margarita Salvans Puigbó

CHIEF FINANCIAL OFFICER

Diego Sebastián Iriarte

CX, COMMUNICATION AND IMAGE DIRECTOR

Laura Vila Masegosa

HOME DIRECTOR



5.2

Stakeholders

Customers

Customers are Mango’s raison d’être and their satisfaction is the primary goal of the company. For this reason, Mango offers its customers a fashionable product with quality, good design at an affordable price in stores designed to offer an optimal shopping experience. Mango continues to work to satisfy the needs of its customers and offer them products in accordance with their tastes and fashion trends in all the markets in which the company is present. Mango wishes to encourage communication with its customers and make the most of every opportunity to generate trust.

Employees

The employees are the basis of the company, which is made up of a team of first-rate, motivated and competitive professionals who are able to adapt to new situations. The promotion of talent and training, favouring an environment of constant dialogue, are key to maintaining a workforce eager to grow both personally and professionally within the company.

Franchisees

The franchisees are one of the basic pillars of Mango’s business model. The company places at the disposal of franchisees a complete team of professionals who offer them an integrated service: from selecting the premises and training

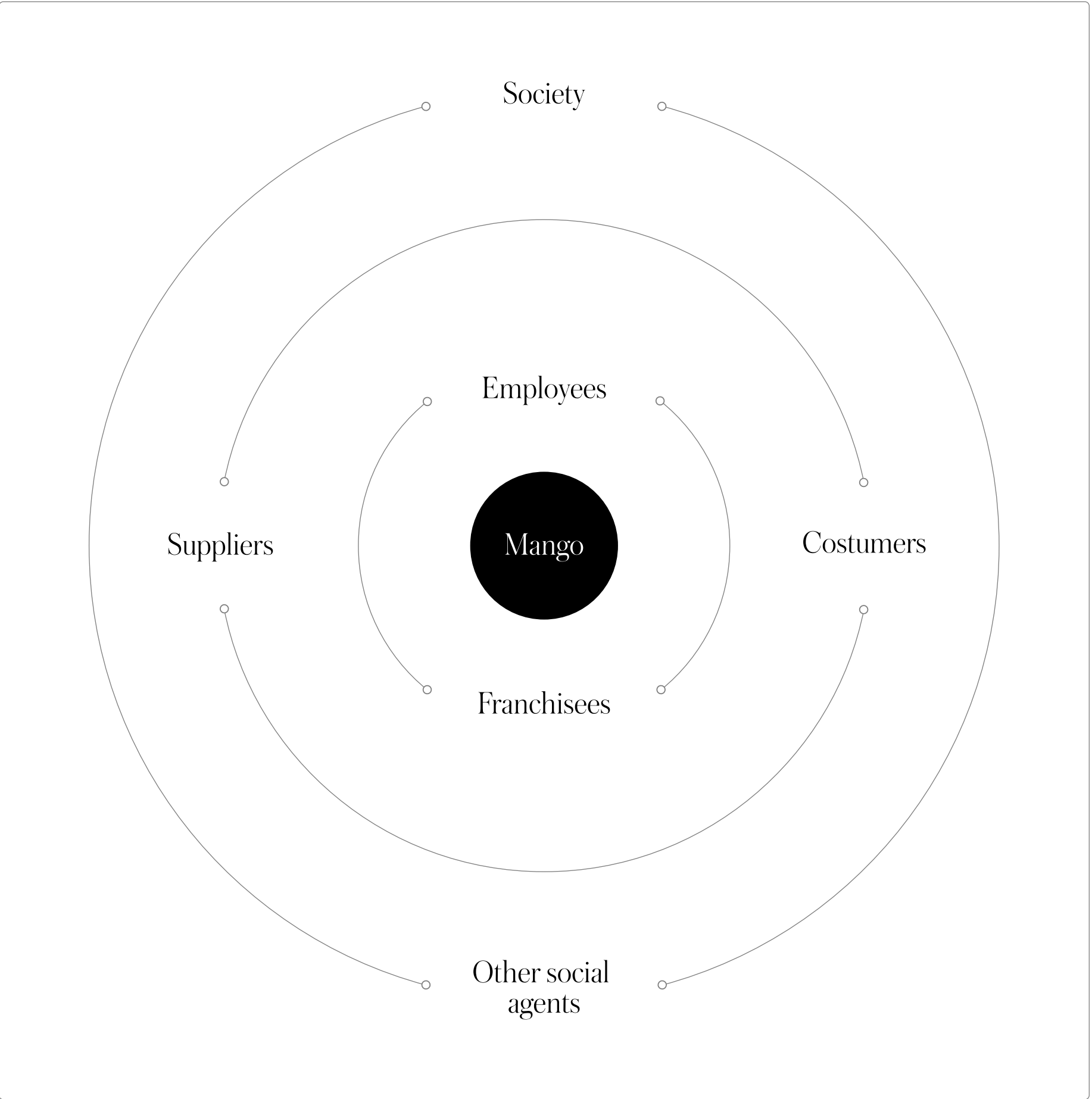
the employees, to start-up and store opening and subsequent management consultancy and support. The relationship with franchisees is through a permanent dialogue on different channels. Mango has grown alongside its franchises, to become one of the world’s most largest franchise companies.

Suppliers

The suppliers are a key part of Mango’s value chain. The company is aware of the importance of a good relationship based on mutual trust and working together. Training and continuous support to the different teams are key to the correct management of the chain, guaranteeing a high quality and socially-responsible product. The responsible management of the chain, together with the participation of certain stakeholders, contributes towards transparency and continuous improvement in this aspect.

Society and other social agents

Mango’s relationship with society is based on a committed collaboration with all social groups, maintaining an open dialogue through periodic contact. Its collaboration with the academic and business world, the public sector and the third sector, and its participation in development cooperation and assistance projects helps Mango to continue advancing in its commitment to society.





# 5.3

## Materiality matrix

Materiality analysis is the result of evaluating the needs and expectations of the company’s stakeholders. It is a key concept, not only for reporting, but also for managing the sustainability of an organisation. In order to draft a sustainability report with reference with the GRI Standards, it is necessary to apply the materiality principle and the principle of inclusion of stakeholders. The materiality principle establishes that the report must deal with topics that reflect the significant economic, environmental and social impacts of the organisation, and which have a substantial impact on the evaluations and decisions of the stakeholders. In other words, the materiality principle determines the most important aspects and their respective performance indicators, which must be included in the report, and on which the company should focus on for correct management and information. The principle of inclusion of stakeholders

The materiality principle determines the most important aspects and their respective performance indicators

establishes that the reporting organisation must identify its stakeholders and explain how it has responded to their expectations and interests. The materiality matrix makes it possible to fulfil both principles. In order to review the materiality matix, the following actions were carried out:

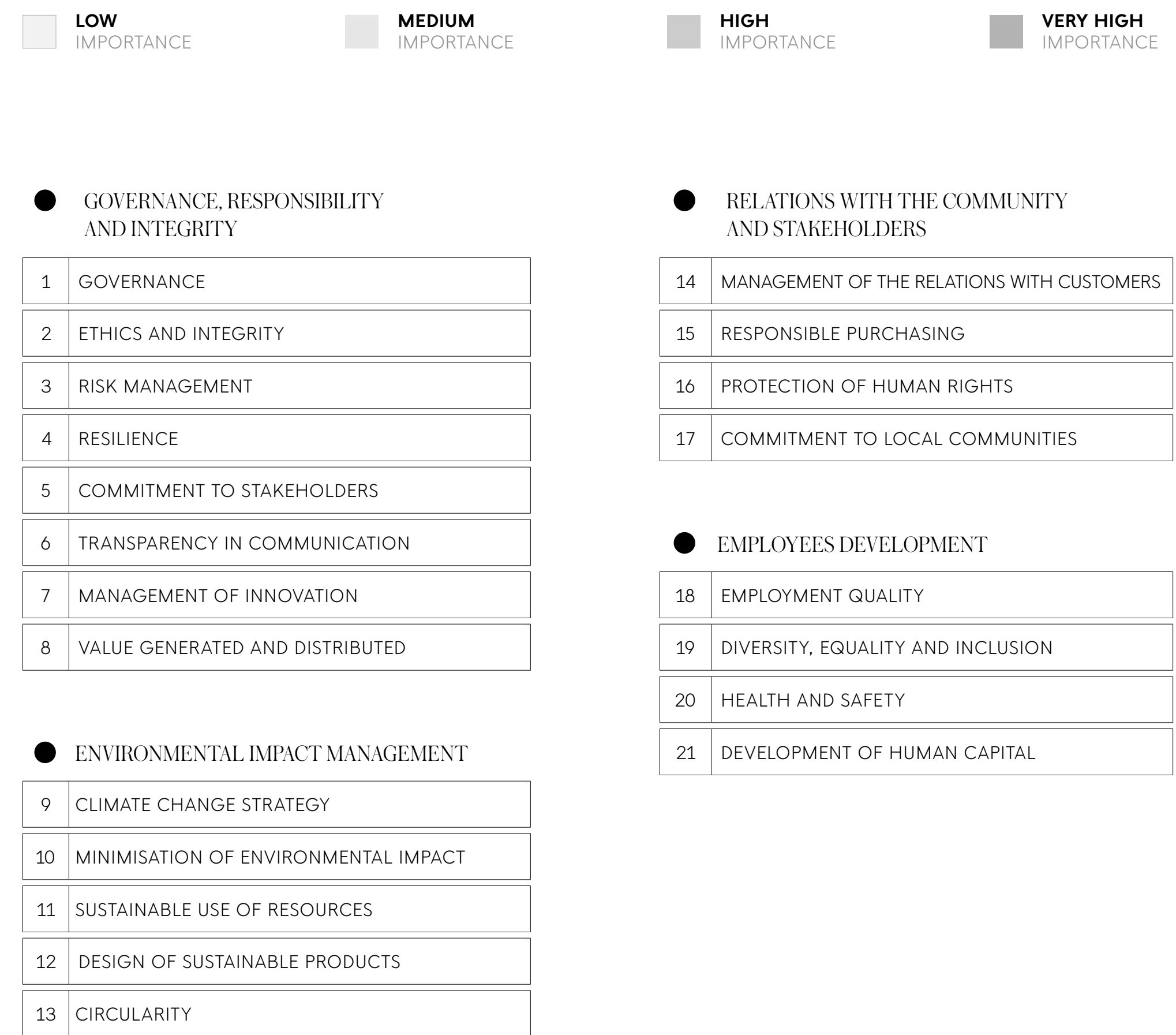
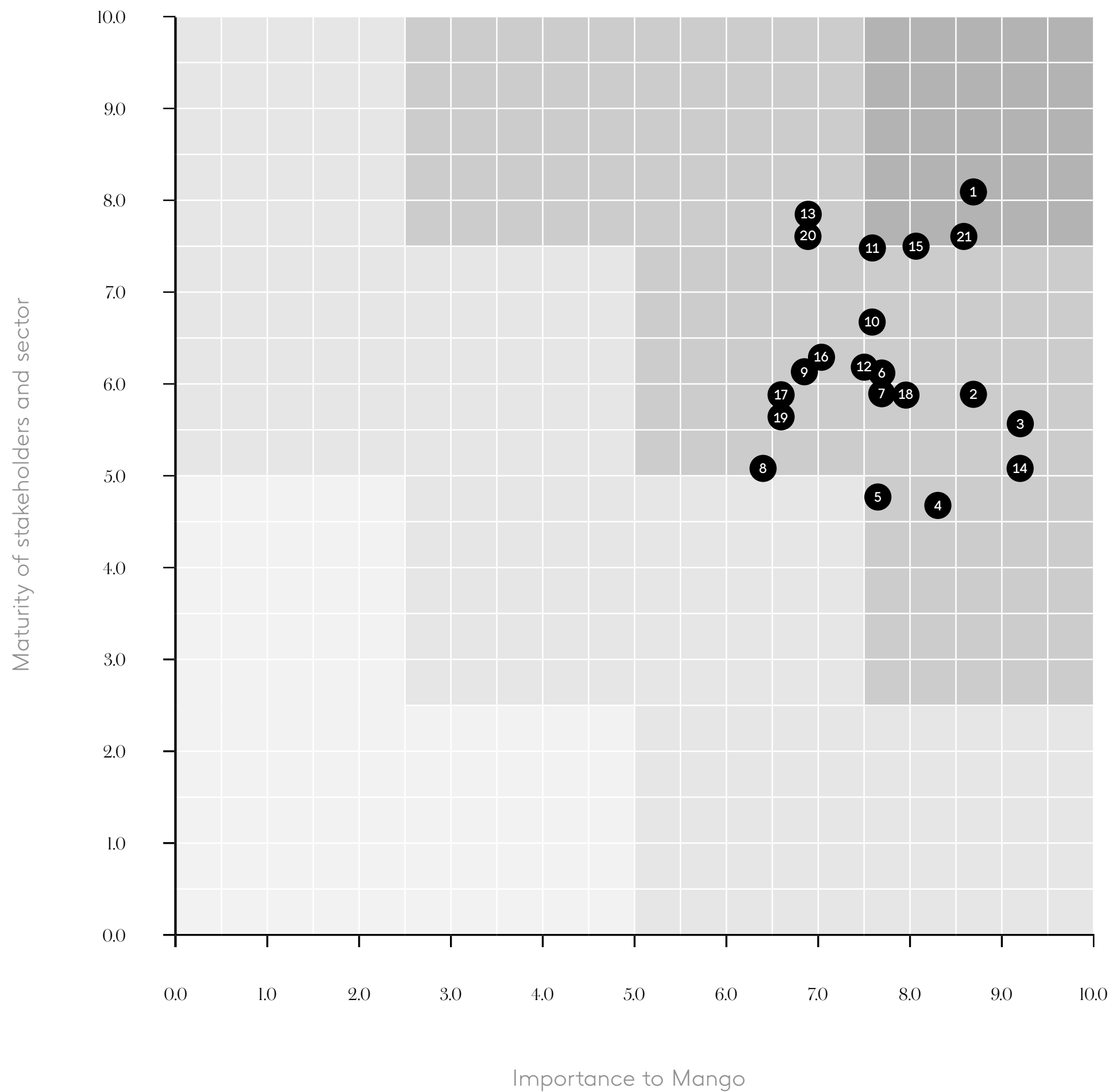
- Identification of the material aspects applicable to the organisation.
- Evaluation of the issues in terms of their social maturity and degree of relevance for the company.

- Prioritisation of the material aspects. The methodology used to analyse Mango’s materiality matrix is in line with GRI Standards and other references of interest.
- Breakdown of general topics, those considered essential for all companies in the sector with regard to social responsibility by institutional investors and international organisations (Dow Jones Sustainability Group Index, Global Reporting Initiative and FTSE4Good).
- Analysis of SDG focus, with reference to the Sector Study report on Sustainability Materiality of the SDG Targets & GRI Indicators (Governance & Accountability Institute, Inc., 2018).
- Analysis of specific reports on the sector.
- Analysis of topics emerging from legislators, such as the 2030 Spanish Circular Economy Strategy or the Environmental Taxonomy being developed by the EU.
- Analysis of key issues observed in social media

with regard to the sector and Mango. For the drafting of the materiality matrix, Mango sent an online questionnaire to the company’s stakeholders. Up to a total of 21 topics were deemed to be material aspects in order to evaluate the degree of social maturity and degree of relevance these had for the company. For the statistical analysis, the responses were weighted according to the stakeholder, in order to offer a more coherent vision and in line with the company's situation. The weight of each group is determined by the influence the stakeholder has in the economic, social and environmental performance of Mango. To ensure that the materiality analysis reflected the company’s sustainability performance in a balanced and reasonable way, the results were analysed in detail, producing the materiality matrix shown on the next page.



### 5.3. Materiality matrix





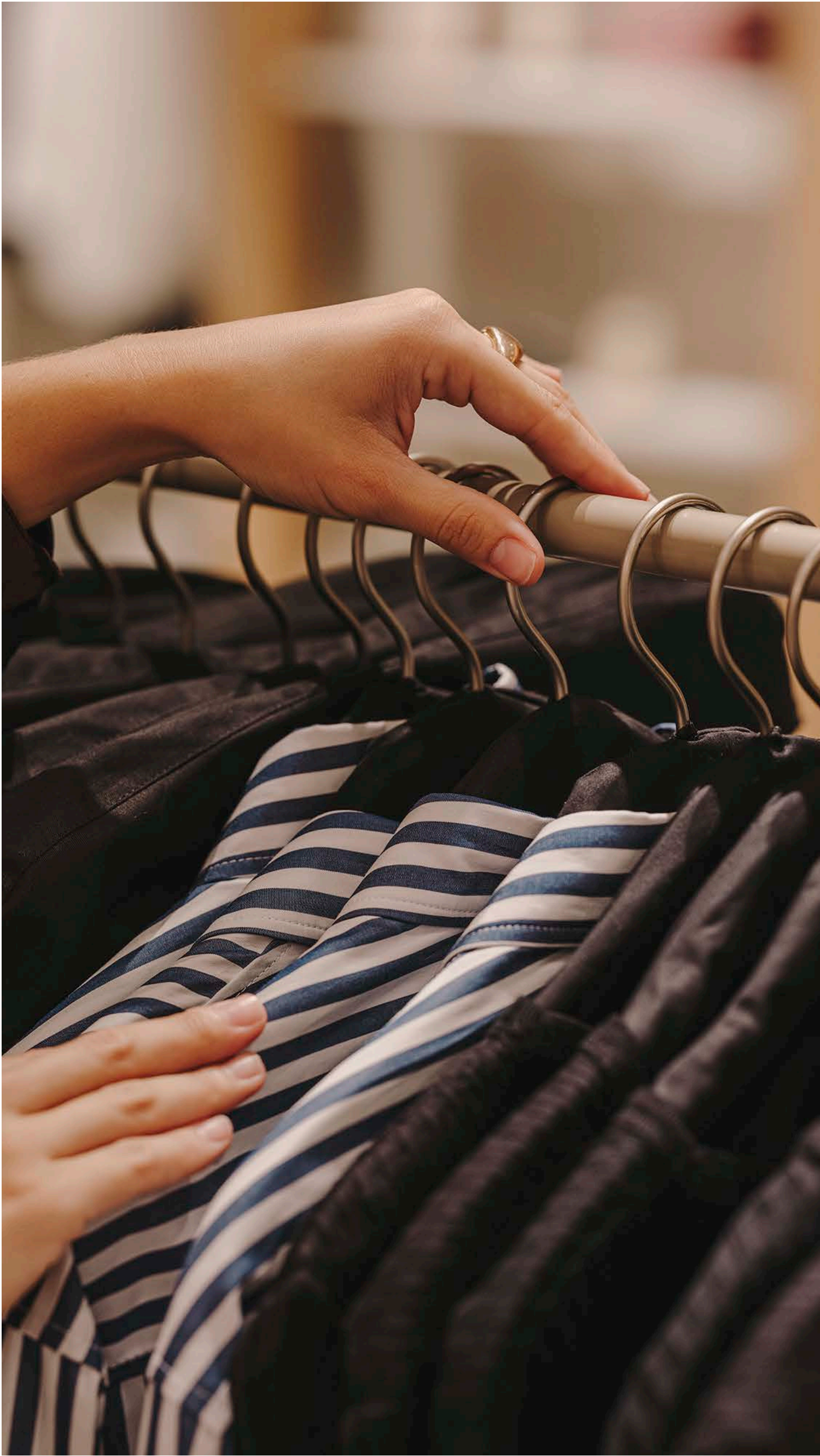
# 5.4

## Risk management

To ensure that Mango is considering aspects that are relevant to its activity, the company works on the management of impacts, risks and opportunities. This allows Mango to focus on priority issues and at the same time adopt an overall approach to managing its strategy. Guaranteeing ethical and responsible conduct within the company is a key issue for Mango. The various management bodies continually evaluate the risks derived from the various sustainability aspects with an impact on the company's activity, adopting all the necessary measures for their monitoring and control, directly and in permanent dialogue with the other departments of the company. The function of internal control and compliance must be to coordinate actions and lay the foundations for the correct functioning of the Corporate Defence Model: the management of each

department is responsible for documenting and implementing the risk management and the internal controls that guarantee their fulfilment; the function of compliance is to ensure compliance with the legislation, policies and standards, while internal auditing is responsible for providing a level of supervision and objective assurance and consultancy with regard to risk management and compliance. The internal control and compliance departments and management bodies also analyse the possible risks of corruption and work to ensure that such situations of risk do not arise. Internal control and compliance dispose of preventive and reactive control mechanisms, in order to evaluate the situation and implement measures in areas that require them. Mango has a work methodology that makes it possible to detect non-financial risks, in terms

of legal compliance and statutory compliance, human rights, good business practices and good corporate governance. These include the risks of corruption, bribery, fraud, money laundering, offences against public bodies and offences against natural resources and the environment. To improve and guarantee the efficiency of the internal control procedures implemented, Mango has a risk map that is annually approved and updated in the Board. The risk map aims to identify ad-intra and ad-extra the company activities that are most exposed to compliance risks, to prioritise such risks and adopt measures that will minimise their potential impact. In addition, the risk map makes it possible to protect the legal personality from any criminal offence. To sum up, the risk map aims to prevent, detect and react/respond to potential risks, thus adding value to the company.









# 5.4.1

## Code of Ethics

All Mango commitments and values are set out in the Mango's Code of Ethics and responsible conduct and are integrated in Mango's business strategy, including the objectives and action plans. The Mango Code of Ethics contains all the principles necessary to act and take the appropriate decisions at any given moment, adopting the Mango's values present at all times in the company's commercial activity.

### Pillars of the Code of Ethics

The Mango Code of Ethics and responsible conduct describes the responsible business principles with regard to employment conditions, health and safety, equal opportunities, professional development, relations with third parties, fair competition, intellectual and industrial property, respect for policies and legal regulations, data protection and privacy, environment and sustainability and financial and fiscal responsibility. Transpar-

ency is the basis of the company's actions and professional relationships. All Mango employees are committed to maintain and demonstrate an ethical, transparent and honest conduct in their daily work, as well as in relations with stakeholders identified by Mango. For this reason, in the event of any situation that involves conduct that is not ethical or in breach of the Code of Ethics or the law, there is an exclusive communication channel for the correct management of any potential reports, queries or comments that may arise concerning the company. In this Code of Ethics, information is provided about the existence of a reporting channel, through which people related to the company may report actions or situations that are in breach of the legislation, the Code of Ethics or the internal rules of the company. In 2022, 46 queries were received via this channel, of which action was taken in 78% of cases, specifically 36 queries (8 in 2021). 28% of the reports Mango received were related to unethical

conduct and these were resolved favourably. The majority of the remaining cases received related to employment queries. In the majority of the cases received in 2022, the people department was involved in the resolution. The increase in the number of cases is due to Mango raising awareness of this channel in recent years. All cases were managed and resolved in a satisfactory manner. Mango also has a compliance committee, which is made up of members of the steering committee and the chief compliance officer, which is the maximum body responsible for ensuring the correct management of compliance and ethics in the company.

### Channels for receiving complaints

- E-mail: [ethics@mango.com](mailto:ethics@mango.com)
- Postal address: C/Mercaders 9-11, Polígono Industrial Riera de Caldes, 08184 Palau-solità i Plegamans (Barcelona). Marked for the at-

tention of the grievance mechanism.

- Verbally to managers of the grievance mechanism, or via the Business Partner of the affected department.

Whenever an incident is received in the grievance mechanism, a defined action protocol is put into operation:

- Ensure that the incident is covered by the Code of Ethics. In cases where it should not be dealt with in this channel, reasons must be given.
- Acknowledgement of reception within a maximum of seven days by the managers of the grievance mechanism (internal control and legal department, among others), which will register the reported incident for its subsequent management.
- Manage the incident with the corresponding department, whose manager will be responsible for conducting the investigation, drafting the report and notifying the reported party,

the reporting party and the member of the steering committee responsible for the department in question.

- Finalise the management of the incident within a maximum deadline of three months from acknowledgement of reception.
- Draft the report and inform the compliance committee and, if necessary, other management bodies. In cases where any penalty needs to be applied, to involve the company's people department (employment area) must be involved at all times.

The aforementioned procedure, and information regarding the managers of each area and other details, is described in the Mango grievance mechanism manual. The complaints are notified to the Mango compliance committee. The Code of Ethics applies to all Mango employees, but also to external collaborators and commercial partners. The Mango Code of Ethics is a public document available on the company's corporate website.





# Our sustainability strategy

# 6

- 6.1 | Our sustainable model
- 6.2 | Our road map
- 6.3 | How we measure ourselves
- 6.4 | Third-party alliances



6.1

Our sustainable model

Environmental and social sustainability has become a key pillar of Mango’s business model, which over two decades ago put its sustainability department into operation (formerly the corporate social responsibility department). The company does not see sustainability as a goal, but as a path for decision making and implementing projects and actions to develop the business and the product responsibly and with the lowest possible environmental impact. Mango is conscious of the climatic risks and environmental impacts associated with its activity and product and recognises the importance of taking them into account in the short, medium and long term in all the countries in which it operates. Consequently, Mango works to include such aspects in the company’s sustainability strategy, and to ensure that they are managed and monitored. This strategy is part of a centralised management system within the

sustainability department, with ultimate decision making in the sustainability committee and the steering committee. Year after year, Mango advances in the construction of a structure and a strong vision of sustainability, seeing it as an intrinsic part of the organisation, that results in a commitment towards sustainable development. Mango reviews its strategic sustainability plan every year, updating it so that it keeps pace with the industry, with ambitious commitments and projects to continue the transition towards more sustainable business models with a lower environmental impact.

Sustainable Vision 2030

In 2022, Mango took one step further in its journey towards the sustainability of its garments and operations with the launch of a new strategy with the horizon of 2030, by focusing on new

goals and stricter measuring systems in line with key and more rigorous market standards. The new road map, called Sustainable Vision 2030, has been established to reduce environmental and social impact and is based on three key pillars: Committed to Product, Committed to Planet and Committed to People, each one of which establishes specific goals and projects to be achieved.

A more sustainable product

The new sustainability strategy aligns Mango’s goals with the ambition of the most advanced players in the fashion industry and establishes three pillars of action related to the product, the planet and people. To make a more sustainable product and collection, the company will focus on prioritising more sustainable materials and circular design





## 6.1. Our sustainable model

criteria, so that by 2030 these predominate in the Mango product and 100% of the fibres used in its garments are more sustainable or recycled. In order to achieve this, Mango has the interim target that by 2025, 100% of the cotton used will be more sustainble, 100% of the polyester used will be recycled and 100% of the cellulose fibres used will be of controlled origin and traceable. As part of the Sustainable Vision 2030, Mango will focus its efforts on the fibres that are featured in its collections, considering sustainability as an overall goal. In this regard, in 2023 the company will progressively replace the committed label on its garments with a QR code that will redirect customers to its website, where it will provide information on the composition, design and production location of the product, in advance of legislative requirements and in order to offer customers more valuable information about its garments.

From a design point of view, in the next few years Mango will increase circular design in its products, either by producing garments that are easier to recycle (bearing in mind their composition or construction), committing to durability or using designs that produce less waste. With this in mind, Mango's circular design strategy establishes three policies in order to help close the loop: the first, Give it back to the loop, aims to create garments with a single type of fabric or fewer accessories, in order to achieve greater recyclability. The second, Extended life, commits to designing more durable garments by selecting materials with physical properties that have been certified by Aitex, reinforced garment construction and timeless design. The third, No Waste, focuses on the optimal use of materials and the reincorporation of textile waste.

### Commitment to the planet

The second pillar of Mango's new sustainability strategy focuses on implementing measures to reduce the company's impact on the planet through four key areas: climate change, water consumption, packaging and a strategy to protect biodiversity. Mango aims to achieve net zero emissions by 2050. To achieve this goal, the company will maintain its interim targets for 2030, which consist of reducing its direct scope 1 and 2 greenhouse gas emissions (GHG) by 80% and its scope 3 greenhouse gas emissions by 35%, taking 2019 as a base year. These targets have been endorsed by the Science-Based Targets initiative (SBTi). As for its water footprint, Mango aims to reduce its total water impact by 25% by 2030, while as part of its aim to optimise and reduce the use of materials and waste through-

out its value chain, Mango will focus its efforts on projects to eliminate or replace plastic components and packaging with other materials. As members of the Fashion Pact and the UN Fashion Charter, and in line with their respective pillars and goals, Mango also commits to the responsible sourcing of alternative materials and fibres with a lower environmental impact, and progress in the traceability of materials of animal and vegetable origin as part of its biodiversity strategy. This road map is complemented by Mango's sign-up to the Canopy Style initiative in 2021, which focuses on the protection of forests.

### Committed to people

The third pillar of Mango's Sustainable Vision 2030 contains the company's commitment to people. Mango will focus its efforts in the com-

ing years in continuing with its process of supplier auditing and transparency, in order to ensure that appropriate working conditions are fulfilled for workers in the factories the company works with throughout the world. Mango's commitment involves moving towards the full traceability and transparency of its value chain, after publishing a list of its tier 1, tier 2 and tier 3 suppliers in 2022. Furthermore, in the next few years Mango will promote social action projects and lasting and traceable collaborations with leading global organisations such as the Vicente Ferrer Foundation, Médecins Sans Frontières (MSF), Spanish Red Cross, Educo and Save the Children, with whom it has collaborated for many years. The goal is to generate a positive impact on marginalised groups in countries throughout the world and to contribute to the social and economic development in the countries it operates in.







6.1.1

Goals

Sustainable Development Goals (SDGs) that guide Mango’s Sustainable Vision 2030



**01.**

End poverty in all its forms everywhere.



**02.**

End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



**03.**

Ensure healthy lives and promote well-being for all at all ages.



**04.**

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



**05.**

Achieve gender equality and empower all women and girls.



**08.**

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



**12.**

Ensure sustainable consumption and production patterns.



**13.**

Take urgent action to combat climate change and its impacts.



**17.**

Revitalise the global partnership for sustainable development.



# 6.2

## Our road map

Mango Sustainable Vision 2030

The company is taking one step further in its journey to reduce the environmental and social impact of its products and operations with the presentation of its Sustainable Vision 2030, which incorporates new performance indicators in line with key and stricter market standards.

### Committed to *Product*

- 100% more sustainable or recycled fibres in garments
- Collection produced with circular design criteria

- 
- 100% more sustainable cotton by 2025
  - 100% recycled PES by 2025
  - 100% cellulose fibres of known origin by 2025

### Committed to *Planet*

- - 30% greenhouse gas emissions
- Protect and restore the biodiversity affected by its activity
- - 25% water impact

- 
- - 80% in scope 1+2 emissions
  - - 35% scope 3 emissions
  - - 25% water impact
  - Zero single-use plastics by 2025
  - Regenerative agriculture to obtain its natural raw materials

### Committed to *People*

- Full transparency and traceability of its value chain
- Quest for minimum living wage in its factories
- Leaders in equal opportunities and equal pay for equal job

- 
- 100% transparency in tier 1 and 2 factories
  - Transparency in tier 3 factories in 2022
  - Total traceability of product value chain in the digital product passport



# 6.3

## How we measure ourselves

Measuring impact and performance is key to setting ambitious and measurable sustainability goals. Environmental and social impact can be measured in many ways, both quantitative and qualitative. With the Sustainable Vision 2030, Mango updates its criteria and commitments and adapts them to the most commonly-used and strickt international standards in the sector. The company uses the tools of the Sustainable Apparel Coalition (SAC), an international alliance, to measure the impact of its activity as a whole; the EIM Score of the spanish company Jeanologia to calculate the impact of its denim products and work towards reducing water consumption in its processes; the standard and protocols of the Zero Discharge of Hazardous Chemicals (ZDHC) initiative to minimise the use of hazardous chemicals throughout its supply chain; and the GHG Protocol and the criteria

With the Sustainable Vision 2030, Mango updates its criteria and commitments and adapts them to most strickt international standards

of the Science-Based Targets initiative (SBTi) to calculate its carbon footprint. This way, Mango is able to establish KPIs and guarantee the monitoring of goals and projects, and also access a base to measure its impact and performance within the textile industry, or even compared to other companies within the sector. In addition, Mango measures its sustainability performance through rankings and/or evaluations according to international standards

such as the Carbon Disclosure Project (CDP), the Brand Retail Module (BRM) of Sustainable Apparel Coalition (SAC) or Corporate Fiber & Materials Benchmark (CFMB) Program of the Textile Exchange, among others.

### Measuring fibres

Mango also validates the veracity of the sustainability of all its fibres by demanding total traceability and transparency from its suppliers with regard to the materials and processes used in the manufacture of its products. In addition, all garments designed with circularity criteria are reviewed by the Mango circularity department for the purpose of validation. Similarly, garments produced as part of a greater durability strategy will be analysed and certified by the spanish research centre Aitex.

### Members of the SAC

In order to ensure that Mango complies with the highest ethical and sustainable standards, its strategic plan is reviewed continuously and employs tools such as the Higg Brand & Retail Module (Higg BRM) to identify strong points and opportunities for improvement throughout its value chain. The Higg BRM measures the environmental and social performance of the entire value chain. It is a tool for measuring sustainable performance developed by the Sustainable Apparel Coalition (SAC) and its technology partner, Higg. Using a questionnaire, it evaluates all the stages of the lifecycle of Mango products as they pass through operations in the company, from the supply of materials to the final use of the products. In 2022, Mango obtained a result of 73.4% environmental performance in the Higg BRM (2021:

65.8%) and 79.6% social performance (2021: 75.5%). Mango, as a member of the SAC since 2020, is required to respond to this self-evaluation every year, which later has to be verified. In 2022, Mango opted to verify its self-evaluation under the “Reasonable” category, the most exhaustive one, through an external audit approved by SAC, Leadership & Sustainability. This movement allowed Mango to analyse its procedures in more detail and identify and prioritise areas for improvement, and share its results with other companies in the SAC. In 2022 Mango was invited to participate at the Meeting Expert Team (MET) of the SAC to develop a new BRM questionnaire that would standardise the tool to evaluate brands in sustainability terms throughout the value chain. It is forecast that it will be published in March 2023. The Higg Index tools are divided into Higg Product Tools and Higg Factory Tools. The Product Tools of the Higg Index allow Mango



## 6.3.How we measure ourselves

to measure the impact of materials used and final garments. These tools are key to measuring and setting targets for the sustainable collection. Through Higg MSI, Mango measures the impact of its materials and by using the Higg Product Module the company can take the best decisions when designing and prioritising materials in its final product, taking into account their entire life cycle. Using the tools for factories, the Higg Facility Environmental Module (FEM) and the Higg Facility Social Labour Module (FSLM), Mango evaluates the environmental and social performance of the production factories in its supply chain. 26.7% of Mango production is manufactured in factories with a completed and verified Higg Facility Environmental Module (FEM) (2021: 24%). On the other hand, 20.3% of company production is outsourced to factories with the completed and verified Higg Facility Social & Labour Module

### Mango demands from its suppliers full traceability and transparency regarding the materials and processes used in the manufacture of their products

(FSLM) (2021: 12%).This way, factories are able to understand their social and environmental impacts; identify opportunities to improve the performance of their facilities; compare their results with other factories within the industry and share the results of the tools with brands and other partners in their value chain. In addition, they allow Mango to obtain standardised quantitative and qualitative data about the factories. With the tools, Mango aims to ensure that 100%

of its production is carried out in factories that have performed and verified the Higg FEM and Higg FSLM by 2025. Collaboration with its suppliers is key to achieving this goal. Mango aims to encourage suppliers that do not use these tools to do so, in order to advance together towards a value chain that is more responsible and sustainable, both in social and environmental terms.

#### Measuring environmental impact and strategy with the Carbon Disclosure Project (CDP)

For the first time this year, Mango participated in the Carbon Disclosure Project (CDP). CDP is an international not-for-profit organisation that advises companies in taking measures towards a more sustainable economy, by measuring the environmental impact of their actions, strategies and policies. CDP is a global reference in the processing of data on the carbon footprint and

its ratings show organisations and their stakeholders where they are on the journey to achieving a future with a maximum increase of 1.5 degrees. In 2022, for the first time Mango completed the CDP questionnaire, obtaining a B rating, which recognises that it has dealt with the environmental impacts of its business by implementing sound environmental management. Mango uses the results of this questionnaire not only to confirm that the company really is aligned with other agents and the global targets of the industry, but also to detect opportunities to improve its processes and update its sustainability strategy, with reference to a recognised international standard. During 2023, as well as continuing to participate in the climate questionnaire, Mango will also participate in water and forest questionnaires, whose questions and subsequent rating will allow the company to continue to improve and update its water and biodiversity strategies.



6.4

Third-party alliances

Mango is committed to building alliances with stakeholders and key organisations within the industry.



Mango has been associated with Aitex since 2001. The Asociación de Investigación de la Industria Textil is a private research and certification body for textile items and materials that aims to generate technological know-how and transfer it to textile companies.



Mango has been a member of this association since 2017. Amfori, Trade with purpose is an association which offers integrated commercial, social and environmental services to increase the resilience and sustainability of the global provisioning strategy.



Since 2018, Mango has been a member of Better Cotton, an organisation which aims to help cotton communities survive and prosper, while protecting and restoring the environment. This initiative aims to transform the global production of cotton.



Mango signed up to this initiative in 2021. Canopy is an organisation that works with the biggest consumers and suppliers of the forestry industry, in order to develop solutions that will protect forests.



In 2016, Mango signed a collaborative agreement with ESCI-UPF, thus creating the Mango Corporate Social Responsibility Chair. The main aim of this chair is to contribute to the development and training of future professionals.



In 2018, Mango signed a pioneering agreement with the General secretary's office of the CCOO Workers' Union for the Industry, which commits to strengthening and protecting the rights of the half a million workers who manufacture the company's products worldwide.



Mango has been a member of the CDP since 2022. CDP is an independent non-profit organisation which has the largest worldwide database of corporate information about climate change.



In 2022, Mango joined the network of the Ellen MacArthur Foundation, which brings together companies, legislators, innovators, universities, cities, philanthropic organisations and opinion leaders in order to construct and scale up a circular economy.



## 6.4. Third-party alliances



Mango has been a member of the Social Fashion Forum since 2018. This platform was founded to defend the basic rights of textile workers.



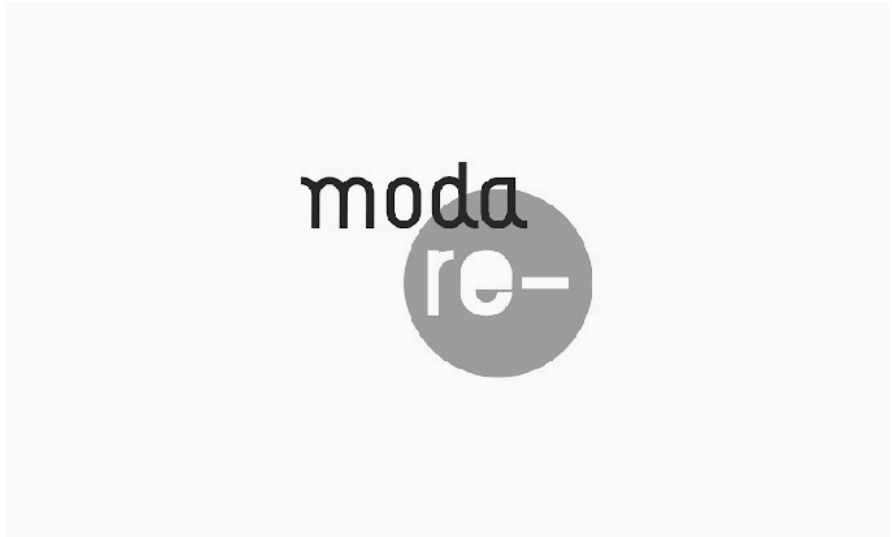
In 2021, Mango joined the Fur Free Alliance, a coalition of over 55 organisations, whose goal is to end the exploitation and slaughter of animals in order to obtain fur.



In 2022, Mango created a collaborative alliance with I:CO, a company specialised in providing solutions for the collection, reutilisation and recycling of used clothing and footwear.



Mango has been a signatory of this international accord since 2021, although it previously signed up to the Bangladesh Accord in 2013. The International Accord for Health and Safety in the Textile and Garment Industry is a binding agreement which aims to make factories safe.



Mango has collaborated with Moda-re since 2015. This organisation, a subsidiary of Cáritas and Koopera, is responsible for the comprehensive management of used clothing (collection, classification, reutilisation, recycling, social donation and sale).



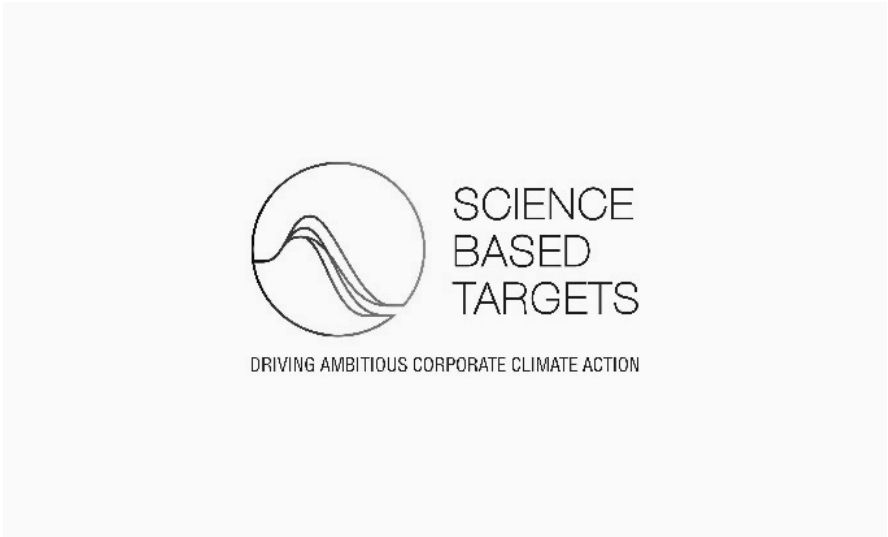
Mango has been a member of the spanish network of the Global Compact since 2003. This network groups together spanish companies that have signed up to the United Nations Global Compact, which is the largest voluntary corporate social responsibility initiative in the world.



Mango has been a member of Respon.cat since 2014. This is a body which aims to involve companies and business organisations committed to social responsibility, in order to drive qualitative and quantitative progress in CSR in Catalonia.



Mango has collaborated with the Zero Discharge of Hazardous Chemicals programme since 2021. This is an industry-wide collaborative project which aims to eliminate hazardous chemicals from the supply chain.



Mango has worked with SBTi since 2022. The initiative defines and promotes best practices in terms of reducing emissions and zero emissions in line with climate-based science, by offering different resources to the private sector.



Mango has worked with Sedex since 2018. This is an organisation which offers an online platform for companies within the sector to manage and improve working conditions in their global supply chains.



## 6.4. Third-party alliances



In 2020 Mango joined the Sustainable Apparel Coalition (SAC). This is a leading organisation in the textile sector which aims to promote good practices in the supply chain and measure the environmental and social impact of brands.



Mango has been a member of the Fashion Pact since 2019. The Fashion Pact is a global pact signed by numerous fashion and clothing companies which aims to promote environmental sustainability in the sector collectively.



In 2020, Mango signed the Fashion Industry Charter for Climate Action. The charter aims to achieve net zero emissions in the fashion industry by 2050, in order to keep global warming below 1.5 degrees.



Mango has collaborated with United Work since 2018. This is a non-profit organisation which helps syrian refugees integrate in business life in Turkey.





## Committed to *Product*

# 7

- 7.1 | 2022 Milestones
- 7.2 | Sustainable fibres at Mango
- 7.3 | Use and goals of sustainable fibres
- 7.4 | Circular economy
- 7.5 | Product safety



# 7.1

## 2022 Milestones

Mango works garment-by-garment, towards a more responsible and sustainable fashion future, by promoting the use of fibres and production processes with a lower environmental impact in its collections.

With regard to the use of sustainable fibres, in the last few years Mango has redefined its supplier portfolio, identifying and committing to suppliers with established structures and recycling circuits, allowing it to increase its percentages of recycled fibres.

### Sustainable fibres

Mango has made progress in the inclusion of alternative, low environmental impact fibres in its collections. At the end of 2022, 11% of the fibres used in the company's collections were recycled. In 2022, 93% of the cotton Mango used in its collections was more sustainable. The company is also committed to increasing the use of recycled polyester to reduce the pressure on

non-renewable resources and, in turn, contribute towards a circular economy by reducing textile waste. In 2022, 31% of the polyester used by the company was recycled. In relation to the use of cellulose fibres, Mango recognises the importance of guaranteeing the traceable origin of artificial cellulose fibres (viscose, lyocell, modal, etc.) used in all its collections. In 2022, 65% of the cellulose fibres Mango used in its garments were of traceable origin.

### Committed Box

In order to help reduce textile waste and promote the circular economy in the textile industry, in 2022 Mango expanded its Committed Box to three new countries (Croatia, Poland and the United States), with a total of 27 new containers, and it is now present in 100% of Mango company-owned stores in 18 countries.

As part of Mango likes you, customers who deposit their used clothing in Committed Box con-

tainers receive likes.

In 2022, the company continued to expand its Mango likes you programme to two new countries, Poland and Saudi Arabia.

### Circular economy

In 2022, Mango defined three circular design strategies that will help the company achieve its goals with regard to garment circularity: Give it back to the loop, which aims to create garments that prioritise a single type of fibre, include minimal trimmings/accessories and finishes that are respectful to the fibre, in order to allow greater recyclability; Extended life, which consists of committing to designing more durable garments thanks to the use of materials whose physical properties have been certified by Aitex, the reinforced construction of the garment and timeless design, and No waste, which focuses on maximising the use of materials used and the reincorporation of textile waste.





## 7.1. 2022 Milestones

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### Goals

#### A more sustainable product

Mango’s new sustainability strategy aligns the company’s goals with the ambition of the most advanced players in the fashion industry. To make a more sustainable product and collection, Mango focuses on prioritising more sustainable materials and circular design criteria, so that by 2030 these predominate in the Mango product and 100% of the fibres used in its garments are more sustainable or recycled. In order to achieve this, the company has the interim target that by 2025, 100% of the cotton used will be more sustainable, 100% of the polyester used will be recycled and 100% of the cellulose fibres used will be of controlled and traceable origin. As part of the Sustainable Vision 2030, Mango focuses its efforts on fibres featured in its collections its collections, considering sustainability as an overall company goal. With this in mind, from 2023 Mango will progressively replace the committed label on its garments with a QR code that will redirect consumers to its website, where the company will provide information on the composition, and design and production location of its products, in advance of

legislative requirements and in order to offer consumers more valuable information. From a design point of view, in the next few years Mango will increase circular design in its products, either by producing garments that are easier to recycle (bearing in mind their composition and manufacture), committing to durability or using designs that produce less waste. Circular design consists of designing garments in a way that maximises its useful life and allows it to be fully recycled after use. In other words, designing garments thinking not only about the initial use of a t-shirt or pair of trousers, but what will happen when you no longer want to wear them. To achieve this, Mango will continue to provide training to its design and purchasing teams, learning alongside its suppliers and partners throughout the value chain. The company does not see eco-design as something static, but something in constant transformation. Furthermore, Mango continues to advance in the traceability and minimisation of textile waste, identifying and promoting circularity among key suppliers, in order for them to have recycling circuits and responsible waste management.

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### Key Alliances

#### Ellen Macarthur Foundation

In 2022, Mango joined the network of the Ellen MacArthur Foundation, which brings together companies, legislators, innovators, universities, cities, philanthropic organisations and opinion leaders in order to construct and scale up a circular economy. The Ellen MacArthur Foundation is an international organisation committed to the creation of a circular economy: an economy that eliminates waste and contamination, produces circular products and materials and regenerates nature.

#### I:CO

In 2022, Mango created a collaborative alliance with I:CO, a company specialised in providing solutions for the collection, reutilisation and recycling of used clothing and footwear, in order to improve the collection of its customers used garments in Europe. Alongside I:CO, a subsidiary of the Soex group, Mango locally manages the garments collected in its Committed Box containers, in which the company's customers deposit the garments they no longer wear to give them a second life. The agreement with I:CO includes the markets of Germany, Austria, Croatia, the Netherlands, Belgium, Switzerland, Luxembourg, Poland, Hungary and Turkey.

#### Better Cotton

Since 2018, Mango has been a member of Better Cotton, an organisation which aims to help cotton communities survive and prosper, while protecting and restoring the environment. This initiative aims to transform global cotton production, based on the three key aspects of sustainability: the environment, social factors and economic factors.

#### Aitex

Mango has been associated with Aitex since 2001. The Asociación de Investigación de la Industria Textil (Aitex) is a non-profit research and certification body for textile items and materials that aims to generate technological know-how and transfer it to companies.

#### Jeanologia™

Company transforming the textile industry through the development of technologies which make it possible to improve productivity, reduce water and energy consumption and eliminate waste and emissions. Mango collaborates with suppliers that use these technologies to reduce the impact of washing and finishing processes for denim production.



# 7.2

## Sustainable fibres at Mango

Given the large-scale use of materials and natural resources for the manufacture of its collections and the impact these have on the environment, Mango aims to ensure that 100% of the materials used in its garments are more sustainable or have a lower environmental impact by 2030. Prioritising the use of such fabrics, Mango will reduce greenhouse gas emissions, water consumption, the use of chemicals and the exhausting of resources, among other things, associated with the manufacture of its garments. The materials used in Mango collections are divided into three types: synthetic fibres, natural fibres and artificial cellulose fibres. Synthetic fibres are all those which are of fossil origin, such as polyester, polyamide, acrylic and polyurethane, among others. The lower environmental impact alternatives to these fibres are generally recycled options.

Natural fibres are those of natural origin, both vegetable and animal, such as cotton, wool and linen, among others. The more sustainable options of these fibres include organic and recycled alternatives, and in the case of those of animal origin, ones that comply with animal welfare standards. Artificial cellulose fibres originate from wood cellulose or other materials of vegetable origin, and are produced artificially in a laboratory. The more sustainable alternatives of these fibres ensure the traceability of the origin of the material (wood cellulose) in order to prevent illegal logging and deforestation, and may have production processes that save water and energy and use fewer chemicals.

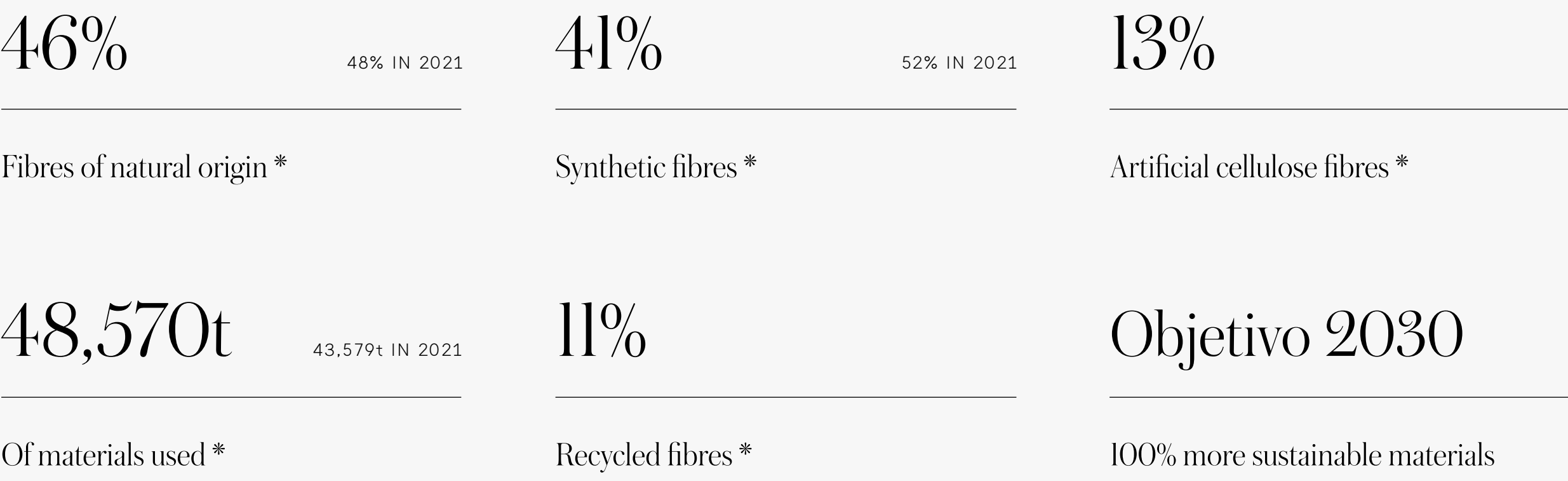
Mango recognises three key aspects for working towards a more sustainable collection:

- Prioritisation of more sustainable materials.
- Production processes with a lower environmental impact.
- Design with circular economy criteria.

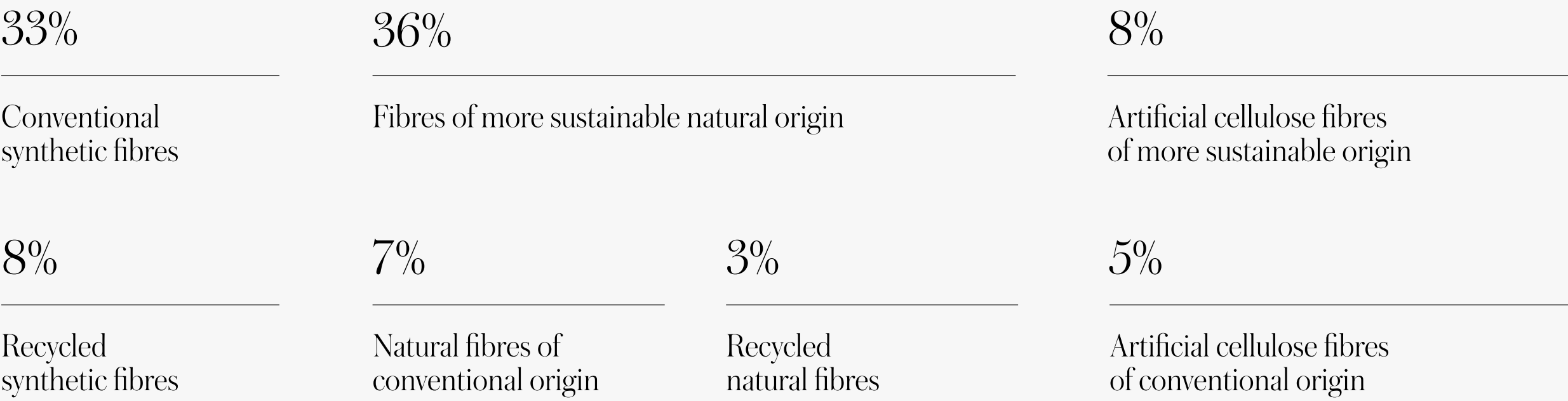
In order to work towards the target of 100% more sustainable materials in garments by 2030, Mango prioritises the use of materials from more sustainable sources and will invest in the innovation of materials. To accelerate this transition, the company recognises the importance of collaboration through initiatives and coalitions in the sector. In turn, Mango has intermediate goals which prioritise the use of sustainable alternatives for the three fibres most used in Mango collections: cotton, polyester and artificial cellulose fibres (viscose, lyocell, modal, etc.).

### Use of sustainable fibres in 2022

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USE OF CONVENTIONAL FIBRES VS. MORE SUSTAINABLE ALTERNATIVES



\* Data not comparable due to change of internal criteria.







# 7.3

## Use and goals of sustainable fibres

### Sustainable cotton

Mango considers as more sustainable cotton organic cotton, recycled cotton and cotton from more sustainable sources, such as Better Cotton, in-conversion and regenerative cotton, among others.

At the end of 2022, 93% of Mango's cotton was more sustainable and/or supported more sustainable cotton options.

In line with this goal, since 2018, Mango has formed part of the Better Cotton Initiative (BCI) to reinforce its commitment to support the cultivation of more sustainable cotton worldwide. As a member of Better Cotton, Mango supports

the reduction in the environmental impact of the cultivation of this fibre and contributes to a business model that promotes the use of more sustainable fibres. By signing up to this initiative, Mango commits to support good practices within the cotton sector and to promote the sourcing of cotton cultivated in a more sustainable way. As a member of Better Cotton, in 2022 Mango supported the cultivation of cotton with such practices through 24,640 tons of Better Cotton (2021: 15,492t).

The next steps for Mango to reduce the environmental impact cotton has on productions include extending and incorporating the use of in-conversion and regenerative cotton, to the more sustainable cotton fabrics currently being used in the company.

The use of this type of cotton is also aligned with the company's biodiversity strategy, given that these fibres improve biodiversity thanks to good practices in the cultivation phase. In line with the

established targets, Mango also participates in the 2025 Sustainable Cotton Challenge of the non-profit organisation Textile Exchange, the aim being for brands to commit to the 100% use of cotton from more sustainable sources by 2025.

#### Types of cotton

Organic cotton is grown in a more sustainable way without the use of synthetic fertilizers and pesticides or genetically-modified seeds. In addition, organic agriculture promotes biodiversity, the soil and the welfare of crop farmers, being therefore is more respectful with the environment.

Recycled cotton is sourced from pre-consumer and post-consumer fabrics which have been reprocessed to become a new raw material. Recycled fibres reduce the pressure on natural resources (for example, the use of raw materi-

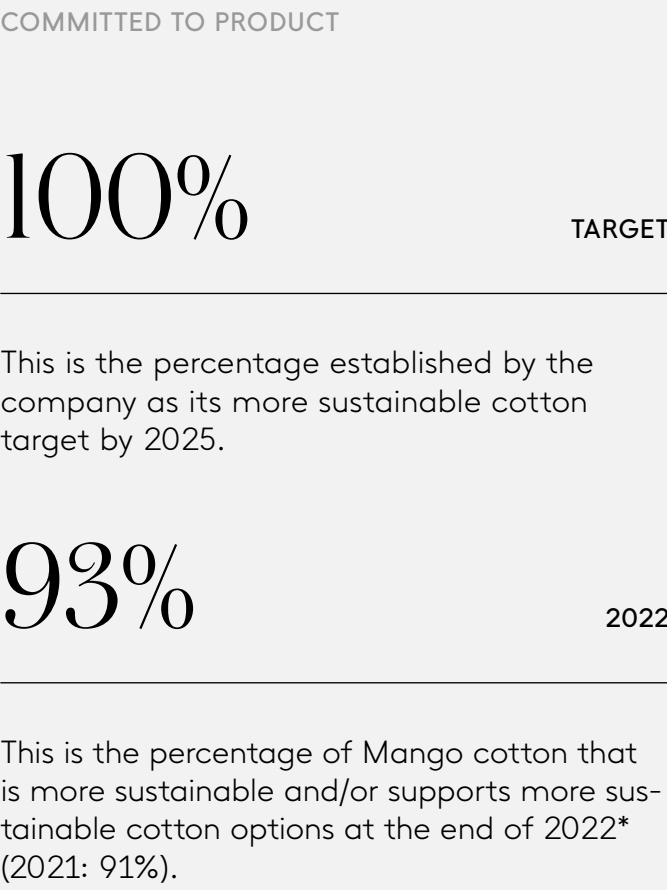
als and water consumption) and promote the transition towards a circular economy.

The cultivation of Better Cotton minimises the negative impact of cotton growing, by controlling the use of fertilisers and pesticides, the use of water and the quality of the soil. It also improves the working conditions of its farmers and increases crop performance.

In-conversion is cotton cultivated using organic practices, although it is still not considered organic because it has not passed the period of three years considered necessary to pass from conventional cotton to organic cotton.

Regenerative cotton is produced using practices in its cultivation which aim to improve the quality/health of soils, biodiversity, carbon sequestration in the soil and water resources.

\* Data not comparable due to change of internal criteria.







### 7.3. Use and goals of sustainable fibres

#### Recycled polyester

Mango is committed to increasing the use of recycled polyester to reduce the pressure on non-renewable resources and, in turn, contribute towards a circular economy by reducing textile waste. In 2022, 31% of polyester used as the main fabric in Mango garments was recycled polyester. Furthermore, Mango participates in the 2025 Recycled Polyester Challenge of the non-profit organisation Textile Exchange and the UN Fashion Industry Charter for Climate Action, the aim being for brands to commit to the 100% use of recycled polyester by 2025.

\* Data not comparable due to change of internal criteria.





## 7.3. Use and goals of sustainable fibres

### Cellulose fibres

Mango recognises the importance of guaranteeing the traceable origin of the artificial cellulose fibres (viscose, lyocell, modal, etc.) used in all its collections. In 2018, Mango took its first step towards the implantation of a policy of artificial cellulose fibres, such as lyocell, modal and viscose, by signing a collaboration agreement with Lenzing.

Lenzing artificial cellulose fibres such as Tencel™ Lyocell or Lenzing EcoVero™ come from wood from sustainably-managed forests and their production processes are more respectful with the environment compared to the conventional production processes for such fibres. Mango

has started to work together with its suppliers to ensure that these fibres do not contribute to deforestation or the illegal logging of trees. In 2021, Mango formalised its artificial cellulose fibre, paper and packaging policy, in line with the criteria of the Canopy international initiative. In 2022, 65% of the artificial cellulose fibres used by Mango were of controlled origin through traceability certificates, such as the Forest Stewardship Council (FSC) or registered trademarks such as Tencel™ Lyocell, Livaeco™ or Eco-Tang®, among others.

The company has set itself the target that 100% of artificial cellulose fibres in its products will be of controlled origin by 2025. In parallel, and in line with the company's circular economy targets, Mango is working to implement garment production with artificial cellulose fibres that come from recycled cotton.

\* Data not comparable due to change of internal criteria.



### Certifications

All Mango garments that contain more sustainable materials or that have been manufactured using lower environmental impact production processes are verified by external organisations.

These organisations issue the corresponding certificates in accordance with international standards that accredit their traceability and more sustainable characteristics.

The most-commonly used certificates for more sustainable fibres are the Global Organic Textile Standard (GOTS), Organic Content Standard (OCS), Global Recycled Standard

(GRS), Responsible Down Standard (RDS), Responsible Wool Standard (RWS), the Lenzing registered trademark, FSC® and European Flax®, among others. In the case of lower environmental impact production processes, these can be water savings, energy savings, the use of renewable energies, reduced use of chemicals, etc. For example, the production of lower environmental impact denim has Jeannotologia® EIM (Environmental Impact Measuring) reports or leather with lower impact tanning processes comply with the certification standards of the Leather Working Group (LWG).







7.4

Circular economy

Mango establishes post-industrial, pre-consumer and post-consumer waste, circular design and other circularity initiatives as the pillars of its strategy

Promoting a model of circular economy requires a change of mentality in the way Mango thinks and manages its activity throughout the value chain. In 2020 the company set up a team to identify all the circular economy opportunities in the company. Throughout 2022, this team worked to lay the foundations for implementing circular economy criteria in the company, paying special attention to its collection, and focusing on five priority areas: post-industrial waste, pre-consumer waste, post-consumer waste (Committed Box), circular design and other circularity initiatives.

Post-industrial waste

The aim of this area is to implement actions to reduce the generation of waste and scraps

associated with the production of its garments, by reusing them, recycling them, but under no circumstances destroying or dumping them. Mango continues to work with its suppliers to establish responsible management circuits for post-industrial waste. In 2022, Mango analysed the management of post-industrial waste from finished garment suppliers that produced more than 100,000 units during the year. The company has asked its suppliers of finished garment (by origin of production) regarding the use given to textile waste from Mango productions, in order to analyse whether it is being responsibly managed. Following this analysis, it has differentiated between suppliers that indicate that they responsibly manage the waste from Mango productions (57%); those who cannot guarantee that it is responsibly managed (5%) and those who did not respond the traceability request made by Mango, or who indicated that they do not responsibly manage this waste and the company is still waiting to receive follow-up documentation (39%). These percentages refer to the purchase volume of units the suppliers represent out of the total Mango purchase.

During 2022, Mango has redefined its supplier portfolio, identifying and committing to suppliers with established recycling circuits, allowing it to increase its percentages of recycled fibres. Mango has also defined design criteria to start designing No waste models, which allow the company to minimise cutting waste and reconvert it into new textiles.

Pre-consumer waste

The aim of Mango is to provide a responsible outlet for its unsaleable stock (defective items and stock with quality issues) by complying at all times with the waste hierarchy, which prioritises re-use (second-hand selling), over recycling (up-cycling or downcycling), and finally destruction for the purpose of electricity co-generation. Mango's main partner is Formació i Treball, an NGO which allocates these garments to charity selling and recycling. In line with the company's circular economy strategy, Mango is committed to ensuring the sustainable management of all surplus stock, in order to guarantee its reuse or correct recycling and prevent it becoming textile waste. In 2022, Mango donated 198,161 items. The purpose of the donations made by Mango was reuse in 63% of cases, recycling in 32% and electricity co-generation in 5% of cases. In 2021, the company donated a million garments and accessories from Mango's stock for reuse or recycling. The donation figure fell in 2022, owing to the fact that in 2021 the donations were resumed after stopping the previous year due to the Covid-19 pandemic.

63% of donations made by Mango in 2022 were for reuse, 32% for recycling and 5% for electricity co-generation

Mango has also re-evaluated the classification of defective items and the company now only allocates for reuse or recycling what considers unsaleable. Last year, Mango signed an agreement with Coleo Recycling through which, in addition to unsaleable or non-reusable stock, it will also manage textiles at the company's headquarters (semi-finished garments, fabric samples...).

Post-consumer waste – Committed Box

In order to help reduce textile waste and promote the circular economy in the clothing industry, Mango launched the Second Chances project, renamed Committed Box in 2021. The Committed Box project was created as a pilot project in 2015, by placing clothing recycling containers in our stores in major spanish cities. Today, Committed Box containers can be found in all Mango company stores in 18 countries (Andorra, Austria, Belgium, Croatia, France, Germany, Hungary, Ireland, Italy, Luxembourg, the Netherlands, Poland, Portugal, Spain, Switzerland, Turkey, the United Kingdom and the United States).

In 2022, the project was extended to three new countries: Croatia, Poland and the United States, with a total of 27 new containers. Furthermore, all the franchise stores in these countries collect used clothes, independently of whether they have a physical container or not. Understanding the importance of extended responsibility Mango has as a producer of textile waste, in 2022 the company's store architecture teams designed a container already embedded in a wall. The aim of this new design is to improve the integration of the project in the store. The design has been installed in the new openings of selected stores, for example its flagship store on New York's Fifth Avenue. It is also worth noting that this new design reuses up to 70% of materials, making it possible to generate a low environmental impact and give a second life to floors, roofs and installations. In 2019, the Committed Box project joined the Mango customer loyalty programme, Mango likes you. As part of the Mango likes you programme, customers who recycle their used clothing in Committed Box containers receive likes in their accounts, which they can redeem for cinema tickets and discounts, or donate to social action projects. The Mango likes you programme continued to expand in 2022, adding Poland and Saudi Arabia. This way, and in line with the UN Sustainable Development Goal for responsible consumption (SDG 12), Mango is increasing its responsibility as a producer of textile waste and offering its customers the opportunity to give their used clothing and footwear a second chance. Customers can deposit textiles and footwear, inde-





## 7.4. Circular economy

To contribute to reducing textile waste and promote a circular economy, Mango is promoting its Committed Box containers

pendently of the brand, in the Committed Box containers and help close the textile waste loop. For Mango, it is very important to be able to guarantee the traceability and transparency of all the clothing and footwear deposited in the Committed Box containers, in order to ensure they are given a second opportunity. Everything collected in Spain and nearby countries such as France, Italy and Portugal is donated and processed at the Koopera recovery and recycling centre, where the textiles are duly

classified in order to be reused or recycled to be converted into a raw material or recycled for new uses such as thermal insulation, carpets for cars or for waste-to-energy purposes. Koopera belongs to Moda Re-, a group of social initiative cooperatives and non-profit job placement organisations promoted by Cáritas. Consequently, the Committed Box project not only guarantees the correct management and recycling of textile waste, but also helps create jobs by making a sustainable and charitable economy a reality. As well as giving employment to groups at risk of social exclusion and dignifying the way the needy receive clothing, Koopera is associated with caring for the environment, by optimising the use of all raw materials. During 2022, in order to continue with its circular economy strategy and optimise the inverse logistics of the project, Mango signed a collaboration agreement with I:CO, a supplier



## 7.4. Circular economy

### In 2022, Mango teams received training in circular design from the Istituto Europeo di Design school

of global solutions for the collection, reuse and recycling of used clothing and footwear, in order to improve the collection of its customers' garments in Europe. Alongside I:CO, Mango locally manages the garments collected in its Committed Box containers, in which the firm's customers deposit the garments they no longer wear to give them a second life. The agreement with I:CO includes the markets of Germany, Austria, Croatia, the Netherlands, Belgium, Switzerland, Luxembourg, Poland, Hungary and Turkey. I:CO is responsible for the correct management of the clothes collected in these countries, according to waste hierarchy: reuse (garments that can be used are recycled through the second-hand channel), recycling (garments that can be transformed into textile fibres) and waste-to-energy. The aim of the agreement with I:CO is to manage the textile waste collected in each country through a local partner. Thanks to

this agreement, Mango is able to process them locally, thus reducing its carbon footprint and optimising inverse logistics.

#### Other initiatives - Training in circular design

In 2022 Mango continued to achieve its goal to advance in the training of its designers and purchasing teams in circular economy and sustainability criteria. In collaboration with Istituto Europeo di Design in Barcelona, through the Future Innovation Tailor-Made (FITS), designers and buyers of all Mango lines (as well as members of the CSR, communication and circularity teams) received training that combined theoretical and practical sessions. The aim of the training sessions was to provide information about the recycling processes, the latest innovations in sustainable materials and how to apply circularity criteria in the design of Mango collections, in order to reduce its environmental impact. This training is key in the company's transition to a more sustainable business model, and affects the initial design stages of its garments. Mango will continue to extend its training courses in circularity and sustainability to its design and purchasing teams throughout 2023.

### Our project for recycling clothes in store in 2022

18

Countries with Committed Box16 IN 2021

#### Destination of the collected garments/footwear\*

92%

Reused internationally and locally93% IN 2021

97t

Tons collected in 202263 IN 2021

5%

Waste-to-energy6% IN 2021

781

Committed Box containers759 IN 2021

3%

Recycled for new uses1% IN 2021

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\* Includes Kooperera and I:CO data



# 7.4.1

## Circular design

Circular economy is a model of production and consumption model, in opposition to the classic use and throw away model.

The aim of circular economy is to extend the life of products as much as possible by introducing clothes recycling, repair, reuse, a rental, for example. Design plays a key role in the circular economy. The journey towards a more sustainable fashion industry begins from the moment collections start to be imagined.

Circular designs contributes to Mango garments lasting longer and having, at least, a second life. The mission of the company is to generate a product thinking of its end of life, either through products that can be recycled (taking into account their composition, design and production), committing to durability, or using designs that make it possible to prevent textile waste. In 2022, the company defined three circular design strategies that will help achieve its goals with regard

to garment circularity in its collections: Give it back to the loop, Extended life and No waste.

**Give it back to the loop**

This strategy aims to create garments that prioritise a single type of fibre, include minimal trimmings/accessories and finishes that are respectful to the fibre, in order to allow greater recyclability.

**Extended life**

This strategy consists of committing to designing more durable garments thanks to the use of materials whose physical properties have been certified by Aitex, the reinforced construction of the garment and timeless design. Aitex is a private research and certification body for textile items and materials that aims to generate technological know-how and transfer it to textile

companies, in order to make them more competitive and generate more value.

**No waste**

This strategy focuses on the optimal use of materials and the reincorporation of textile waste.

**Actions to promote circular design**

The actions implemented, which will increase in the coming months, to promote circular design in the Mango structure include:

- The training of teams.
- The creation of a group of product ambassadors in the company.
- The setting of goals.
- The creation of a network of alliances and collaborations with organisations and companies.









# 7.4.2

## Extended Producer Responsibility

In April 2022, the Spanish Congress approved the Law on Waste and Contaminated Land, which establishes a deadline of three years to develop extended producer responsibility systems for textiles in Spain. Consequently, producers and distributors must guarantee the correct collection and management of textile waste. Until now, in Spain it has only been obligatory to carry out the separate collection and management of electronic and electrical devices, batteries and accumulators, vehicles, containers, tyres and mineral oils. The New Law 7/2022, of 8 April, on Waste and Contaminated Land for a Circular Economy (which is the transposition of Directive 2008/98/CE on waste into spanish law) establishes the mandatory requirement for new separate collections from 31 December 2024, among them

the collection of textile waste. This law establishes the obligations that producers will be subject to: general ban on destroying or eliminating unsold products by sending them to landfill, as well as compliance with extended producer responsibility obligations, either individually (through deposit or return systems) or collective systems (Producer Responsibility Organization). At the end of 2022, Mango studied how to deal with and improve the collection, reuse and recycling of textiles in harmony with other European Extended Producer Responsibility (EPR) systems and the possibility of creating a PRO that ensures compliance with Spanish and European Union legislation and promotes the development of best practices to transform the textile sector towards sustainability. Mango is implementing this project in collaboration with other operators in the sector.







## 7.5

# Product safety

The use of chemical substances throughout the production process can have a major impact both on the environment and on the health of people.

For this reason, Mango, in collaboration with the Spanish technology laboratory Aitex and following its social and environment commitment, applies a demanding standard for chemical substances and product safety, which must be complied with by all suppliers who form part of the supply chain.

The internationally-acclaimed Aitex laboratory is part of the Swiss Oeko-Tex organisation, whose certificates guarantee the safety of products and the absence of harmful substances.

Aitex has accreditation and recognition at the highest level, as well as technologically advanced equipment to offer laboratory and R+D+i services both nationally and internationally. All Mango collections (garments, accessories, foot-

wear and home items) are analysed and comply with the quality and safety standards required by law.

In order to achieve this, a sample of each product is sent to Aitex, where complete analysis is conducted to guarantee the standardisation of the testing methods and to allow the supervision and management of the results.

All collections are analysed according to the Mango standard in all stages of the production process, from development of the product concept, the purchase of materials and manufacture to consumption.

This standard, periodically reviewed in accordance with the current legislation and mandatory in all countries the company sells its products in, is a manual of all the substances that are analysed. It details the testing methods, toxicology and applicable legislation, as well as the corresponding legal parameters for the safety

**100% of Mango collections are analysed and comply with the quality and safety standards demanded by the legislation**

of childrens' collections.

It also includes, among others, the REACH regulations and the Substances of Very High Concern (SVHC) annex.

The acquisition of raw materials (fabrics, yarns, fittings, etc.) for manufacture is a key factor in the safety and final quality of Mango products, which is why the company ensures that all its suppliers receive the updated standard and are aware of all the key aspects of said procedure each season.



# Mango chemicals standard (P-RSL)

PARAMETERS	APPLICABLE LIMITS	AREA OF APPLICATION	TARGET LIMITS	TESTING METHODS
Alkylphenols (1)	100 ppm	Textiles and leather	0.2 ppm	Solvent Extraction, GC-MS (AP) & LC-MS (APEO) analysis.
Antimonies	30 ppm	Polyester textiles	1.0 ppm	ISO 105-E04 acid perspiration extraction & ICP analysis.
Arsenic	Not detected (0.2 ppm)	All products	0.2 ppm	ISO 105-E04/ acid perspiration extraction & ICP analysis. (Extractable)
Azoic dyes (arylamines) (2)	20 ppm	All products	0.1 ppm	EN 14362-1:2017. ISO 17234-1:2010; ISO 17234-2:2011 ® Leather. EN 14362-3-GB/T 17592- GB/T 23344 (4-aminobenzene)
Benzenes and toluenes-carriers (3)	1.0 ppm	Polyester textiles, silk and wool	0.1 ppm	Solvent Extraction & GC-MS analysis.
Biocides (4)	Not detected (1.0 ppm)	Natural textile fibres	1.0 ppm	Extraction/ Derivation followed by GC-MS analysis.
Cadmium	5 ppm	Textiles, excluding synthetic leather	1.0 ppm	DIN 53314-1996 UNE EN 17075:2017
	75 ppm	Natural synthetic leather, metal products		
Dimethyl Fumerate (DMFU)	Not detected (0.1 ppm)	Textiles and leather	0.1 ppm	Solvent Extraction & GC-MS analysis.
Disperse dye allergens (5)	50 ppm	Synthetic textile fibres	1.0 ppm	DIN 54231



PARAMETERS	APPLICABLE LIMITS	AREA OF APPLICATION	TARGET LIMITS	TESTING METHODS
Formaldehyde	16 ppm	All textiles and leather products for babies	5 ppm	Textiles: JIS L1041: 2000/ EN ISO 14184-1:2011 Leather: ISO 17226-1
	75 ppm	All textile and leather products that come into direct contact with the skin		
	300 ppm	All textile and leather products that do not come into direct contact with the skin		
Lead	5 ppm	Textile products excluding synthetic leather	1.0 ppm	EN 1122-2001/ Acid Digestion followed by ICP analysis. (Total)
	90 ppm	Synthetic leather, natural leather and metals		
Nickel	Not detected (0.2 µg/cm2/week)	Metals which may be ingested in the human body	0.2 µg/cm2/week	UNE-EN 12472:2006 + A1: 2010 1811:2011+A1:2015 UNE-EN 16128:2015
	0.5 µg/cm2/week	For other metal products		
Organic tin compounds (TBT, DBT, TPhT, DOT)	Not detected (0.5 ppm)	Textile products	0.5 ppm	Extraction/ Derivation followed by GC-MS analysis.
Pesticides (6)	Not detected (0.05 ppm)	Natural textile fibres and leather	0.05 ppm	Extraction/ Derivation followed by GC-MSMS and HPLC-MSMS analysis.
PFCs (Perfluorocarbons)	1 µg/m2 PFOS	Textile products	0.001 ppm	Solvent Extraction & HPLC-MSMS and GM-MS-Cl analysis.
	Others: (7) 0.025 ppm			
Phenols (PCP, TeCP)	0.05 ppm	Textiles and leather for babies	0.02 ppm	Solvent Extraction & GC-MS analysis.
	0.5 ppm	Textiles and leather > 3 years		



PARAMETERS	APPLICABLE LIMITS		AREA OF APPLICATION	TARGET LIMITS		TESTING METHODS
Phthalates (8)	One: 500 ppm Sum ≥ 1000 ppm		PVC items, flexible plastic and plastisol prints	0.3 ppm		CEN-ISO-TS 16181, TS 16181 EN 14372 UNE-EN ISO 14389:2014 Solvent Extraction & GC-MS analysis.
Polycyclic aromatic hydrocarbons (9)	1 ppm		Synthetic fibres, plastic items and materials with coverings	0.5 ppm		Solvent Extraction & GC-MSMS analysis.
	0.5 ppm		Synthetic fibres, plastic items and materials with coverings for babies, in direct contact with the skin			
Short chain chlorinated parrafins	Not detected (100 ppm)		Textiles and leather	0.3 ppm		Solvent Extraction & GC-CE analysis.
Solvent residues	Benzene: 5 ppm Others (10): 3000 ppm		Textiles and leather	Benzene: 5 ppm Others: 3000 ppm		Solvent Extraction & GC-MS analysis.
Extractable heavy metals	Sb: 30 ppm	Se: 500 ppm	Textiles, leather, plastics and coverings	Sb: 30 ppm	Se: 500 ppm	UNE-EN 16711-2 :2016
	As: 0.2 ppm	Cr: 60 ppm		As: 0.2 ppm	Cr: 60 ppm	
	Hg: 0.02 ppm	Cd: 1 ppm		Hg: 0.02 ppm	Cd: 1 ppm	
	Ba: 1000 ppm	Pb: 1 ppm		Ba: 1000 ppm	Pb: 1 ppm	



## 7.5. Product Safety

### Final incidents detected in the entire Mango collection

SUBSTANCE	2022	2021	SUBSTANCE	2022	2021	Control of chemicals in the production process	Labelling
Antimonies	5	1	Formaldehyde	3	7	<p>The use of chemical substances begins in the production of raw materials and continues throughout the production process, which is why supervision from source is essential. For this reason, Mango signed a cooperation agreement with Greenpeace as part of its Detox project, which aims to eliminate all hazardous chemical products used in production processes.</p> <p>Furthermore, in order to continue advancing in this area, in 2021 Mango signed up to the Zero Discharge of Harmful Substances initiative (ZDHS), more details of which are available in this document.</p>	<p>In compliance with the current legislation and in order to provide its customers with product information, all Mango garments and accessories are labelled indicating the country of manufacture, composition, wash and care guidelines, etc.</p> <p>The company also complies with all product labelling and identification regulations, guaranteeing its customers the right to product information and safety.</p>
Arylamines	1	1	Phthalates	2	29		
Cadmium	0	0	Soluble metals	8	0		
Phenols	1	3	Nickel	1	1		
Organotin compounds	2	3	Lead	27	22		
Chrome (VI)	1	1					
							<b>Incidents</b>
							All detected incidents were managed by taking the appropriate measures in each case.



## Committed *to Planet*

# 8

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# 8.1

## 2022 Milestones

In its journey towards the sustainability of its garments and operations, Mango highlights some of the milestones achieved in 2022 as part of its commitment to the planet. During 2022, the company prevented the use of 51 million plastic bags by introducing paper and recycled plastic bags. In 2020, Mango identified plastic bags used to transport goods from source as packaging with a major environmental impact. In order to reduce the impact generated by packaging in the supply chain, in 2021 Mango introduced the use of paper bags in Turkey, China and Morocco, adding Bangladesh, Portugal, Spain, Vietnam and India in 2022. With these additions, 89% of Mango’s production volume is carried out in countries in which the use of paper bags has been implemented. In order to help reduce textile waste and promote the circular economy in the clothing industry, Mango has launched the Committed Box project.

In 2022, the company collected 97 tons of used clothing and footwear through these containers located in its stores. Committed Box can now be found in 100% of Mango’s company-owned stores in 18 countries. In order to advance towards the use of 100% renewable energy by 2030, Mango had a renewable energy consumption with guarantee of source of 66.9% in 2022, totalling 89,795 MWh. This not only affects its company offices, warehouses and company-owned stores in Spain and the United Kingdom; the company has also worked to include operations in Austria, Belgium, France, Italy, Greece, the Netherlands, Poland, Portugal, the Czech Republic, Sweden and Switzerland. On the other hand, Mango offsets part of the emissions that generates and does so through projects carried out in Mango’s areas of greatest influence and which are aligned with the carbon footprint concepts the company seeks to off-

set. In 2022, Mango offset 25,137 tons of CO<sub>2</sub>e, which covers the majority of the scope 1 and 2 emissions of 2021. In 2022, the Science Based Targets initiative (SBTi) has approved the company's targets for reducing greenhouse gas emissions (GG) as being in line with the degree of ambition defined in the Paris Agreement. This publication represents the approval of the company’s climate change targets by an independent and leading global institution. The Science Based Targets initiative (SBTi) is a joint initiative of CDP, the United Nations Global Compact, the World Resources Institute (WRI) and the World Wildlife Fund (WWF). The SBTi defines and promotes good practices in the setting of emission reduction targets, offers resources and guidance on reducing barriers for their adoption and independently evaluates and approves the targets of companies.





## 8.1. 2022 Milestones

COMMITTED TO PLANET

# Goals

The second pillar of Mango’s sustainability strategy, Sustainable Vision 2030, focuses on implementing measures to reduce the company’s impact on the planet through four key areas: climate change, water consumption, packaging and a strategy to protect biodiversity.

### Strategy for the protection of biodiversity

As members of the Fashion Pact and the UN Fashion Charter, and in line with their respective pillars and goals, Mango also commits to the responsible sourcing of alternative materials and fibres with a lower environmental impact, and progress in the traceability of materials of animal and vegetable origin as part of its biodiversity strategy. This road map is complemented by Mango signing up to the Canopy style initiative in 2021. Canopy is an organisation that works with the biggest consumers and suppliers of the forestry industry, in order to develop solutions that will protect forests.

### Climate change

As part of the company's sustainability strategy, Mango

aims to achieve net zero emissions by 2050. To achieve this target, the company will maintain its interim targets for 2030, which consist of reducing its direct scope 1 and 2 greenhouse gas emissions (GHG) by 80% and its scope 3 greenhouse gas emissions by 35%, taking 2019 as a base year in each case.

These targets have been approved by the Science Based Targets initiative (SBTi), an initiative which defines and promotes best practices in terms of reducing emissions and zero emissions in line with climate-based science, by offering different resources to companies in the private sector.

### Water consumption

With regard to its water footprint, Mango aims to reduce its total water impact by 25% by 2030.

### Packaging

In order to optimise and reduce the use of materials and waste throughout its value chain, Mango has implemented policies to eliminate or replace plastic components and packaging.

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# Key alliances

### Fashion Pact

In 2019, Mango reaffirmed its commitment to the environment and sustainability by signing up to the Fashion Pact. The Fashion Pact is the first major global movement in the fashion industry to join forces and work together to deal with climate change and pave the way towards a more sustainable clothing industry. The Fashion Pact is based on three pillars: climate, biodiversity and oceans. These three pillars are included in Mango’s new sustainability strategy, Sustainable Vision 2030.

### United Nations Fashion Industry Charter for Climate Action

Mango signed the United Nations Fashion Industry Charter for Climate Action in 2020. The Fashion Industry Charter sets out 16 principles so that the fashion industry will work together to reduce its impact on climate change. These principles, focusing on the fight against climate change, include targets such as working towards net zero emissions by 2050 or prioritising the use of materials with a low environmental impact.

### Sustainable Apparel Coalition - SAC

Mango signed up to the Sustainable Apparel Coalition (SAC) in 2020, in order to contribute to the collective transformation of the clothing industry. The coalition was created to bring together different agents in the industry, understanding that no single brand or factory could solve the major challenges facing the industry on its own. As a member of the SAC, Mango has access to the Higg Index Tools, a series of tools which the organisation has developed in order to standardise the measurement of environmental and social sustainability in the textile industry value chain.

### Zero Discharge for Hazardous Chemicals - ZDHC

Mango has collaborated with the Zero Discharge of Hazardous Chemicals programme since 2021. This is an industry-wide collaborative project which aims to eliminate hazardous chemicals from the supply chain, by laying the foundations for more sustainable manufacture, in order to protect workers, consumers and the planet’s ecosystems.



## 8.2

# Environmental policy and environmental management

Mango does not see sustainability as a goal, but as a path for decision making and implementing projects and actions to develop the business and the product responsibly and with the lowest possible environmental impact. Mango is conscious of the climatic risks and environmental impacts associated with its activity and product and recognises the importance of taking them into account in the short, medium and long term in all the countries in which it operates. Consequently, Mango is working to include such aspects in the company's sustainability strategy, and to ensure that they are managed and monitored. This strategy is part of a centralised management system in the sustainability department, within the framework of the company's environmental sustainability policy. Final decision making lies in the sustainability committee, the body responsible

for prioritising and supervising sustainability proposals (environmental and social) for cross-departmental implementation with the collaboration of all involved departments in the company and the steering committee, the management body responsible for the company's strategic decisions.

### Environmental management

Mango has an internal environmental management system which centralises the management of environmental and sustainability issues through the sustainability department. This department acts as a central location for the cross-departmental coordination of such issues in the company, with the coordination and collaboration of all the required departments. Mango has a team made up of some twenty employees, which directly monitors and evaluates the

company's sustainability goals and implements the corresponding projects. In turn, this team is responsible for identifying the environmental risks associated with the company's activity throughout the value chain and acts to manage any risks identified. Environmental risks are identified by monitoring Mango's performance and sustainability indicators, traceability projects throughout the value chain and participation in coalitions and group initiatives in favour of a more sustainable textile industry. As part of the Sustainable Vision 2030, in 2022 Mango conducted a detailed analysis of the company's climatic risks and opportunities to ensure that the sustainability strategy is aligned with the current context of the climate crisis.

### Environmental sustainability policy

Mango's environmental sustainability policy es-

tablishes a series of commitment which forms the organisation's framework of action in this area. This policy is a mandatory compliance for all Mango workplaces and personnel, who consequently undertake to be governed by its principles and act within its guidelines at all times. This policy is available on the company website. Mango's environmental and sustainability action commitments include the following points:

- Compliance with the legislation.
- Promoting sustainable development projects in all areas of activity of the company (materials, manufacturing processes, eco-efficiency in installations, emissions, etc.).
- Establishing environmental evaluation procedures and performance indicators.
- Maintaining channels of communication and collaboration with all stakeholders and communicating the practices and results of the company's sustainability projects in a trans-

parent way, both internally and externally.

### Climate risks and opportunities

In the current context of the climate crisis and as part of the Sustainable Vision 2030, it is essential that the activity of Mango identifies the climate risks and opportunities throughout the company's global production chain and stores network. Climate risks have no precedents and have become top-level priorities that require a specific response and action. For this reason, in 2022 Mango conducted a detailed analysis of the company's climate risks and opportunities with the collaboration of an external consultant and the participation of representatives from all areas identified as being key for this year (product, sourcing, supply chain, finance, internal control, stores and sustainability). This analysis was conducted through two work-





## 8.2. Environmental policy and environmental management

shops which included an initial theoretical phase of the current context and a second brainstorming phase for the development of probability and impact matrixes to identify and prioritise the company’s main climate risks and opportunities. Mango defines climate risk as the impact of physical or transition risks multiplied by the probability that such climate dangers or threats occur.

The company has analysed two types of climate risk: transition risks and physical risks. Transition climate risks are risks related to the transition towards a lower-impact economy. These risks are classified into market risks, reputational risks, technological risks and political or legal risks.

On the other hand, physical climatic risks are risks related to the physical impacts that could result from climate change, for example extreme meteorological phenomena or rising sea levels. These risks are classified into acute risks, risks

generated by specific major events that occur in the short term, such as a hurricane, or chronic risks, long-term changes that may occur in climate patterns, for example rising temperatures or sea levels.

Climate opportunities are those derived from the efforts to mitigate or adapt to the climate crisis, for example the use of renewable energy sources or the increased use of lower environmental impact materials.

Mango has identified five types of climate opportunities, which are classified into the following categories: products and services, resilience, new markets, resource efficiency and energy sources. This analysis of the climate risks and opportunities can also be used to evaluate the suitability of the current sustainability strategy in the current climate context, and to consider the company’s strategic sustainability decisions in the future. The main climate risks and opportunities identified

by Mango are now included in the company’s sustainability strategy.

Furthermore, this analysis will be updated as necessary in order to ensure that Mango’s sustainability strategy is aligned with the evolution of the climate crisis and the corresponding risks and opportunities.

This analysis provides an overview of the company’s strategic priorities and demonstrates how the consequences of climate change can have a cross-department impact in all areas of the company. In addition, this analysis also demonstrates how the response or adaptation to the climate risks identified by Mango can be converted into an opportunity. Changes of customer behaviour or investment in new technology and R+D are seen as a risk and an opportunity at the same time, since they are key aspects in the transition towards a more sustainable model the textile industry is currently immersed in.



## 8.2. Environmental policy and environmental management

### Key climate risks identified

DESCRIPTION OF IDENTIFIED RISK	TYPE OF RISK	PERIOD	HOW IT AFFECTS/INTEGRATES WITH THE MANGO SUSTAINABILITY STRATEGY
Existence of increasing more demanding climate change regulation	Transition, legal	Short	Mango’s fiscal and sustainability departments work together to monitor all the new applicable legislation, in order to ensure that the company's strategy and operations are aligned with the corresponding requirements.
Less variability in seasons	Physical, chronic	Short	Mango’s more sustainable collection includes goals that commit to lower environmental impact materials and the inclusion of more sustainable alternative materials in order to diversify the provisioning of materials and in turn reduce the environmental impact of its products. Through alliances such as the UN Fashion Charter, Fashion Pact, SAC, Better Cotton, among others, Mango is committed to collaboration within the sector in to deal with these challenges collectively. The Mango strategy to reduce emissions is aligned with the SBTi criteria, in order to ensure that the company's goals are in line with the ambition to prevent the global temperature increasing more than 1.5°C.
Increased cost of raw materials	Physical, chronic	Short	
Increase in temperatures	Physical, chronic	Short	
Lack of investment in new technologies for traceability in the supply chain	Transition, technological	Long	The traceability of the production chain and materials in the collection are key pillars of Mango’s sustainability strategy. The strategy and sustainability departments work together to ensure that investment in technology is aligned with the company's traceability and transparency requirements. In this regard, Mango has now published its list of tier 1, tier 2 and tier 3 factories. With regard to materials, the more sustainable materials strategy prioritises the use of lower environmental impact materials, in accordance with international standards and certificates, in order to guarantee their traceability.



## 8.2. Environmental policy and environmental management

### Key climate opportunities identified

DESCRIPTION OF IDENTIFIED OPPORTUNITY	TYPE OF OPPORTUNITY	PERIOD	HOW IT AFFECTS/INTEGRATES WITH THE MANGO SUSTAINABILITY STRATEGY
Promote actions for a circular economy throughout the production chain	Efficiency of resources	Medium	Mango has a dedicated team to implement circular economy policies within the company. This includes changes in the focus of design, prioritisation of recycled materials and promoting projects such as the collection of used clothes and footwear through containers in stores.
Participation in renewable energy programmes and adoption of energy efficiency measures	Energy sources	Short	Mango’s strategy to reduce emissions includes the target to reduce scope 1 and 2 emissions by 80%. In order to achieve this target, Mango's works and sustainability departments prioritise the negotiation and purchase of renewable energy throughout the network of company-owned stores.
Reduce packaging materials used (especially plastic)	Resilience	Short	In 2021, Mango implemented its project to replace plastic bags with paper bags. In 2022, this project has been implemented in eight of Mango’s main manufacturing countries. On the other hand, Mango is working to eliminate and reduce unnecessary components and packaging to the maximum, and seeking lower environmental impact alternatives for all those that cannot be eliminated. Mango’s target is to achieve 100% more sustainable packaging.
Use of more efficient production and distribution processes	Efficiency of resources	Long	Mango encourages lasting relationships with its suppliers, through, for example Plan Partner, in order to prioritise the use of lower environmental impact production processes. This is aligned with the more sustainable material targets and the goal to reduce scope 3 emissions.
Changes in consumer preferences towards a lower impact product	Product and services	Medium	The goals of Mango’s more sustainable collection focus on prioritising the use of lower environmental impact materials and processes throughout the Mango collection, in order to respond to changes in consumer preferences.



# 8.3

## Strategy to reduce emissions

Mango is aware that all the processes and activities it carries out have an impact on the environment. This is why, since 2009, the company has calculated its carbon footprint in order to determine its contribution to climate change. Mango has the responsibility to lead the changes this industry needs, which is why the company has signed up to the key international coalitions in this area: The Fashion Pact (2019) and the United Nations Fashion Industry Charter (2020). As signatories to these agreements, Mango has taken on the commitment to reduce greenhouse gas emissions by 2030 and achieve net zero emissions by 2050. To achieve this, Mango has defined the carbon footprint as a key indicator to measure the performance of its business. In 2022, for the first time, and as members of the UN Fashion Charter, Mango is reporting its progress and

initiatives to reduce greenhouse gas emissions in the Climate Carbon Disclosure Project (CDP) questionnaire, obtaining a B rating. This rating recognises that the company has considered the environmental impacts of its business and is conducting good environmental management.

**Targets to reduce emissions**

In order for a target to reduce emissions to be valid, it must be in line with the scenarios outlined in the Paris Agreement, which aims to limit temperature increases over pre-industrial levels to between 1.5°C and 2°C. The organisation responsible for approving them is the Science Based Targets initiative (SBTi), to which the targets were presented in 2021 and approved in 2022. A science-based target is, therefore, a target to reduce greenhouse gases aligned with the most recent scientific data,

Mango has taken on the commitment to reduce greenhouse gas emissions by 2030 and achieve net zero emissions by 2050

which defines how much and how quickly companies need to reduce their emissions in order to ensure they are contributing to the global effort to prevent drastic climate change. The SBTi offer companies a clear view of where they need to be in the future, challenging them to transform their business and create a low-carbon economy in which they can prosper. The targets for reducing emissions by 2030 were approved internally by Mango’s steering committee and consequently ratified by the SBTi in order

to ensure that their ambition is in line with the international agreements Mango has signed up to. The targets are classified into an ambitious initial scope 1 + 2 target, which groups all the direct and indirect emissions that Mango has greater direct power of influence over. In this regard, Mango has the target of an 80% absolute reduction of scope 1 + 2 emissions by 2030 compared to 2019. Secondly, Mango has established a scope 3 target, which includes all the emissions produced throughout its value chain. The ambition of this target is in line with the international commitments it has signed up to. Collaboration with its suppliers and the entire value chain and participation in international coalitions such as the Fashion Pact and the UN Fashion Charter are key to achieving the company’s scope 3 target. In this regard, Mango has set itself the target of a 35% absolute reduc-

tion of scope 3 emissions by 2030 compared to 2019.

**Land-based emissions**

In September 2022, SBTi published the Forest, Land and Agriculture Science Based Target Setting Guidance (SBTi FLAG), which has given rise to the need for companies to establish land-based emissions targets. In 2023 Mango will conduct an applicability study in order to, firstly, better identify FLAG emissions, and determine the relevance and material aspects of potential areas of FLAG emissions in Mango’s carbon footprint and, secondly, see if Mango should establish a FLAG target in accordance with the new directives. Mango believes that the recent SBTi FLAG directives have given it the opportunity to focus its goals on establishing actions to limit global warming to 1.5°C.



# 8.3.1

## Carbon footprint

In 2022, as in previous years, Mango has conducted an exhaustive and thorough analysis of its activities applying the Greenhouse Gas Protocol (GHG Protocol) as an accounting and reporting standard, in view of its widespread international acceptance.

The company has adopted the broadest scope for the analysis of the system, cradle to grave, through which Mango will calculate all the emissions its generates throughout the life cycle of the products it sells, from design to end of use. In methodological terms, Mango has always prioritised primary data, in other words, data recorded first-hand by the organisation itself or by third parties. The company has only used secondary data in cases where primary data were not available. In such cases Mango resorted to reputable sources such as the Sustainable Apparel Coalition (SAC), the Ministry for Ecological Transition and the Demographic Challenge (Miteco), Inter-

national Energy Agency (IEA), Department for Environment Food and Rural Affairs (Defra) and the Comprehensive Environmental Data Archive (CEDA), among others. The magnitude of the carbon footprint shows the challenge facing the company.

98.4% of the emissions occur in a part of the value chain in which Mango has an indirect influence. For this reason, the company believes that it is essential to participate in all the coalitions and debating forums that generate tools or policies in this area, since the success of Mango's strategy to reduce emissions will depend on the degree of collaboration the company builds with its entire value chain. The rigorous standard Mango adopts to measure its carbon footprint allows the company to obtain quality information with regard to the origin of the emissions and determine the priority of key topics to fulfil the commitments signed up to by the company.

### Grouping of emissions in accordance with the GHG Protocol

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#### SCOPE 1

Direct emissions associated with the company’s activity

#### INCLUDES

Emissions which are generate in fixed, mobile and fugitive sources of combustion resulting from the replacement of cooling gases in installations, and others.

#### SCOPE 2

Indirect emissions associated with the company’s energy consumption

#### INCLUDES

Emissions associated with energy consumption in company offices, warehouses and company-owned stores worldwide.

#### SCOPE 3

Indirect emissions throughout the value chain that are not under the company’s control

#### INCLUDES

Acquisition of goods and services. Capital assets. Activities related to energy production (not included in scope 1 or scope 2). Transport and distribution upstream. Waste generated during the operation. Business trips. Home-work-home transfers of employees. Assets leased by the organisation. Transport and distribution upstream. Use of products sold by the organisation. Waste derived from the products sold by the organisation. Franchise operation.



# 2022 Emissions

Mango's emissions were 1,436,452.4 tons of CO<sub>2</sub>e, distributed among the scopes in the following manner:

## HISTORICAL EVOLUTION

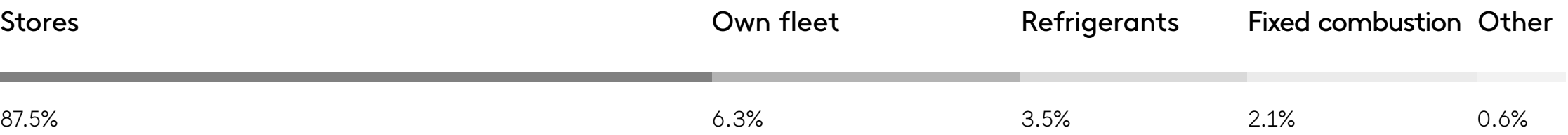
SCOPE	2019 (tN CO2e)	2020 (tN CO2e)	2021* (tN CO2e)	2022** (tN CO2e)
Scope 1	3,199.6	2,290.0	2,812.7	2,785.8
Scope 2	46,025.0	20,743.0	22,960.7	20,479.5
Scope 3	1,539,627.8	1,376,762.1	1,378,787.3	1,413,187.1
TOTAL	1,588,852.4	1,399,795.1	1,404,560.7	1,436,452.4

\*Data redefined owing to change of methodology in 2022. The emissions values stated reflect the market calculation methodology. According to the location methodology, the values corresponding to 2021 are: 2,812.7 tCO2e (scope 1); 35,761.9 tCO2e (scope 2); 1,384,994.1 tCO2e (scope 3).

\*\* The emissions values stated reflect the market calculation methodology. According to the location methodology, the values corresponding to 2022 are: 2,785.8 tCO2e (scope 1); 28,258.7 tCO2e (scope 2); 1,418,204.4 tCO2e (scope 3).



## SCOPE 1 + SCOPE 2



## SCOPE 3









## 8.3.2

# Strategy for reducing emissions

Mango is clear about the huge challenge involved in achieving the targets the company has set itself. For this reason, in 2021, in conjunction with the main departments of the company, Mango drafted a realistic and company-wide plan to reduce emissions. In order to draft this plan, in 2021 round tables were set with the areas related to product, transport, maintenance and building works, in which in 2022 the company has continued to work on to improve the quality of data and to design, implement and monitor the reduction actions.

### List of scope 1 and 2 lines of action

- In scope 1 and 2, Mango is highlighting the following lines of action:
- Maximise energy efficiency. The company is continuing with the plan to replace conventional lighting with LED lighting, install motion

- sensors for switching on lights, and fixed and mobile measuring systems to optimise the new Building Management Systems (BMS). Similarly, the company is improving the efficiency of the data processing centres by regulating the heating and ventilation systems and the insulation, obtaining improvements in the consumption and power of these facilities. To improve the efficiency of data processing centres, Mango is improving the closure of the facilities to maximise the efficiency of cooling equipment, replacing the old equipment with more modern and efficient ones, as well as optimising the space by reducing the number of equipment rooms from 4 to 2.
- Transition towards 100% renewable energy by 2030. Mango had a renewable energy consumption with guarantee of source of 66.9% in 2022, totalling 89,795 MWh. This

- increase not only affects its company offices, warehouses and company-owned stores in Spain and the United Kingdom; the company has also worked to include operations in Austria, Belgium, France, Italy, Greece, the Netherlands, Poland, Portugal, the Czech Republic, Sweden and Switzerland.
- Electrification of the ground fleet. At the end of 2022 Mango received its first three 100% electric cars, as part of the goal to replace the company's ground fleet. In 2022 the company also installed six charging stations at its headquarters and four at its distribution centre in Lliçà d'Amunt. Mango is also preparing an electrification plan for the coming years, to be presented in early 2023.

### Scope 3 lines of action

- In scope 3, Mango is highlighting the following

- lines of action:
- Continue increasing the use of more sustainable materials and promote circular design. This goal aims to increase the number of garments with more sustainable fibres. This way the company will directly reduce emissions and the environmental impact associated with the manufacture of its products. The preference for consuming organic cotton or cellulose fibres of traceable origin over their conventional versions makes it possible to reduce scope 3 emissions significantly. In addition, the use of recycled fibres, such as recycled cotton or polyester, significantly reduces the carbon footprint associated with its materials and promotes a circular economy.
  - Collaboration with suppliers. In order to have a positive influence on the value chain, Mango is looking to establish strategic alliances

- within a framework of predictable conditions that will allow its suppliers to reduce their emissions.
- In logistics, Mango is committed to replacing liquid and heavy fuels with less polluting alternatives, such as the trial carried out in 2022 with a green hydrogen-powered lorry, and the choice of different transport methods, such as the train, that generate fewer emissions.
- Manufacture of products and materials. In line with the goals of the UN Fashion Charter and through tools such as the FEM, Mango has started to conduct a study of the use of coal boilers in its supply chain. This is the first step for all the factories that produce for Mango considering the replacement of their coal boilers and the gradual inclusion of renewable energy in their electricity grid.





### 8.3.3

## Offsetting and capture

Since 2009, Mango has offset part of the emissions it generates through projects that fulfil two key requirements: they are carried out in areas of influence for Mango, in order to stimulate sustainable development, and they are aligned with the carbon footprint concepts the company aims to offset.

In 2022 the company offset 25,137 tons of CO<sub>2</sub>e, which covers all the scope 1 and 2 emissions of 2021. Specifically, it offset the direct emissions (scope 1), electricity consumption in warehouses, offices and company-owned stores (scope 2), and emissions derived from business trips, as well as emissions derived from their waste. In line with the aforementioned concepts, Mango collaborates with different offsetting projects.

#### Vietstar Composting Project

When organic waste begins to decompose, it

releases methane, a powerful greenhouse gas. In the past, there was a lack of resources to control the greenhouse gases released into the atmosphere from dumping sites in Vietnam. The aim of this innovative project is to tackle the environmental impact of municipal dumping sites through the prior classification of solid waste, recycled plastic and the subsequent treatment of the remaining organic material with advanced composting technology.

In order to promote circularity, the final organic compost is sold as a high quality bio-fertilizer. This project produces more than 53,000 tons each year and the installation treats 432,000 tons of solid waste per year, which is 1,200 tons per day.

By preventing methane emissions being released freely, the project is helping to combat the climate crisis. It is also reducing the amount of waste that goes to the dumping site through

strict recycling, which prevents land contamination. The project has created 388 jobs to operate the site and the workers have the opportunity to increase their technical skills through training courses. Through this waste treatment project, which has gold standard certification, Mango is offsetting 3,100 tons of CO<sub>2</sub>.

#### Feng Po Po Wind Project

The aim of this project is to install 33 wind turbines of 1.5 MW wind turbines and 75 wind turbines of 2 MW wind turbines to generate clean and renewable energy with zero emissions, with a total installed capacity of 199.5 MW. Feng Po Po Wind not only supplies renewable energy to the grid, but also contributes to the sustainable development of the local community and the host country. The project helps reduce other pollutants resulting from the energy gen-



### 8.3.3. Offsetting and capture

eration industry in China, including 2,530 tons of SO<sub>2</sub> and 843 tons of NOx. Furthermore, in terms of social impact, the project helps provide long-term jobs during the operation of the project, improving the income and living standards of the inhabitants. In terms of its economic impact, Feng Po Po Wind will help stimulate the growth of the wind energy industry and promote technological progress in China. Through this wind energy project, with CDM certification, Mango has offset 18,000 tons of CO2.

#### Southern Cardamom REDD+ Project

High quality forestry protection project in the province of Koh Kong in Camboya, involving 445,339 hectares that cover part of the Southern Cardamom National Park and the Tatai Wildlife Sanctuary and protect a critical part of Tropical Rainforest Eco-region of the Cardamom

Mountains. It is one of the 200 most important locations for the conservation of biodiversity on the planet. The project supports the subsistence resources of 21 villages inhabited by 3,957 families and 16,495 people. What is more, the Southern Cardamom REDD+ Project protects the critical habitat of 52 species of birds, mammals and reptiles deemed by the UICN to be under threat, including the Asian black bear, the Malayan bear, the large speckled civet, the clouded leopard, the Siamese crocodile and one of the most viable Asian elephant populations in Cambodia. The project generates substantial benefits for biodiversity and protects forests and species, as well as improving water quality. The basin is important for the fishing grounds of the Gulf of Thailand, since it provides sweet water to the largest continuous mangrove swamp in the Gulf, the Peam Krasop Wildlife Sanctuary,

which is a critical breeding ground for the fisheries in the region. Through this forestry protection and storage project, which has The Verified Carbon Standard (VCS) & Climate, Community & Biodiversity Standards (CCBS) certification, Mango is offsetting 2,000 tons of CO2.

#### Pawan Wind Project

The Pawan Wind wind farm project, totally certified through registration on the Clean Development Mechanism (CDM), covers various states of India that traditionally have depended on electricity generated using fossil fuels. The project plays a key role in the transition of India towards a low carbon emission economy, by generating electricity from a renewable resources and supplying it to the national grid, which helps replace some of the carbon in India's energy mix. What is more, Pawan Wind

helps reduce the dependency on generating energy from fossil fuels and helps communities throughout India obtain access to renewable and sustainable sources of electricity. In terms of social impact, the employment opportunities also generate new training and skills for the local communities. It also improves the lives of families employed by the projects and improves the air quality through the reduction of carbon mining to generate electricity, which will result in fewer respiratory problems among local communities. Through this renewable wind turbine project, which has CDM certification, the company is offsetting 2,000 tons of CO2. In relation to capture projects, Mango has established a collaboration with the Greennova Foundation. Mango knows that reducing and offsetting its emissions will not be enough to fulfil the scenarios of the Paris Agreement, and that it will be necessary to capture and store

atmospheric CO2. For this reason, Mango is continuing its collaboration with the Greennova Foundation to support the research and development of technologies that make it possible to eliminate the existing CO2 in the atmosphere. The Greennova Foundation, in collaboration with the University of Barcelona, the Rovira i Virigili University of Tarragona and Eurecat (Technology Centre of Catalonia), is currently conducting two projects in the form of an industrial doctorate to capture CO2 from the air through the use of permeable membranes and graphene, and to convert the captured CO2 into compounds for subsequent use. Mango believes that it is vital to support research into new technology projects, in order to obtain the tools to achieve its goals in the medium term. In this case, as with the previous cases, the company is aiming to do so by generating a positive effect in its areas of influence.



# 8.4

## Water management

The textile industry puts a huge pressure on the finite freshwater resource, given that several of the production stages require water as a key resource. Water stress is the result of the lack of availability of water to satisfy the demand of a region, as a result of the poor management of available water resources. Cotton growing, dyeing, washing and finishing processes, among others, result in a huge consumption of water throughout the value chain and this means that Mango has a responsibility to deal with the risks derived from managing the use of water. In addition, manufacturing processes may result in water contamination if the waste water is not managed correctly. The poor management of waste water from manufacturing processes can affect local agriculture, human health, biodiversity and industrial requirements, among others. Finally, it also needs to consider the effect of climate change on water resources. For example,

floods and droughts may result in agricultural limitations, scarcity of supply, price rises, among other consequences, which may affect the value chain of the textile industry. Within this overall context, Mango recognises its impact on global water resources and has therefore identified water management throughout its value chain as a key aspect in moving towards a more sustainable business model and in reducing the pressure on natural resources. Aware of the impact and wider consequences of the use of water, Mango has developed a strategy to manage water in order to reduce its consumption and improve efficiency, both in company operations and throughout its supply chain. To elaborate a solid plan and correctly manage water, Mango needs to have a detailed knowledge of the different variables that affect this resource throughout its supply chain. Specific lo-

cations in its activity and quantitative consumption data are key to evaluating its water impact. Mango believes that collaboration is key to accelerate the reduction of environmental impacts, therefore the company is currently working with partners, suppliers, customers, other brands and other stakeholders to move towards more sustainable water management. Mango uses available tools such as the tools of Sustainable Apparel Coalition (SAC) and Jeanologia® EIM (Environmental Impact Measuring) tools to obtain quantitative data on its supply chain. The availability of data is key to proposing specific actions that are effective and significant within its water management strategy. Mango's water management strategy is divided into three key areas: water management at headquarters, distribution centres and stores; water management throughout the production chain; water management to obtain and/or cul-





## 8.4. Water management

tivate raw materials. As part of this Mango strategy and in order to reduce its water footprint, Mango has committed to a 25% reduction in its water consumption in washing and finishing processes by 2030. In 2022, Mango used 25,538 cubic metres of water at its facilities and 12,882 million cubic metres of water in raw materials. To achieve this, Mango has developed an action plan which sets out specific actions to work towards this target.

### Management of water at headquarters, distribution centres and stores

The aim of water management at headquarters, distribution centres and stores is to optimise water use through efficiency projects and raising awareness among all Mango employees. In line with projects already commenced in previous years and in order to become more efficient in the use

of water, in 2022 Mango started to include water measuring equipment to measure consumption in real time, both at its headquarters and at its distribution centre. This project will end in early 2023. At the same time, Mango has also enabled the reuse of rainwater for watering the gardens at its headquarters. In 2023, the taps in the offices of the distribution centre will become automated. The company also sends communications to employees about projects included in the water management strategy and tips on reducing and more efficient use of water in offices and homes.

### Water management in the supply chain

Mango aims to identify and analyse the production processes that use the most water, known as wet processes, in order to implement technologies that make it possible to reduce water consumption throughout the chain and improve the management of chemical substances, in order to achieve zero discharge of hazardous chemicals throughout the supply chain.

In 2022 the water consumption was monitored and analysed throughout the production chain (tier 1, tier 2 and tier 3) through quantitative data provided by Higg FEM and EIM. At the same time, the company analysed whether the production factories Mango works with have ETPs (Effluent Treatment Plants), recycle process water or use rainwater in their facilities. In parallel, Mango's sustainability department has received training in Jeanologia® technology and the use of the EIM platform to analyse water consumption in denim washing and finishing processes. Through this platform, factories can share their water consumption in the washing and finishing processes of their manufacture, and in this way the company has primary data that

25%

This is the percentage of reduced water consumption Mango has committed to by 2030.

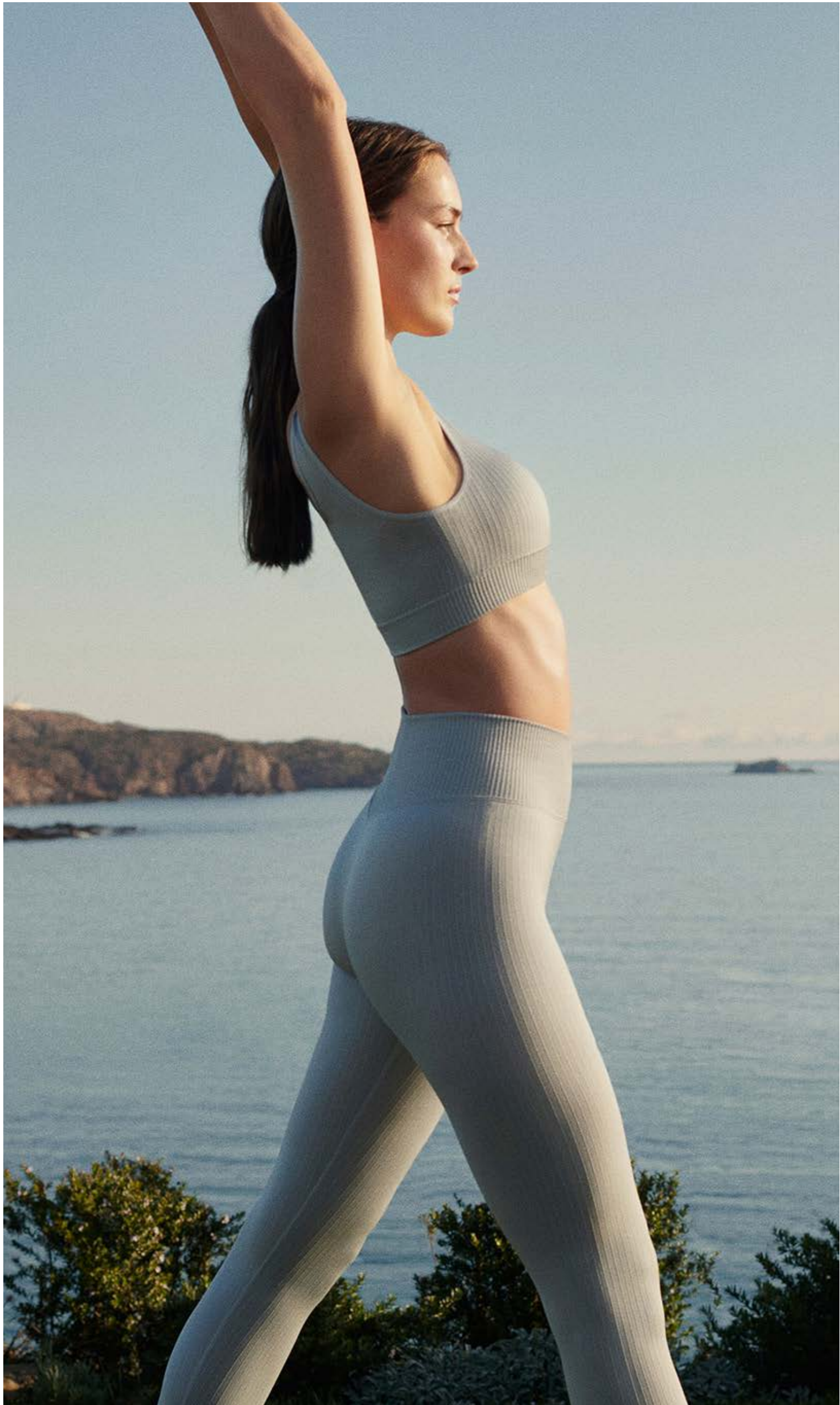
will help it find improvements in such production processes. In order to achieve this aim, Mango will prioritise more sustainable production processes with better use of water, for example through new technologies. Mango has also started to implement the Zero Discharge of Hazardous Chemicals

(ZDHC) Manufacturing Restricted Substances List (MRSL) throughout the production chain by using the ZDHC Gateway and ZDHC tools. In this way, Mango is promoting the correct management of chemical substances and waste water in its production chain to prevent water contamination and contributing to the ZDHC initiative for the zero discharge of hazardous chemicals.

### Management of water to obtain and/or cultivate raw materials

Mango aims to analyse and prioritise the use of raw materials with a lower water consumption in the cultivation and/or production of the raw material. This process is aligned with the strategy and objectives of the more sustainable collection, with a special focus on the company target to use 100% more sustainable cotton, given that cotton is a fibre that requires a high consumption





## 8.4. Water management

tion of water in its cultivation. The prioritisation of more sustainable cotton, such as recycled, organic or Better Cotton (BC), significantly reduces the consumption of water.

### Measuring the water footprint

As members of the SAC and using their tools, Mango can measure the water consumption of the raw material, the fabric and processes throughout its supply chain. With these tools, Mango have have access to the standardised values of water consumption/impact per raw material and know the water consumption in the factories where Mango produces. Furthermore, the analysis of these data is key to its water management strategy, allowing it to take decisions when selecting materials and factories to manufacture, in order to reduce its water footprint. For this reason, Mango has set itself the target

Mango’s water management strategy is divided into the management of water in central offices, in distribution centres and in stores

to have 100% of tier 1 factories with verified HIGG FEM by 2023 and 100% of tier 2 factories by 2024. With regard to processes and finishes, Mango has started to use the Jeanologia® EIM (Environmental Impact Measuring) tool, with which it can obtain the impact of water, energy, chemicals and worker safety in the washing and finishing processes of productions. This tool will help the company have a clearer view of its impacts in denim productions and consequently consider actions in view of this reality.

### Management of chemicals in the production chain with ZDHC

In order to continue with the commitments acquired in 2012 to achieve the zero dumping of hazardous chemicals products throughout the supply chain, Mango signed up to the ZDHC Roadmap to Zero programme as a collaborator. This initiative will help the company adopt the best management practices for chemicals in wet processes throughout its production chain, both in terms of textile and footwear. Signing up to the ZDHC initiative is part of the new water management strategy, in which it will implement actions for the reduced and efficient use of water throughout the supply chain. With this project, Mango is not only contributing to a good management of chemicals, but also to protecting consumers, workers and reducing the impact of production processes on the environment.



## 8.4. Water management

In 2022, Mango used the ZDHC platforms to analyse the management of chemicals in the factories in which it produces, in order to establish a series of targets. During this first year as a member of ZHDC, Mango has informed its suppliers of the commitments the company has acquired, in addition to using ZDHC platforms to analyse the management of chemicals in tier 2 factories (wet processes). Following an initial analysis in 2022, Mango has detected that 26% of tier 2 factories in its value chain have signed up to the ZDHC programme. The company plans to work together with wet process factories in order to implement the use of ZDHC tools and, in this way, measure and manage the impact of MRSL compliance in the company. This contributes to a continuous improvement in the management of chemical substances and waste water in its production chain. In line with SDG 17 (partners), Mango is convinced

that collaborating in such international initiatives is key to accelerating the transition towards a more sustainable management of chemical substances in the textile industry.

### MRSL

As a member of ZDHC, Mango is committed to maintaining and implementing its Manufacturing Restricted Substances List (MRSL) constantly updated and in line with the ZDHC MRSL list. This list, standardised and applied by all members of the ZDHC, indicates which chemical substances must not be used during garment and footwear production and with which concentration limits. In 2022 the company updated its chemical substances and safety standard in all production processes. This must be complied with by all its suppliers, based on the new ZDHC MRSL 3.0.



## Towards more sustainable denim

100% of the denim collection fulfils more sustainable criteria that reduce its water impact. In 2022, the company launched its first denim collection designed with circularity criteria to make its garments easier to reuse and recycle after their useful life, and to give them a second life. The Mango denim team prioritises the use of sustainable fibres and collaboration with suppliers that can offer production processes with water savings in the denim washing and finishing processes, in order to reduce the environmental impact of these garments. In 2022, 92% of the Mango denim collection contains more sustainable cotton, such as Better Cotton (BC), organic cotton or recycled cotton. 86% of these collections are produced with lower environmental impact washing and finishing processes. The company has saved approximately 229 mil-

lion litres of water in the production of its denim collection in 2022 thanks to the use of technologies that reduce water consumption in washing and finishing processes, in comparison with conventional processes. In 2022, Mango started to use the EIM (Environmental Impact Measuring) platform of the company that specialises in lower impact technology in denim washing and finishing processes: Jeanologia™. Through this platform, factories can share their water, energy, chemical and worker safety impacts in the washing and finishing processes of their productions, and in this way have primary data that will help the company finds improvements in such production processes. Consequently, and given the context in which Mango finds itself, the company is drafting an action plan to achieve a 25% reduction in its water consumption by 2030.

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# 8.5

## Relationship with biodiversity

Mango is working on understanding and prioritising its relationship with biodiversity. This involves changing the way in which the company sees the world. One of the biggest challenges facing the planet is the loss of biodiversity. As signatories of the Fashion Pact, Mango recognises that the loss of biodiversity is one of the biggest risks today and that this needs to be tackled in collaboration with a series of actions to mitigate the effects of the climate crisis and reduce its negative impact on the oceans, forests and other terrestrial and marine ecosystems. The activity carried out by Mango affects the natural environment throughout the value chain, the most significant impact being in the production stage and the provisioning of raw materials. Natural fibres need large quantities of soil and water to grow, either directly (cotton, for example) or indirectly (animal fibres such as wool and leather need these resources to produce food

for livestock). This in turn may result in forest land being converted into cultivation or pasture land, with an impact on biodiversity and climate change resulting from the logging of trees and the destruction of natural areas this causes. Mango understands that the window to act is closing, which is why its biodiversity strategy focuses on guaranteeing the traceability of its operations and prioritising immediate and scalable actions, setting goals, scope, deadlines, responsibilities and resources to ensure compliance with its commitments. The methodology adopted by Mango is based on three pillars to achieve the transformation of its business model: prevent an impact on biodiversity, reduce the loss of biodiversity, restore and regenerate ecosystems in order to ultimately transform its business model into one that prevents the loss of biodiversity becoming irreversible. Within this framework, aligned with the Science-Based Targets for Nature (SBTN),

in 2023 Mango will define temporary goals that are measurable, science-based and in accordance with the limits imposed by nature and the sustainable development goals. To establish a corporate strategy, first we need to identify the materials and the locations that represent a high risk or opportunity for biodiversity. For this first point, and in terms of materials, Mango has identified cotton, cellulose fibres, wool and leather as priority materials, given that they represent 56% of its total mass consumption, require an enormous ground land for cultivation and their inherent nature has a direct impact on the flora and fauna. With regard to the evaluation of locations, Mango is working on mapping the supply chain in collaboration with suppliers and partners such as The Fashion Pact or Canopy Style, which it considers a key factor for the generation of value, in line with SDGs 15 (Life of Terrestrial Ecosystems) and 17 (Partnerships). Once it has identified

The company is working to improve the traceability of its garments and fibres, through collaborations with key organisations in the sector

the critical areas of impact, Mango will prioritise them and draw up a list of key issues and locations, for which it will need to gather information on the baseline, define targets, estimate workloads and identify key partners. In order to meet the timeline and set biodiversity targets in 2023, Mango is in the preliminary phases of identification, prioritisation and measurement. Mango is currently working to improve the traceability of its garments and fibres, through collaborations with key organisations in the sector. In turn, and

in line with the sustainable collection strategy, the company is planning to promote the use of regenerative cotton, as part of biodiversity strategy. Finally, Mango will annually measure and report the progress through channels and documents verified by third parties. In line with its biodiversity strategy, Mango has developed its animal welfare and forest protection policies, which are part of the company's biodiversity strategy.

### Animal welfare policy

As part of the Mango sustainability strategy, the company has committed to work towards and fair and ethical treatment of animals, rejecting any practice that involves the mistreatment or suffering of animals, such as mulesing. As part of this policy, in 2018 Mango signed up to a commitment with People for Ethical Treatment of Animals (PETA) to stop using mohair by 2020







## 8.5. Relationship with biodiversity

given the cruel practices inflicted on animals to obtain it. All animal materials used in Mango garments and accessories come from from animals destined for the human food chain. Mango bans the use of rabbit fur, even if its origin may be that described above. It also prohibited the use of angora wool. Mango also bans the use of materials derived from exotic animals, as well as species that are vulnerable or at the risk of extinction\*. In addition, Mango is reducing the quantity of materials that are of animal origin, increasing the use of recycled fibres and supporting the development of innovative materials of non-animal origin that can offer the same qualities. Currently, only 6% of the total kilos of fibre that Mango uses are of animal origin. In 2021, Mango signed up to the Fur Free Retailer Programme of the Fur Free Alliance, banning the use of fur in all its products. Mango also aims to improve traceability and transparency through-

out the supply chain, by establishing goals and standards to ensure that all virgin materials of animal origin come from responsible farms with high standards of animal welfare. The current animal welfare policy is available on the company website.

### Forest protection policy

Forests support the development of biodiversity as CO<sub>2</sub> deposits, given their ability to capture it from the atmosphere, and as regulators of water availability both locally and globally. They are a clear example of the close relationship that exists between the three pillars that define the Fashion Pact: climate, biodiversity and oceans. With this policy, aligned with the commitments of the international initiative, Canopy Style, Mango is committed to protecting endangered forests and ecosystems through:

- Responsible provisioning of all cellulose materials used in its garments, paper and packaging.
- The reduction and reuse of paper and packaging.
- Supporting the development of suppliers that work with fibres with a lower environmental and social impact, placing special emphasis on agricultural waste and the recycled fibres option.
- Promoting research on new paper and packaging options.

To fulfil its commitments, it requires all fibres, packaging and paper to have international certificates, in order to prevent illegal logging and the destruction of valuable ecosystems. As part

\* As indicated in the Convention on International Trade in Endangered Species (CITES) and the International Union for Conservation of Nature (IUCN) Red list of Critically endangered; Endangered; or Vulnerable listed species.

# Our biodiversity strategy

COMMITTED TO PLANET





## 8.5. Relationship with biodiversity

of its commitment to protect the natural diversity of the planet, Mango considers a key aspect is to integrate biodiversity conservation policies, in other words those aimed at mitigating the climate crisis. This is why in 2022 Mango participated in two projects with CCBS and VCS certification, which will guarantee a positive impact on climate, community and biodiversity. On the one hand, the Southern Cardamom REDD+ Project, for its contribution in the strategy to offset emissions, and on the other hand, the Sujawal Mangroves project, as part of the company's biodiversity strategy.

### Sujawal Mangroves Project

The province of Sindh, where the Sujawal project has been in operation since 2015, accounts for 95% of the mangrove swamps in Pakistan. This project aims to protect approximately 102,000 hectares of existing mangrove swamps, and re-

store and plant another 225,000 hectares of mangrove swamp. Throughout its sixty years of life (2015-2074), the project will eliminate 142 million of tons of CO<sub>2</sub>e from the atmosphere, while improving the living conditions of 43,000 people in the region. It will also help preserve a key area for biodiversity, which is the habitat for 38 species of fish, 21 species of crustaceans, 75 species of birds, ten species of mammals and eight species of reptiles, including threatened species such as the Indus river dolphin. Mangrove swamps capture and store more carbon per unit of surface area than any terrestrial woodland and play a key role in mitigating the climate crisis. With regard to its social impact, 5 plants of inverse osmosis will provide drinking water for 43,000 inhabitants of 60 villages. In turn, the project will also improve access to healthcare and primary and secondary school education. This project to restore the mangrove swamps has VCS & CCBS certification.







## 8.6

# Eliminating plastic and reducing waste

In a competitive and changing environment like the fashion sector, Mango needs to continue to guarantee the flow from supply points to customers with the required speed, while remaining aware of the environmental impact of its operations.

With this in mind, the company continues to work on improving its supply chain with the following guiding principles: simplicity, control, flexibility, sustainability, speed and scalability. Mango’s global production and supply chain not only has an impact on greenhouse gases, but also on the use of materials and waste.

In order to optimise and reduce the use of materials and waste throughout its value chain, Mango has implemented projects to eliminate or replace plastic components and packaging, based on the following key actions: identification of unnecessary components (paper or plastic) that come with the garments; replacement of

necessary plastic components that come with the garments with lower environmental impact alternatives; optimisation of packaging from source; gradual elimination of virgin plastic bags (polybags) in favour of paper bags or recycled plastic bags and optimisation of online packaging.

This way, and in line with the international commitments acquired as members of the Fashion Pact and the UN Fashion Charter, Mango has set itself the target to achieve 100% more sustainable packaging by 2030.

**Elimination of plastic bags**

In order to reduce the environmental impact of operations, and specifically the impact generated by packaging in the supply chain, Mango identified the plastic bags used to transport the product from source as packaging with a major

environmental impact. After carrying out pilot trials, in 2020 the Mango steering committee approved the strategic project to progressively eliminate plastic bags (polybags). This project consists of replacing the plastic bags used to distribute folded products with paper bags throughout the supply chain, from source to their arrival in stores, or customer delivery in the case of online orders. This is a large-scale project which involves the collaboration of the entire company, from quality, logistics, distribution centres and stores, to our supply chain

# 51 Million

The number of plastic bags Mango eliminated in 2022 (2021: 25M).



## 8.6. Eliminating plastic and reducing waste

and suppliers. This is a key project to move forward in the company's commitment to sustainability. What is more, this project is perfectly aligned with the goals of the Oceans pillar of the Fashion Pact, in which members commit to reduce plastic packaging as much as possible and to eliminate all single-use plastic by 2030. In 2021, Mango established the operations necessary for this project and launched the use of paper bags for productions in Turkey, China and Morocco. 2022 has been a key year for Mango in strengthening the paper bag project. To the three countries implemented in 2021, Bangladesh, Portugal, Spain, Vietnam and India were added to this project in 2022. With these additions, 89% of Mango's production volume is carried out in countries in which the use of paper bags has been implemented (eight of the ten countries in which Mango has the greatest volume of production).

The use of paper bags has been implemented in eight out of the ten of the countries in which the company has the greatest volume of production

### Why use paper?

Unlike plastic, paper comes from renewable sources, which makes this material more sustainable in the long term than plastic. The paper bags used are made of tissue paper, a material made of natural cellulose pulp of trees from sustainably-managed forests, in accordance with the international standards of the FSC®. This way, the company can ensure

that the production of these paper bags does not contribute to deforestation or illegal logging anywhere on the planet. What is more, paper is a material that can be recycled on average four to six times, so by using this material Mango is contributing to the circular economy. This material also brings less doubts than others when depositing it in recycling containers.

### Recycled plastic bags

In addition to the project to replace conventional plastic bags, started in 2020, in 2022 Mango launched a recycled plastic bags project for all garments for which, given their characteristics, paper bags are not suitable. For example, hung garments or very bulky garments. In 2022, Mango launched this project in Bangladesh and Turkey and plans to implement it in Portugal and Cambodia in the first few months of 2023.

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# Gradual elimination of polybags

## 2020

Start-up of pilot trials to use paper bags for folded garments in Morocco, Turkey and China.

## 2021

May: launch of paper bags in Turkey.  
June: launch of paper bags in China.  
November: launch of paper bags in Morocco.

## 2022

February: implementation of recycled plastic bags in Bangladesh and Turkey.  
April: implementation of paper bags in Portugal and Spain.  
June: implementation of paper bags in Bangladesh.  
November: implementation of paper bags in India and Vietnam.

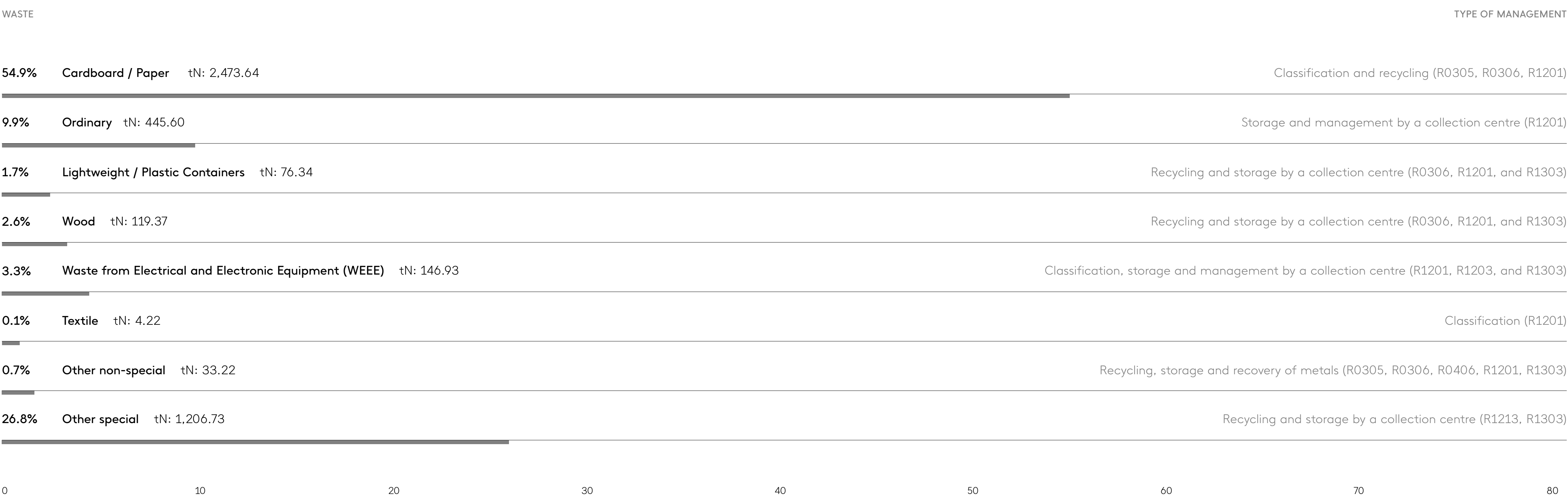
## 2023

First semester: implementation of recycled plastic bags in Portugal and Cambodia.  
Second semester: implementation of paper bags in Pakistan.



## 8.6. Eliminating plastic and reducing waste

### Waste generated at our headquarters in 2022 according to type and waste treatment







8.7

Committed facilities and stores

The company headquarters, logistics centre and stores are at the centre of the Mango business model. In these facilities and in its stores employees and customers interact and Mango activities worldwide are coordinated. In line with the company’s commitment to the environment and as part of its sustainability strategy, Mango integrates eco-efficiency criteria and sustainability principles in the management and operations of its headquarters, distribution centres and stores. In this way, Mango is working to reduce its environmental impact by applying energy efficiency measures, committing to renewable energy in its facilities and spreading good practices for the recycling of waste and materials.

Consumption data

The Mango headquarters in Palau-Solità i Plegamans (Barcelona) and the Lliçà d'Amunt logis-

tics centre had a consumption of 19,971 MWh in 2022, (2021: headquarters, 8,210.8 MWh; logistics centre, 11,479.0 MWh).

Company-owned stores had a consumption of 113,951 MWh in 2022, and franchise stores 118,771 MWh (2021: company-owned stores, 113,846.3 MWh; franchise stores, 101,956.8 MWh).

61% of the energy used in stores is renewable. In 2022, 66.9% of the electrical energy consumed at the Mango headquarters, logistics centre and company-owned stores in Spain was renewable. This equals to 89,795 MWh with a guarantee of renewable origin.

In 2022 the electricity consumption in Mango company-owned stores and headquarters represented approximately 133,922 MWh. In line with the company’s commitment to move towards a more sustainable business model, in 2022 Mango signed a renewable energy supply agreement under the PPA mode with Acciona Energía for

In 2022 Mango signed a renewable energy supply agreement under the PPA mode with Acciona Energia for the next ten years

the next ten years, through which Mango guarantees that 100% of the electricity consumed at his headquarters (including the new Campus), its logistics centre in Lliçà d’Amunt (Barcelona) and its biggest stores in Spain with high-voltage supply is renewable. The Mango stores included in this agreement are: Valencia - Colón; Palma de Mallorca Fan; León Ordoño 2; Barcelona - Paseo de Gracia 36; Madrid Orense; Madrid Plenilunio; Sevilla O'Donell 7; Valencia Aqua; Gijón Corrida; Barcelona Canuda.



Our headquarters:  
offices and logistics centre

Palau-Solità i Plegamans  
(Barcelona)

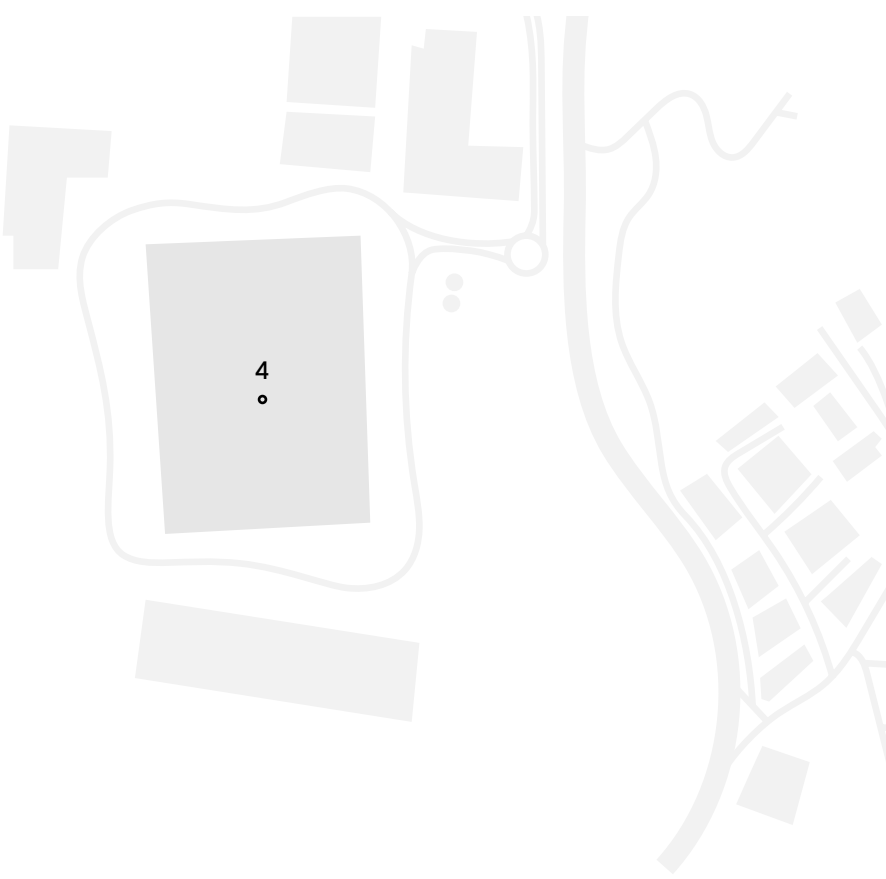
HANGAR (1) AND HANGAR 2 (2)  
PALAU (3)

Offices and future Mango Campus



Lliçà d'Amunt  
(Barcelona)

DISTRIBUTION CENTRE (4)





# 8.7.1 Headquarters

Mango centralises all its creative activity in Barcelona, where its headquarters are located (Palau-Solità i Plegamans) and from where it manages company operations worldwide. The Mango headquarters comprise three buildings: Palau, Hangar Design Centre and Hangar 2. This third building is part of the Mango Campus, the future company headquarters. At the Hangar Design Centre, which opened in 2006, the company works on all areas related to creativity: product design, window dressing and interior design, among others. At this design centre, which has a surface area of 12,000 m², the company design more than 18,000 garments and accessories for all its product lines. As part of its commitment to sustainability, Mango is working to reduce the environmental impact of its offices and warehouses, by implementing good practices that will allow its employees to contribute to a more sustainable working envi-

ronment. The commitment to the environment is also present in the planning and design of new facilities and refurbishments the company carries out as part of its expansion plan.

**Eco-efficiency measures at Palau and Hangar**

Mango’s headquarters have a variety of eco-efficiency measures and good practices to reduce the environmental impact of the company. 100% of the energy used at the Palau headquarters and the Hangar Design Centre is renewable. The company headquarters have ten charging points for electric vehicles (six at the Hangar Design Centre and four at the Lliçà d’Amunt logistics centre) and one charging point for electric motorbikes. To control its water impact, Mango has installed taps with water injection sensors and also has a natural filtering system from the dunes in the landscaped area of the Hangar De-

sign Centre for the use of rainwater through a reservoir.

**Circularity at the company headquarters**

Circularity is also a concept present at its company headquarters. In line with its commitment to sustainability, Mango has a system of recycling with authorised management companies for the correct recycling of waste, as well as biodegradable packaging for take away food and coffee cups in its catering service.

**Mango Campus**

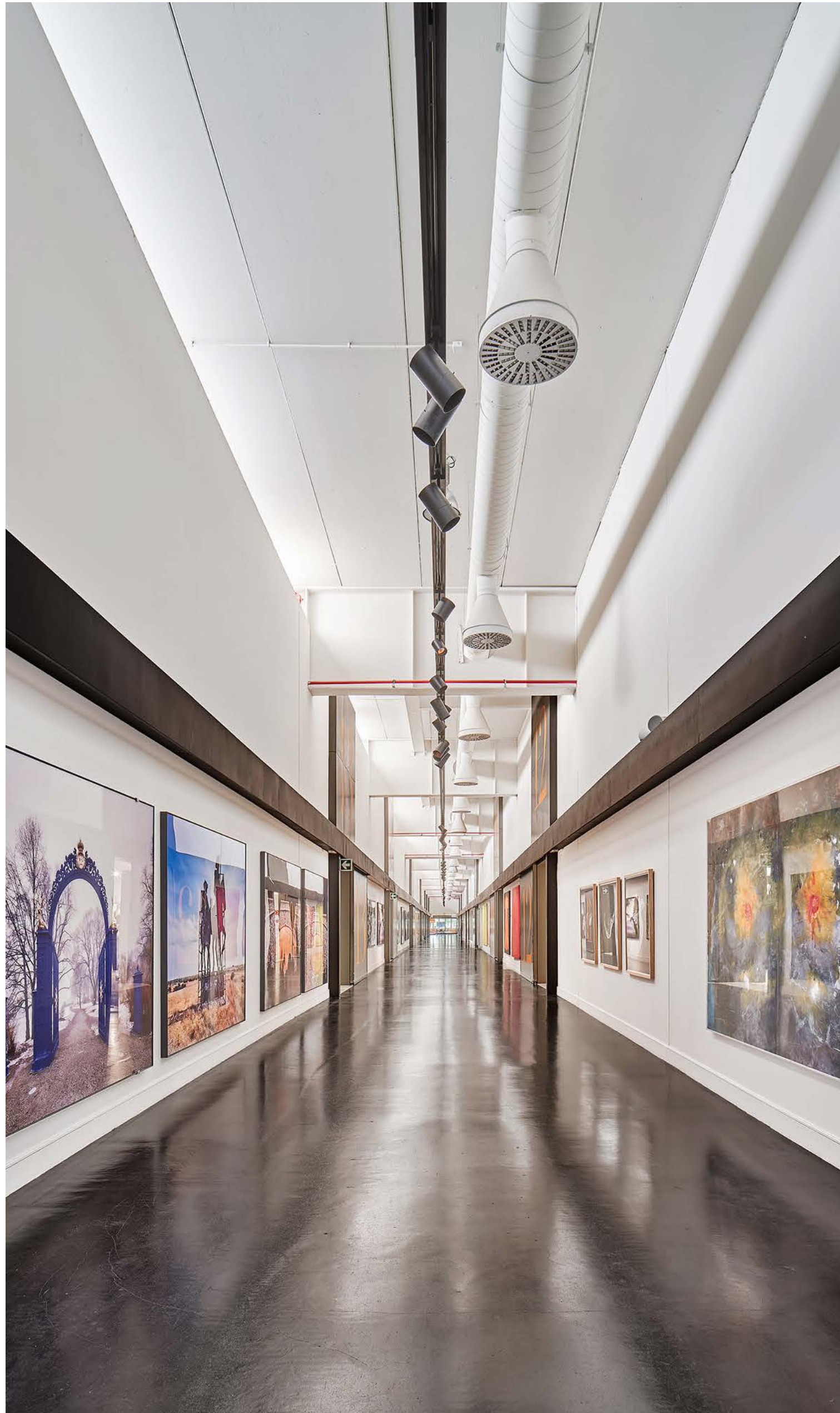
The company is currently involved in the construction of its future corporate headquarters, which will connect to Parque de l’Hostal del Fum, a natural area equivalent to more than 22 football pitches with grassy meadows, streams and ponds











## 8.7.1. Headquarters

inhabited by various species of local fauna and flora. The new Mango Campus, located in Palau Solità i Plegamans (Barcelona), will accommodate over 2,200 company employees. The new central facilities represent a total investment of 42 million euros and have been conceived as an R+D+i centre that will allow the company to meet and adapt to future needs. The Mango headquarters will comprise two office buildings interconnected via gardens and walkways that will have various work spaces for the different departments and activities of the company: design, dressmaking, samples, catalogues, photography sets, etc. The Campus will also have a business centre with close to 25 meeting rooms and four multi-purpose rooms, two cafeterias with a canteen, an auditorium with capacity for over 200 people, a wellness centre with gymnasium, various showrooms, five pilot stores, an external square, green areas and a relaxation area and chill-out ter-

race on one of its buildings. As part of Mango's commitment to sustainability, the architectural project of its new Campus has been designed to generate a low environmental impact, reduce CO2 emissions into the atmosphere and convert its offices into spaces that are more respectful to their surroundings and the planet. The new Mango headquarters will install electrical charging points in its access areas and solar panels on the roofs of its two buildings and on the canopy that connects them, which will produce an annual renewable electrical energy supply of up to 1,040 MWh and result in a reduction in CO2 emissions of approximately 260 tons, the equivalent of planting 27,500 trees. The company will also implement in its new facilities energy efficiency measures such as high-efficiency and low consumption LED lighting, a system to regulate and control the building that will allow remote switching on and off, monitoring

systems for energy consumption and rest rooms with low-consumption devices; as well as other mechanisms, such as aerothermics and inverter technology for the heating and ventilation of the buildings, which incorporate heat recovery systems to reuse the energy expelled to the outside. To control its water impact, the Mango Campus will feature advances such as a system for the collection and use of rainwater for various purposes, such as the watering of green areas and gardens, from the roof of the new module to the urban garden and from the central avenue towards the aquifer through wells in the flower beds. As for the choice of building materials for the new Mango Campus, particular attention will be paid to their sustainable origin, through the selection of recycled and recyclable materials. Consequently, the work areas will feature natural rubber on the floors finished with environmentally-friendly and sustainable photo-catalytic paint



## 8.7.1. Headquarters

to improve the quality of the inside air. Some of the roofs will be created using panels manufactured with recycled garment fabrics and the coverings will be produced employing respectful with the environment manufacturing processes, like the porcelain floors for the entrance and corridors. We have also sought reparable finishes in line with the made to last philosophy in order to extend their useful life, adapting them to the changes and flexibility demanded by the building. Similarly, we have considered aspects relating to acoustic comfort and air quality, therefore the auditorium will feature carpet flooring, the meeting rooms will be clad in recycled textiles and the industrial-look ceilings will be fitted with sound-absorbing panels to ensure a high level of acoustic comfort in all work areas. The Mango Campus aims to generate a new way of collaborating, connecting, learning and innovating within the organisation. Flexible, open and inclu-

sive workspaces designed to foster team work and community creation, while promoting the well-being of all employees with a unique and integrated culture. The walkways that connect the different zones of the Mango Campus buildings and cross the landscaped patios, together with the main walkways, will encourage relationships between departments. What is more, to promote flexible working, the offices will be equipped with a wide range of ambiances for the work stations, with open meeting tables, informal meeting areas, closed meeting rooms, phone booths and areas for individual concentration. The company is also working with Ilunion, part of Grupo Social ONCE and a leading organisation in Spain, to guarantee universal access to the building, especially for people with reduced mobility, as well as numerous measures and initiatives to guarantee the health and safety of employees in the work environment.







## 8.7.2

# Logistics centre

Given the global nature of Mango, its diverse distribution structure and the need to renew its collections in the highly competitive and constantly changing environment of the fashion industry, the company's logistics ecosystem is one of the most advanced in its sector.

Mango's global distribution centre in Lliçà d'Amunt (Barcelona) receives all the garments and accessories from the different production locations and distributes them to all its stores around the world. In addition to this logistics centre, Mango has a network of six satellite ware houses (Palau-Solità i Plegamans, China, Germany, Turkey, Mexico and the United States) which support its online business and its international growth. The Mango logistics centre in Lliçà d'Amunt commenced its operations in 2016, and has operated a full capacity since 2019.

The logistics platform, which handles more than

500,000 units per day, will have a surface area of 280,000 square metres from the first quarter of 2023, equivalent to forty football pitches. According to their type, garments are distributed between the hung and folded zones, where they are grouped by model, colour and size to simplify store operations. Mango's logistics centre is one of the largest and most technologically-advanced in Europe. Its size and cutting-edge technology allow the company to handle more than 75,000 garment per hour to stock its distribution network.

### Eco-efficiency measures at the logistics centre

Equipped with the latest innovations, Mango's logistics centre in Lliçà d'Amunt was designed with eco-efficiency criteria, in order to reduce the environment impact of the facilities.

The logistics centre has measures such as the 100% use of renewable energy, movement sensors for energy saving, the use of low thermal transition materials to prevent hot or cold air entering the building, charging points for electric vehicles, drop-by-drop watering systems for garden areas automatically supplied via a rainwater recovery reservoir. The logistics centre also has kinetic energy recover systems, in other words use the braking of forklift trucks to generate energy which is used at the facilities (similar to what hybrid cars do). With regard to the use of materials and waste, Mango's logistics platform in Lliçà d'Amunt has a recycling system with authorised waste management companies to ensure the correct recycling of waste. In 2022, Mango recycled or reused 100% of the boxes used in its manufacturing processes. During the initial building phase of the logistics centre, over 1.5 million



## 8.7.2. Logistics centre

cubic metres of earth was used to create the different logistical plots of the site, landscaped areas and roads and accesses to the site. This made it possible to use available resources in a sustainable way, thus avoiding emissions associated with the transport of excavated earth to authorised dumping sites.

### Enlargement of the Lliçà d'Amunt logistics centre

In 2021, Mango commenced the works to enlarge its Lliçà d'Amunt logistics platform, with an investment of 88 million euros. The enlargement, planned when the logistics centre was initially designed, aims to allow the platform to absorb the growth of ecommerce logistics, making it possible to send orders directly to the final customer, increase the capacity and speed of the dispatches area and support Mango's new busi-

## Mango has invested 88 million euros in the project to enlarge its logistics centre in Lliçà d'Amunt

ness lines. The enlargement of the central logistics warehouse, will add an additional 90,000 m2 to the initial surface area of 190,000 m2. With the new facilities, the Mango logistics centre will increase its capacity for processing garments by up to an extra 10,000 garments per hour. The complex will incorporate energy efficiency installations such as solar panels on the roof and charging points for electrical vehicles. The building foundation stage will be carried out using recycled metals instead of extracting new materials. This decision prevented the exploitation of

new quarries and re-used waste by converting it into a resource. Consequently, circular economy criteria were applied in decisions relating to the construction materials.

### La Balsa de Can Dunyó

La Balsa de Can Dunyó is a reservoir located in Lliçà d'Amunt promoted thanks to the use of rainwater at the Mango logistics centre. The reservoir was consolidated throughout 2012 and 2013 and is on the inventory of wet zones of Catalonia. The watering system is supplied by taking advantage of rainwater. In order to manage the water collected at the logistics centre, a rain-water reservoir has been built, a tank connected to a collector and a lamination reservoir where the water accumulates before gradually entering the river.





# 8.7.3

## Stores

The stores are a privileged meeting point between the company and its customers and, at the same time, the centre of its business model. In its stores, Mango offers unique and personalised experiences supported by technology and integrated services. Within this strategy of integration, it is paramount for Mango that the stores are connected with Mango.com, the company headquarters and the customer service centre through different technological developments that add value to the customer and empower the staff by simplifying their commercial tasks. The online transformation of stores involves the application of new technologies which, although not visible, allow the implementation of continuous improvement initiatives relating to garment availability, the distribution of collections or store footfall, among others. At the end of 2022, Mango had 756 compa-

ny-owned stores (2021: 788) and 1,810 franchises (2021: 1,659), with a total selling space of 795,602 m2 worldwide (2021: 794,731 m2). Some of Mango's most emblematic stores are located in cities including Barcelona (Paseo de Gracia and Rambla de Cataluña), Madrid (on the Serrano and Preciados streets), Paris (Boulevard Haussmann), New York (Fifth Avenue and SoHo) and London (Oxford Street), among others.

**'New Med' store concept**

In its stores network, Mango is implementing a Mediterranean-inspired concept which aims to reflect the spirit and freshness of the brand. In them, warm tones and neutral colour tones predominate, and are combined with traditional, artisanal, sustainable and natural materials. Sustainability, energy efficiency and architectural





### 8.7.3. Stores

integration within the environment are key objectives for the company. Mango has created a functional, relaxed and welcoming environment in which it can promote and facilitate the interaction between the customer and store staff. Mango has also incorporated new services and features in its stores, such as the concierge station, a point of reference where the store staff can deal with any requirement customers may have, as well as larger fitting rooms and a dedicated click&collect zone.

#### In-store eco-efficiency plan

Mango is implementing a series of measure in stores to focus on low-impact materials, energy efficiency, the supply chain and circularity, while respecting, recovering and highlighting the pre-existing structure of stores. In 2022, Mango obtained the BREEAM (Very

Good) energy certificate in its store located in Portal del Àngel 7 (Barcelona). In the choice of materials, Mango uses and manages its resources in a more sustainable way through design, considering the industrialisation, disassembly and eliminating the waste concept, in order to increase the profitability of its resources. Along the same lines, Mango is working to create an innovative store model based on sustainable growth, commitment and local inclusion, making it a driver of change towards sustainable growth through a circular store model. Mango wishes to contribute to the value between Mediterranean and local culture, working globally with the focus on local processes and materials and using 100% renewable energy in headquarters and stores. Based on these objectives, the company has established an efficiency plan to manage its stores

in a more efficient way and with the lowest possible environmental impact. This plan establishes the criteria that has to be implemented in the design of stores in order to minimise their environmental impact, with regard to the use of energy, water and materials. Key among the goals the company establishes when implementing eco-efficiency solutions in its stores is a desire to operate with clean and abundant energy, while optimising the energy consumption of its network of stores and facilities. Net Zero emissions is another company target established in its energy efficiency road map. Mango is implementing a series of measures in stores to reduce its electricity consumption:

- Installation of automatic doors in standalone and shopping centre stores.
- Escalators with variable speeds, in order to reduce their consumption when they are not in use.

COMMITTED TO PLANET	
Low-impact materials	
LUNAR FINISH PAVING	MINERAL FINISH PAVING
Lunar finish paving which contains 18% recycled marble	Mineral finish paving with 8% recycled dolomites
TERRACOTA FINISH PAVING	PAINT
Terracotta finish paving produced with 90% recycled brick	VOC-free paint and elimination of formaldehyde and absortion of CO <sub>2</sub>
FALSE CEILINGS	CERAMIC PAVING
False ceiling panels with 15% post-consumer recycled polyester fibre	Ceramic paving with 18% recycled content
WOOD	
FSC-certified wood	









8.7.3. Stores

- Use of air curtains with VRF and/or hot water batteries, to replace curtains that operate with electrical resistance.
- Climate zoning in stores according to the different uses in cash desks, fitting rooms, etc., thus reducing the overall cost and consumption of the installation without loss of comfort.

In order to have more efficient lighting in its stores, Mango is implementing the following measures:

- 100% of new stores now have LED as well as in all refurbished stores. Lighting of own stores opened in 2022 has an average power of 31.78 W/m2.
- Use of variable lighting through presence sensors in stockrooms, back offices, corridors and rest rooms.
- Time-controlled lighting of window displays.

The heating and ventilation of stores is another

area in which Mango has introduced measures in its energy efficiency plan:

- Use of variable refrigerant gas heating and ventilation systems with high values of seasonal performance, both cold and hot, in order to extract maximum power while consuming minimal energy.
- Prioritising the use of freecooling in cases where it can be installed.
- Use of acoustic panels made from recycled materials to soundproof facilities.
- Design based on the reuse of existing installations (or part of them), such as the electrical switchgear, heating and ventilation units or the main PCI network.
- Sequential switching on and off of lighting and heating and ventilation, according to the daytime activity. This sequential switching on and off allows 33% lighting for cleaning and 100% when the store is open to the public.



### 8.7.3. Stores

On it journey towards a more sustainable business model, Mango aims to select and use materials that are safe for people and have a low-impact on the environment. The company commits to prioritising the use of renewable materials of controlled origin.

What is more, Mango guarantees the use of materials with certifications that guarantee a controlled and regulated extraction (FSC, PEFC...). In 2022, Mango used recycled materials in flooring, coverings, ceilings and store furniture displays. In addition to producing ceiling panels manufactured with 15% post-consumer recycled polyester fibres.

The company prioritises materials (extracted or manufactured) that are local or regional to the destination, as well as materials that are reused or have a high content of recycled components. In order to use low environmental impact materials, the company continually introduces new

materials that can be recycled at the end of their life. Furthermore, the company uses products with reduced packaging, returnable packaging and/or prefabricated products.

**Circularity in stores**

Mango establishes a series of goals to move forwards in its journey toward circularity in its stores:

- Reuse and maintain as much as possible the pre-existing elements of premises in which Mango opens a store. This policy has allowed the company to use 70% of the pre-existing architectural features of the premises of the Fifth Avenue store in New York and 90% in the refurbishment of the Badalona store in carrer del Mar.
- Increase the supply of locally-sourced materials.

- Implement recycling programmes for all the waste generated during works carried out in facilities.
- Transform the activity of Mango’s architecture and construction departments into a circular model through the traceability and measurement of their economic, social and environmental impact.
- Construct spaces that are healthy, circular andsafe for people and the environment, in order to reduce the company’s environmental impact.
- Implement new models of industrialised store designs, considering disassembly and circularity, in company stores.
- Eliminate the concept of waste by reintroducing the maximum number of materials and products at the end of their useful life into a new technical and biological cycle.

## Renewable energy

COMMITTED TO PLANET

### 2019

Contracting of renewable energy in 12 countries. 92 Gwh.

### 2020

Contracting of renewable energy in 14 countries. 104 Gwh.

### 2021

70% of company-owned stores are powered by renewable energy.

### 2022

Agreement with ACCIONA Energia. The electricity consumption at the Palau headquarters, Lliçà logistics centre and ten stores in Spain will consume 100% renewable energy. Consumption of 23 GWh/year corresponds to 40% the total consumption of Punto FA.

#### Stores

BREEAM certification (Very Good) in the store at Portal del Àngel, 7 (Barcelona).



### 8.7.3. Stores

In 2021, Mango launched a pilot project to start using recycled materials in the structural elements of stores, for example, false ceilings with 100% recycled polyester panels. As well as having excellent thermal and sound-proofing qualities, this material allows Mango to contribute to the circular economy beyond the use of recycled materials in its clothing collections.

In June 2022, Mango reformed his flagship store on Boulevard Haussmann (Paris). This store has a recycled polyester ceiling installed in the stockroom and staff rest and locker room area, in order to create a pleasant and comfortable ambience.

The flagship store on Boulevard Haussmann (Paris) is the first Mango store in the world with a ceiling made from recycled textiles.

Mango has drafted a sustainable stores transformation plan, in order to establish the road

Mango reuses and maintains to the maximum the pre-existing elements in the architecture of premises it refurbishes to open its stores

map to adopt in the coming years.

The aim of this plan is to guarantee the transformation of its network of company-owned stores, not only in terms of energy efficiency standards, but also in the use of more sustainable materials of all types, such as wood, insulation and paint.

Furthermore, with regard to operations, Mango will review and define procedures for the efficient management of stores and the promotion of circularity in its stores.





## Committed to People

# 9

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9.1

2022 Milestones

As part of Mango’s commitment to people, the company is moving towards the full traceability and transparency of its value chain. Mango has obtained a 79.6% in social performance in the SAC Brand Retail Module (BRM) audit. Mango focuses its efforts in the coming years in continuing with its process of supplier auditing and transparency, in order to ensure that appropriate working conditions are fulfilled for workers in the factories the company works with throughout the world.

In line with this commitment, in 2022 Mango became the first major fashion company in Spain to publish a list of its tier 3 factories, related to suppliers of fabrics and trimmings, after being the first to publish a list of its tier 1 and tier 2 factories, related to its manufacturing and finishes factories and processes factories, respectively, in early 2022.

The full list at the end of 2022, with data on the

factory name, address, number of employees and type of product, has been drafted in accordance with the requirements of the Transparency Pledge Standard, an initiative launched by a coalition of nine employment and human rights organisations committed to transparency in clothing and footwear supply chains. At the end of the year, Mango had 36.9% tier 1 and tier 2 factories (2021: 31.7%) with an A rating. At the end of 2022, the company had a total of 449 suppliers, 309 for garments, 65 for accessories, 31 for footwear and 44 for Home items. With regard to its supplier training programme, in 2022 Mango carried out presential training in Bangladesh and Turkey and online training in India and China.

**Involving the teams**

With regard to its teams, in 2022 Mango promot-

ed various initiatives aligned with the company’s strategic priorities, and with the aim of generating a unique and different experience among its employees. Within the sphere of culture and diversity, in 2022 Mango analysed the current culture of the company and the definition of the desired culture, in order to define initiatives linked to the experience Mango wishes to generate among its employees.

As a lever to improve the internal communication within the organisation, the company has promoted the figure of Mango Ambassador. Thanks to this programme, Mango now has representatives that transmit to the company the needs of store, central services and logistics centre employees.

The team of Mango Ambassadors are involved in various company initiatives, such as, the Mango Campus project. In 2022, Mango also defined an Equality Plan, aimed at guaranteeing equal

treatment and opportunities between women and men in the company, and the Working Together Plan, a project which aims to implement the company commitment to inclusion and diversity within its teams.

In the sphere of attracting talent, Mango has defined and communicated the new Employee Value Proposal (EVP), reinforcing the benefits of employees and defining a new scholarship strategy and policy focused on attracting and developing young talent.

In 2022, Mango increased the recruitment of these profiles in its teams by 40%, of which 70% joined key areas of the company, such as product design, technology and online.

With regard to pay and benefits, in 2022 Mango concluded its study of the company's remuneration situation, carried out by a certified external provider. During the year, the company implemented all the actions referring to the policies

of new recruits, promotions and salary reviews, as well as a reorganisation of the policy of bonus plans and eligibility criteria. As a result, Mango has managed to narrow the adjusted gap from 2.7% to 1.82%.

In certain countries, the company has promoted actions for store employees, in order to improve their salary conditions.

Mango also continues to progress in terms of evaluating, training and developing its employees.

In 2022, the company defined and launched its new skills model, designed and shared with 3,400 employees its new Mango Evaluation and Development standard (MED) and the system for setting and measuring targets, it also promoted a process of manager assessment. The evaluation processes have given the company talent maps, integrating the performance and potential of headquarters and store employees.



## 9.1. 2022 Milestones

COMMITTED TO PEOPLE

# Goals

### Committed to people

The third pillar of Mango’s Sustainable Vision 2030 contains the company’s commitment to people. In this regard, Mango focuses its efforts in continuing with its process of supplier auditing and transparency, in order to ensure that appropriate working conditions are fulfilled for workers in the factories the company works with throughout the world. Mango’s commitment is to move towards the total traceability and transparency of its value chain. In late 2022 Mango became the first major fashion company in Spain to publish a list of its tier 3 factories, related to suppliers of fabrics and trimmings, after being the first to publish a list of its tier 1 and tier 2 factories. For 2024, the company plans to advance in the traceability of the chain by including tier 4 factories. In line with its commitment to people, Mango aims that 100% of the production factories it works with will be FSLM verified. Mango will also promote social action projects and lasting and traceable collaborations with leading global organisations such as the Vicente Ferrer Foundation, Médicins Sans Frontières (MSF), Spanish Red Cross, Educo and Save the Children, with whom it has collaborated for many years.

The goal is to generate a positive impact on marginalised groups in countries throughout the world and to contribute to the social and economic development in the countries it operates in. In the coming years, the company will implement numerous training projects principally focused on providing girls and women access to education in countries such as Bangladesh, India and Pakistan, so that these become a lever of change for societies, while in regions such as Europe and the United States, Mango will strengthen its ties with some of the world's leading universities, in order to promote the insertion of young people in the job market. Mango will also continue working to generate a unique experience among its employees that reflects the culture of the company. Mango defines training and development actions and will implement strategies to manage and bring forward talent. Mango will also work on defining specific actions that will help the company obtain the culture it desires in order to increase the satisfaction and commitment of its employees. Finally, Mango will continue to work to guarantee a competitive remuneration that connects with the strategy of the company.

COMMITTED TO PEOPLE

# Key alliances

For Mango, the creation of alliances with other organisations is key to ensuring the sustainable management of the supply chain. The strategy is to continue its commitment to alliances in order to achieve its goals, which are also in line with the Sustainable Development Goals. The added value of such alliances is that they help continue to advance in improving the compliance with its Code of Conduct and, consequently, promote the ethical and responsible management of its supply chain. Mango has to ensure that the social impact of its activity has a positive impact on the development of local communities. The assistance of professional experts and international initiatives within the sector are key to progress in this regard.

### Agreement with the CCOO industry trade union to improve conditions in the Mango supply chain

In 2018, Mango signed a groundbreaking agreement with the General Secretary of the CCOO Trade Union for the Industry (which formalised the collaboration between both organisations in recent years) in order to strengthen and protect the rights of the workers who manufacture its products and work together towards a more sustainable textile

and clothing industry. This collaboration mainly focuses on aspects such as freedom to join a trade union, the right to health and social security, promoting decent salaries and eradicating discrimination in the production factories in Mango’s supply chain. It also establishes a work plan with specific goals and actions, which are periodically updated according to the progress achieved. Furthermore, for some years now, Mango has provided the CCOO with a list of the production factories the company works with, which led to the publication of the tier 1, 2 and 3 factories on the Mango website in December 2022.

### International Health and Safety Agreement in the textile industry and finished garments

In 2013, Mango signed the Bangladesh Accord on Fire and Building Safety, in order to improve the safety conditions of workers in clothing factories in this country, following the collapse of the Rana Plaza building. Since then, significant progress has been made towards a safer and healthier clothing industry in Bangladesh. The 2019 Transition Agreement made it possible to maintain such progress and in May 2020 the Ready-Made-Garments



9.1. 2022 Milestones

COMMITTED TO PEOPLE

Key alliances

Sustainability Council (RSC) took over and became the permanent control body. On 1 September 2021, Mango signed the new International Agreement for Health and Safety in the Textile Industry, ratifying the commitment acquired in the 2013 agreement to establish health and safety measures in factories. A key aspect of this agreement is to expand to other countries and markets the achievements in Bangladesh regarding health, safety and respect for human rights.

ONCE Foundation

In April 2022, Mango signed an agreement with the ONCE Foundation which has helped the company increase the recruitment of disabled persons by 76%. The agreement was signed within the framework of the Working Together Plan, a project the company has created to improve the employment opportunities of persons with disabilities in its stores, headquarters and logistics centre, in order to promote the training and integration of talent from this group at Mango and in society.

Quality primary education in public schools project

Mango has signed up to the Quality primary education in public schools project promoted by the NGO Educo. The aim of this initiative is to help achieve quality, safe, fair and child-focused primary education in sixty public primary schools located in urban and peri-urban areas of Bangladesh.

Agreement with the Parsons School Of Design

In 2022, Mango signed an agreement with the Parsons School of Design, one of the world’s leading fashion schools. The aim of this agreement is to support the new generation of world leaders in the fields of design and retail through training scholarships. The agreement between Mango and Parsons will have a duration of five years and will involve the creation of a fund of 250,000 dollars to finance the studies and the development of students registered on the MPS Fashion Management Program.







# 9.2

## Our suppliers

Mango encourages long-term relationships with its suppliers, in order to consolidate them on a firm and lasting basis. One of the secrets lies in constant dialogue as a key stakeholder group. The suppliers are aligned with the Mango strategy and participate actively by providing their opinion and key data and information to establish ambitious goals in the company.

All suppliers were given the opportunity to participate in the drafting of the materiality analysis, the results of which determine the priorities in the company's global strategy.

Mango looks for suppliers that are aligned with its goals. Therefore, being members of the Sustainable Apparel Coalition (SAC) and verified in the BRM, Mango looks for suppliers that also comply with the same standards by having a verified Facility Social & Labor Module (Higg FSLM). Suppliers may work with more than one factory for the production of Mango collections.

Said factories may also be used on a non-permanent basis, depending on the characteristics of the product.

Similarly, none of the suppliers works exclusively for the company.

### Sourcing and quality

The mission of the sourcing department is to define the road map and ensure compliance with it for company sourcing in the medium and long term, in order to guarantee the needs of the business in terms of product quality and cost, by minimising the associated risks of operations.

Within the sourcing department, the team of quality analysts and quality at source inspectors are responsible for ensuring that the product received by Mango customers fulfils the needs and standards established by the company. This

Sourcing defines the road map and ensures its compliance for company sourcing in the medium and long term

is a dedicated team that works solely for Mango, whose sole aim is to train suppliers in procedures and requirements, and to train all teams involved in the development, management and monitoring of production runs. The work of these teams is backed up by their years of experience in the sector. They have specialised training in fabrics, patternmaking and industrial textile machinery and know how a factory operates, in order to ensure that the result of the production runs is optimal.



## 9.2. Our suppliers

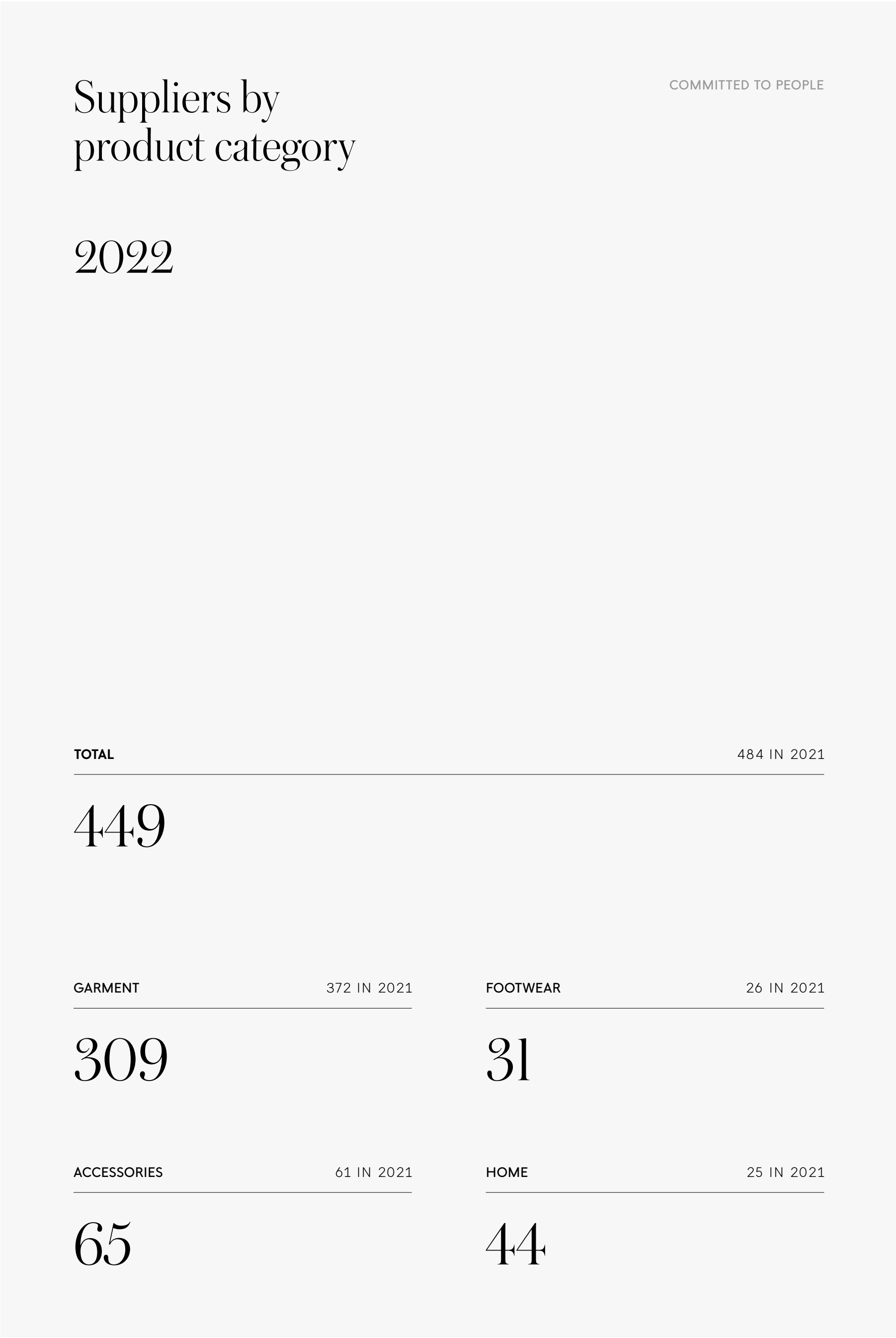
The inspectors at source also evaluate the production factories in accordance with Mango criteria through technical audits, which provide metrics on their technical, organisational, specialist and other capacities. This evaluation helps the sourcing team choose the most prepared factories for each type of product and requirement. The inspectors’ knowledge of and familiarity with the country provides additional value in the selection of factories. As part of our digital transformation Mango has implemented tools that allow it to measure the performance of suppliers through audits at their production centres. These tools provide total visibility of their internal management, making it possible to promote improvement plans that will impact on their results and productivity.

Mango has implemented tools that measure supplier performance through evaluations

**Evaluation of suppliers**

In order to optimise and gain the loyalty of our portfolio of suppliers, Mango suppliers are evaluated every season by various company departments they are involved with, to a greater or lesser degree. As part of the Best project, the evaluation criteria refer to quality, innovation capacity, fulfilment of the requirements demanded by Mango and contribution to sustainability targets, among others. Based on

these criteria, Mango produces a ranking that allows the company to identify the suppliers it can prioritise long-term relations with, by establishing collaboration and continuous improvement plans. These suppliers obtain certain incentives over the others, since they will form part of the Partner Plan, for which a personalised plan is drawn up for each supplier, with performance indicators that allow more precise monitoring. These initiatives help improve the purchasing process and add value to the commercial strategies of both parties. In early 2023, Mango is planning to extend the purchasing policy, in order to include social and environmental aspects throughout the supply chain. This will define the procedures to follow when selecting suppliers, as well as during purchasing and the formalisation of orders.





9.3

Our sourcing map

During 2022, Mango advanced in the traceability of its value chain. The number of factories included in the following table includes tier 1, as well as tier 2 and tier 3 factories. These data are not comparable with previous years, as one year ago they only included tier 1 and tier 2 factories. The complete list with the name and address of the factory, number of employees and type of product is published on the Mango webpage. In terms of production volume, the main supplier market for Mango continues to be China, followed by Bangladesh, Turkey, Vietnam, Pakistan and Morocco. Spain and Portugal are in the top ten production countries.

UNITS PRODUCED

139,527,535 IN 2021

155,159,011

DECLARED TIER 1, 2 AND 3 FACTORIES

2,399

FACTORIES IN PROXIMITY

1,172

MARKET	FACTORIES	%/TOTAL FACT.
Turkey	663	27.65%
China	651	27.15%
India	264	11.0%
Spain	169	7.05%
Italy	150	6.25%
Bangladesh	132	5.5%
Morocco	87	3.63%
Portugal	67	2.79%
Vietnam	63	2.63%
Pakistan	51	2.13%
South Korea	43	1.79%
Cambodia	14	0.58%
Romania	6	0.25%

MARKET	FACTORIES	%/TOTAL FACT.
France	6	0.25%
Greece	5	0.21%
Tunisia	4	0.17%
Egypt	4	0.17%
Japan	2	0.08%
Germany	2	0.08%
Thailand	2	0.08%
Ethiopia	2	0.08%
Hong Kong	2	0.08%
Bulgaria	1	0.04%
Indonesia	1	0.04%
Belgium	1	0.04%
Singapore	1	0.04%

MARKET	FACTORIES	%/TOTAL FACT.
Austria	1	0.04%
Slovakia	1	0.04%
United Kingdom	1	0.04%
Czech Republic	1	0.04%
Brazil	1	0.04%
Netherlands	1	0.04%
OVERALL TOTAL	2,399	100.00%



9.4

Transparency and traceability

Year after year, Mango continues to improve the internal management tools in relation to information on the production factories in order to continue improving the traceability of its supply chain. In 2021, Mango developed a new tool to manage the data provided by suppliers regarding the traceability of its production chain. This tool improved and evolved throughout 2022. On this platform, the suppliers provide exhaustive information on the factories involved in the manufacturing process of Mango products, as well as social audit certificates and data on employees, production and types of processes. The control policy and the production characteristics mean that there is no subcontracting of garment and accessory manufacture by our manufacturers without the authorisation of Mango. Although all of suppliers have a unified production process, occasionally there are special processes which a certain supplier may not possess and which are

carried out by other specialist companies, such as embroidery, printing or washing. In such cases, these productions and factories are known and authorised by Mango.

Transparency Pledge Standard

As a fundamental part of Mango’s commitment to sustainability, it is essential to establish the responsible management of the supply chain which, together with participation of certain stakeholder groups, contributes to transparency and is key in the due diligence of suppliers. Mango prioritises a relationship of trust with them, ensuring that they are aligned with the company commitments, thus guaranteeing the human rights of workers and strengthening the clothing industry in global terms. Aware of the importance of being transparent and of providing access to information in order to fulfil

this commitment, in December 2022, Mango published on its website the list of declared tier 1, 2 and 3 factories that produced its products during the year, making Mango the first major company in the spanish fashion sector to do this. Mango is responding to the commitment it acquired in the International Bilateral Agreement with the Industry trade union (CCOO) to guarantee fulfilment of the international regulations in the Mango supply chain and the requirements of the Transparency Pledge Standard. This initiative, launched by a coalition of nine employment and human rights organisations, is committed to transparency in the supply chains of the clothing and footwear industry, and is urging brands to publish the name, address and other details of their production factories. The publication of the list is part of the Bilateral Agreement between Mango and the CCOO Industry trade union signed in 2018.

Mango is the first company in the spanish fashion sector to publish the list of tier 1, 2 and 3 factories on its website

This major advance in the transparency of the Mango value chain represents, both for the company and the CCOO Industry train union, a powerful tool for strengthening the rights of people who work in the manufacture of Mango products, as well as a means of promoting responsibility in global supply chains within the fashion sector. Mango does not own any factories and none work exclusively in the company’s activities. Some of them may be used alternatively at different times, depending on

the characteristics of the product, which is why the list is updated at least twice a year, as new information is provided. Furthermore, as a goal for 2023, Mango will continue to advance in the traceability audits in order to ensure the transparency of its production chain.

Open Supply Hub (OS Hub)

Open Supply Hub (OS Hub) is a neutral, non-profit organisation involving multiple industry stakeholders. It is an initiative that shows a mapping of factories in the industry and assigns a unique identification number to each one. Its main objective is to become the leading resource for identifying production centres and bring together the different lists of suppliers within the sector on a single platform. The list of factories declared by Mango in 2022 is registered in OS Hub.



# 9.5

## Due diligence in our value chain

The so-called Ruggie Framework to protect, respect and remedy has been the fundamental basis for companies to incorporate human rights aspects within their internal management. To a large extent, they helped raise awareness of the need to develop tools to measure and evaluate the application of human rights in all spheres of activity, both internal and external. The Ruggie Framework has resulted in due diligence policies which are currently pending the approval of the European Union, although in reality several countries have already started to regulate the conduct of companies in this regard. Mango is planning to publish its due diligence policy in 2023. As part of Mango's commitment to work towards defending and respecting universal human rights, in 2014 the company joined the Business and Human Rights working group of the Spanish Network of the Global Compact.

One of the responsibilities of Mango is to guarantee respect for the protection of human rights within its area of influence. This is the basis for working in accordance with the United Nations Guiding Principles on Business and Human Rights and Principle 1 of the Global Compact. Mango believes that it is essential to promote the sustainable development of its supply chain. For this reason the company considers of primary importance to place emphasis on establishing responsible management of suppliers that consider environmental and social issues. Within Mango, the sustainability department participates, together with other departments, in the selection of new suppliers. This is done through prior analysis and verification of the current social audits in production centres, ensuring that they fulfil Mango requirements before the start of production.







# 9.5.1

## Code of Conduct

Mango recognises the significant risks that can arise within the supply chain. For this reason, Mango is very conscious of the importance of guaranteeing the human rights of workers involved in the manufacturing process. In this regard, Mango has established clauses relative to salaries and working hours, non-discrimination, forced labour and freedom of association, among other aspects, in its Code of Conduct. Compliance with the Mango Code of Conduct is verified through social audits conducted by teams of external auditors. The code of social, employment and environmental conduct for manufacturers of garments and accessories for Mango is of mandatory compliance and is included in the

commercial contract the company establishes with its suppliers. This Code of Conduct is based on the principles and philosophy of the United Nations Global Compact, as well as the principles stipulated in the Universal Declaration of Human Rights and the United Nations Convention on the Rights of the Child. It also includes all the applicable conventions and recommendations of the International Labour Organisation (ILO) (in particular, conventions 1, 29, 75, 81, 87, 98, 100, 105, 111, 122, 131, 135, 138, 154, 155, 159, 177, 182 and 183, and recommendations 35, 90, 111, 143, 146, 164, 168, 184 and 190).



## 9.5.1. Code of social, employment and environmental conduct for manufacturers of items produced for Mango

### I. Child labour

Manufacturers shall not use child labour in accordance with the criteria established in the ILO conventions. Furthermore, Mango's policy on child labour is based on the United Nations Convention on the Rights of the Child.

In addition, they shall guarantee that said conditions are extended, wherever applicable, to all the facilities allocated to their employees. Furthermore, in the case of denim manufacturers, they shall not use the fading technique known as sandblasting, which consists of the use of pressurised sand, given the risk to the health of the employees who perform this process.

### 6. Disciplinary measures, harassment and abuse

Manufacturers shall not use corporal punishment, physical or psychological abuse and/or any other type of harassment.

### 8. Remuneration

Manufacturers will guarantee that salaries strictly comply with all the legislation. In addition, the statutory minimum wage will be interpreted as said minimum, and not the recommended level.

### II. Compliance with the current legislation

Manufacturers shall develop management systems, policies and procedures required for correct internal management and the management of their supply chain. Manufacturers must also comply with the applicable legislation for matters not envisaged in the above points.

### 2. Forced and compulsory labour

Manufacturers shall not use any form of forced or compulsory labour.

### 4. Freedom of association

Manufacturers will respect the rights of their employees to associate, organise themselves or negotiate collectively without incurring any form of sanction as a result.

### 7. Working hours

Manufacturers shall comply with the applicable legislation and industry regulations with regard to hours worked. Overtime will always be voluntary and appropriately remunerated. If overtime is worked, a maximum of two hours per day will be accepted. In exceptional circumstances this limit may be modified in the aforementioned situations if reasonable and logical, and at all times with the mutual agreement of the employee, provided the annual total does not exceed the maximum annual hours of overtime envisaged in the legislation of each country.

### 9. Subcontracting

Manufacturers may only carry out production in factories authorised and audited by Mango.

### 3. Health and safety at work

Manufacturers shall guarantee their employees a working environment which is secure (fire prevention, machinery, etc.) and healthy (light, ventilation, hygienic conditions, etc.) and also comply with all the provisions stipulated in the applicable legislation in this regard.

### 5. Discrimination

Manufacturers shall not discriminate in employment and recruitment practices based on the grounds of race, nationality, religion, disability, gender, age, sexual orientation, political association or affiliation or any other situation.

### 10. Environment

All manufacturing activity shall be carried out respecting the environment and, at all times, complying with the envisaged legislation and regulations. All manufacturers shall sign the Mango document committing to restrictions on chemical products.



## 9.5.1. Code of social, employment and environmental conduct for manufacturers of items produced for Mango

### Communication

A copy of the present Code of Conduct must be displayed in the main personnel entrances and exits at the manufacturer's facilities, both in English and in the local language. The aforementioned copy must contain a contact e-mail address of Mango in case any employee requires or wishes to make use of the same.

### Scope of application of the code

All the above points are of mandatory compliance for all manufacturers who work with the Mango group.  
In order to achieve this goal, manufacturers shall authorise the Mango group to carry out, either itself or via third parties, inspections to ensure the application of the present code.  
In addition, they shall allow the supervisors access to the documentation and all means necessary to achieve said goal. Such audits may be carried out according to schedule or without prior notice.

### Acceptance and commitment on the part of manufacturers

All manufacturers accept and undertake to comply with all the points specified in the present Code of Conduct, and any possible subsequent modifications to the same, by signing and stamping all the pages of one copy, which shall always be available at the Mango organisation.

### Auditing

The Code of Conduct will be periodically audited at the different factories and facilities of the suppliers, both internally and externally. Said auditing may be carried out jointly with other organisations (NGOs, trade unions, etc.).

### Corrective action

Any situation which implies non-compliance with the above points shall require corrective action by the manufacturer, within an established period

not exceeding six months. It should be noted that Mango will participate in said corrective action by providing technical support. In cases where the corrective action has not been applied within the aforementioned period or in the event of serious social emergencies or other significant events and the manufacturers have not taken the required corrective measures immediately, Mango will proceed to cancel any relationship with said manufacturer.  
Complaint channel in relation to this Code of Conduct: [lg\\_rsc@Mango.com](mailto:lg_rsc@Mango.com)





9.5.2

Social audit procedure

Implementation of the Code of Conduct

For some years now Mango has implanted a procedure of social audits, conducted in the production sites of suppliers by external auditors. These audits may be initial (in the case of a new factory), follow-up (for the inspection of specific non-conformities) or maintenance (every one or two years, depending on the initial result). To reach a conclusion on compliance with the Code of Conduct, various stages of the auditing procedure are carried out, which will provide sufficient and necessary evidence in this regard. The following areas of performance are audited:

Audited performance areas

01. Child labour

02. Forced and compulsory labour

03. Health and safety at work

04. Freedom of association

05. Discrimination

06. Disciplinary measures, harassment and abuse

07. Working hours

08. Remuneration

09. Subcontracting

10. Environmental aspects, such as waste management, use of chemicals substances, etc.

11. Compliance with the current legislation

12. Governance (internal policies and management bodies)



## 9.5.2. Social audit procedure

### Phases of social audits:

01

International and specific legislative references and general regulations are compiled, although the legislation established in each country or geographical region in which the factory is located shall take precedence at all times. In all cases where such legislation is inexistent or not sufficiently developed, the international regulations established in the ILO covenants and recommendations will be taken as a minimum reference. Furthermore, whenever there is insufficient detail in the application of covenants and recommendations, the generally-accepted practices established in other countries or related initiatives will be taken as a reference.

02

Interview with the factory management about all the sustainability aspects contained in the Code of Conduct, by means of an exhaustive questionnaire. Discussion about the internal social and employment policies and procedures, as well as the applicable disciplinary measures and channels of communication with workers. Depending on the type of product, aspects such as subcontracting of processes or homeworking may need to be covered.

03

Full inspection of the facilities. They will be inspected in their entirety, including the production area, stockrooms, medical service, canteen, toilet facilities, as well as the dormitories or nursery facilities, if applicable. Health and safety at work aspects are also a key part of visual inspection. It will check that the correct emergency signposting exists, as well as appropriate fire-fighting measures and updated evacuation plans. Photographs will be taken of all key points and those requiring improvement, as a reference for the report and to provide evidence of any breach of the Code of Conduct.

04

Random selection of workers and workers’ representatives or trade unions for interviews, from both personnel lists (random) and when inspecting the facilities (managed). An individual and anonymous interview will be conducted with each work selected, covering the factory policies and procedures concerning application of the Code of Conduct, placing special emphasis on contracts, payroll, hours worked, leave and holiday, among other aspects. Furthermore, if there are workers’ representatives of trade union representatives, an interview will be held with them and they will be present throughout the auditing process.

05

Document inspection to verify that the information provided during the interviews is passed on to the management and the workers. The employment conditions contained in the contracts of workers will be reviewed, checking for information on the following aspects:

- Age of the worker, making it possible to confirm that they meet the minimum age requirement.
- Professional category and salary paid, as well as any potential incentives such as bonuses for years worked and subsidies. The salary or payroll records will subsequently be inspected, to confirm that a decent salary is being applied and paid. The number of days and payment method must be specified.
- Nationality, confirming that there is no discrimination or barriers when recruiting.
- Working hours and overtime policy.
- Rest days, holidays and paid leave (maternity leave, sick leave, medical check-ups, etc).
- Dismissal procedure and disciplinary measures.
- Deductions for social security or alternative medical services.

The contract must be duly signed by the worker in agreement with the same. If all the aforementioned details are not mentioned in the personnel files of workers, it must be ensured that the worker is informed through other means (such as notice boards) about the internal policies of the factory, in the local

language, or that they have received the required training from their direct managers. Information regarding training plans will also be checked, as well as evidence of evacuation drills, the minutes of the meetings of different committees established in the factory, etc.

06

Once all the above steps have been carried out, all the information provided will be compiled and a final audit meeting will be held with the management, commenting on all the significant aspects observed and the conclusions that will later appear in the audit report. The audit report contains an overall rating of the factory in terms of compliance with the Code of Conduct and specifies the strong points detected, as well as any potential non-conformities and recommendations. For the management of non-conformities, a corrective action plan is established with the appointed managers and a defined time schedule for each action, in order to ensure they are all implemented within the stipulated time period. The factories will be rated in accordance with the audit results.



9.5.2. Social audit procedure

Results of the social audits

Mango’s internal management tools allow it to access the updated database of its suppliers' production factories quickly. All suppliers must declare their production factories and assign one of the confirmed collections to each one. This way, all the departments involved in the process, such as quality, the purchasing teams and sustainability have access to this information. In 2017, Mango signed up to amfori, the leading worldwide commercial association dedicated to open and sustainable commerce. With the amfori Business Social Compliance Initiative (BSCI), Mango worked to improve the social performance of its supply chain. Being a member of amfori requires signing up to the BSCI Code of Conduct, which is based on the same principles as the Mango Code of Conduct. As part of its policy of working with strategic allies in its supply chain, in 2018 Mango signed up

to Sedex Global to work together on improving the social performance of its chain, in order to have greater control and scope in all its manufacturing countries. Amfori and Sedex are key partners of Mango for improving traceability and optimising performance in the conducting of audits. Many of the factories that produce Mango collections are already members of BSCI/Sedex Global and the number of factories that operate within these systems is increasing. Utilising the BSCI/Sedex Global platforms and working alongside other member brands helps reduce audit fatigue for both the factories and for Mango, given that the management of new audits is reduced considerably. This time optimisation makes it possible to focus more on developing correction plans and conducting more exhaustive monitoring of the progress made.

Social audits by country

The social compliance team of Mango's sustainability department is responsible for verifying that all the factories it works with have a social audit certificate of compliance with the Mango Code of Conduct. In cases where a factory does not have a Mango certificate of compliance, an audit procedure to be conducted by external auditors will be set in motion. These external audits conducted in production plants are carried out by various top-level auditing companies. On certain occasions, the social compliance team participates in the external audits or monitors a specific aspect of the Code of Conduct. In cases where breach of the Code of Conduct is detected, a plan of action and a calendar will be drawn up for the subsequent inspections in the

follow-up audits of the non-conformities. If the appropriate corrective actions for the resolution of the breaches have not been taken, or there are major deficiencies, the appropriate measures are taken with the factory and/or supplier. In order to prevent such practices, Mango applies a zero tolerance policy in situations of child labour, forced labour, serious risk to the health of workers, illegal foreign workers and unethical conduct (corruption). In cases where a situation of this nature is detected, in accordance with the Code of Conduct, the commercial relationship with the producer will be cancelled. All these actions, implemented by Mango’s sustainability department, help fight against any form of modern slavery. The alliances established with stakeholders, the progress made in the traceability of the supply chain and the commitment Mango has made to transparency in communication are the tools

used to fight it. Raising collective awareness within the fashion industry about this situation is also key to eradicating it. Mango is highly aware of this, which is why, together with trade union representatives (CCOO), it is focusing its efforts on aspects such as freedom of association and on establishing workers’ committees in the factories in its value chain that can guarantee ethical behaviour. Training in these aspects and establishing reliable and efficient reporting mechanisms are also a priority within its action plan towards the supply chain. Without doubt, the risk map in the value chain, drafted by the Mango CSR Chair, has been the key starting point to detecting risk factors by production country and is helping us prioritise actions according to requirements. In 2022, the number of social audits conducted totalled 1,803 (2021: 297).



9.5.2. Social audit procedure

# Evaluation of factories

After conducting the social audits, the results are evaluated following the standardised protocol of Mango production centres. In 2018 a new system of rating factories was implemented, in line with the amfori results standard. This awards ratings from A (the highest rating) to E (a rating equivalent to rejection, and therefore the lowest one) according to the non-conformities found, in accordance with the Mango Code of Conduct. The same rating criteria as the one used by the Mango quality department is adopted, allowing the standardisation of factories in various aspects. At the end of 2022, 100% of Mango production and processes factories (tier 1 and 2) were rated according to this criterion. 36.9% obtained an A (2021: 31.7%), 24.2% obtained a B (2021: 24.7%), 33.3% obtained a C (2021: 38.3%), 4.5% obtained a D (2021: 3.6%) and 11 factories obtained an E (2021: 18 factories). The evaluation of tier 3 factories was not

possible owing to the lack of measuring criteria and some standardised and accepted certifications that would make it possible to produce a fair result. By including the declared tier 3 factories in the analysis, the 2022 data are not comparable with the 2021 data, which only include tier 1 and 2 factories.

SAC tools

In early 2020, Mango signed up to the Sustainable Apparel Coalition (SAC), the main alliance of the textile, footwear and clothing industry for sustainable production. The SAC has developed the Higg Index, a suite of tools that standardises the measurement of sustainability in the value chain for all industry participants. These tools measure environmental, social and employment aspects throughout the value chain. With these data, the industry can identify critical points and

areas for continuous improvement in sustainability performance and in this way achieve transparency on all levels, as demanded by Mango's partners and consumers. Since 2021, Mango has considered the Higg Facility (Higg FSLM) social and employment model the standard for social auditing by Mango's social compliance department, given that it requires compliance with all the aspects contained in its Code of Conduct. Production centres can use the Higg FSLM rating to understand the critical points and therefore dedicate resources to making lasting systematic changes, instead of merely focusing on compliance. Mango aims that all of its production will be carried out in factories that are Higg FSLM verified by 2025. By using this tool, Mango aims to contribute to the effort being made by the entire industry in order to promote significant changes in the social and employment conditions of global supply chains.





# 9.5.3

## Training for suppliers

Following the excellent results of the training given in China and India in 2017, Bangladesh and Turkey in 2018, Spain and Portugal in 2019, and Turkey, Bangladesh, India and China in 2022, Mango is committed to continuing its training at source programme, adapting it to the new circumstances and translating these attended training courses to the online format until the global restrictions allow training at source to resume. These training courses are given directly by Mango’s sustainability and quality departments, together with some of the company’s strategic local partners. The main objective is to encourage capacity building in order to improve working conditions, and raise awareness about aspects related to environmental and human rights issues in the value chain, so that we can improve sustainability worldwide. Through the training sessions, Mango is able to establish a channel of direct dialogue with suppliers to discuss internal procedures.

These training sessions have been highly valued by both parties and will therefore be conducted in more countries, increasing the focus of the issues covered in these sessions. The new Mango suppliers do specific online training on all the departments involved in the manufacturing process of the collections through Mango's internal training platform, Mango Hub e-learning, launched by the company in January 2020. Through this platform, the new suppliers registered on the system receive specific training that includes interactive and multimedia content, based on the new quality and procedures manual, which includes new features such as explanatory videos and interactive exercises. Training the supply chain helps promote due diligence and reduce the number of breaches during social audits, thus reinforcing Mango’s commitment to improve conditions in production centres.

### Third Vendors Day

In line with this commitment, in March 2023 Mango will hold the third Vendors Day, an online meeting point to inform all suppliers of the projects that the company has implemented and of which they play an important role in. It is worth noting the participation of the top management, which will explain the Mango commitments and goals for the coming years, thus involving all the suppliers in the company’s value chain. Various departments involved in the product have the opportunity to explain the latest news in each area, as well as the latest changes in the digital transformation of the company. The participating departments include sustainability, projects, sourcing, supplier performance, quality, labelling, product and logistics, among others. As part of the content of this training, in addition to the advances in some key projects in

### New Mango suppliers do specific training on all the departments involved in the production process

the environmental area, relevant aspects such as Mango's goal for 2023 in relation to traceability and transparency throughout the supply chain will be included. It also highlighted the importance of compliance with the Mango Code of Conduct, placing special emphasis on child labour, freedom of association and decent salaries. In this edition, a reminder will be provided about the importance of the Sustainable Development Goals of the United Nations 2030 Agenda SDGs for the company when establishing relationships with stakeholders, which serve as a reference in the company’s Sustainability strategy.



# 9.5.4

## Suppliers grievance mechanism

The Mango Code of Conduct provides an e-mail address to channel complaints or breaches from any company location. No reports were received via this channel in 2022.

In order to improve its efficiency, Mango is participating in a pilot project to establish an anonymous complaints procedure for employees and provide an action plan that is more effective than the current one.

The usual channel for notifying breaches in production factories in the Mango chain is via local trade unions or non-governmental human rights organisations.

In such cases, a ruling is issued jointly by Mango, CCOO trade union representatives in our bilateral agreement and other potential stakeholders involved.

Access to the appropriate grievance mechanisms is key to guaranteeing an effective and immediate solution for the companies, workers

and communities. Solid and reliable complaints procedures make it possible to resolve issues proactively as they arise, before the confidence of workers or the community erodes, or becomes more complicated.

They are a valuable tool for detecting current and potential future problems, and offer good guidance on how to improve commercial operations for all stakeholders.

With this in mind, the amfori Speak for change (SCGM) programme was launched, in order to allow the workers in the supply chain a means to express their complaints when other procedures do not provide solutions or a satisfactory remedy.

Through Mango’s participation in the amfori Speak for Change pilot project, in 2022 Mango received alerts via the grievance mechanism with regard to human rights, specifically irregular situations in a factory in Vietnam, which were resolved in conjunction with other stakeholders.





# 9.6

## Our teams

The creation of quality employment and the stability of its teams are key to the success of Mango. The company wants to remain a modern and committed company in which employees are able to grow and develop professionally. Stability, dialogue, training and recognition are the pillars on which the company develops its daily activities as transformative agents to face new challenges and achieve key objectives. Mango treats as one large family all the employees that make up its organisation. To guarantee the well-being of employees, various departments focus on the continuous improvement of their working conditions, as well as ensuring their health and safety.

### Profile of the team

At the end of 2022, Mango had over 14,000 employees, 1,934 of whom worked at the Hangar Design Centre and at its headquarters in Palau-Solità i Plegamans (Barcelona). Beyond the statistics, Mango is made up by a young and enthusiastic team, with an average age of 32, and 78% of which is female. Mango currently has 22% international profiles (born outside Spain) in its central services. Throughout 2022, 79 new employees with an international profile joined the company. In terms of the average workforce, an increased headcount was observed in the average and at the end of the financial year, explained by the recovery following the temporary closures caused by the Covid-19 pandemic. As for groups, an increase can be observed in the headquarters personnel profile. Mango is committed to reinforcing more technical and digital profiles in order to balance the organisational structure. There has also been an increase in the logistics structure, as a result of the continued expansion of the online channel. All the above data refer to the consolidated group, unless stated otherwise.

### Remuneration policy and salary gap

The Mango remuneration policy guarantees equal salaries and rights for all employees, rejecting all forms of discrimination, direct or indirect, irrespective of age, gender, race, ethnicity, religion, sexual orientation, social status, marital status, nationality, public opinion or family responsibility.

### Average workforce 2022

TOTAL	13,006
Women	10,160
Men	2,846
AGE	
< 30	6,290
30 - 50	6,158
> 50	558
PROFESSIONAL CATEGORY	
Top and middle managers	2,073
Store personnel	8,421
Headquarters personnel	1,752
Logistics personnel	760

### Workforce 30/12/2022

TOTAL	14,082
Women	10,891
Men	3,191
AGE	
< 30	7,068
30 - 50	6,371
> 50	643
PROFESSIONAL CATEGORY	
Top and middle managers	2,037
Store personnel	9,453
Headquarters personnel	1,762
Logistics personnel	830



9.6. Our teams

Consequently, Mango adopts a policy of gender equality, with no difference between the salary received by a woman to that received by a man for a job at the same level. In the case of structural personnel, the fixed remuneration is established at the market rate and the level of skills and experience contributed to the position. Variable remuneration is established on the basis of annual targets, together with the participation in Mango results. Salaries are reviewed annually on the basis of development and the salary position of the employee within the salary band. As for the stores team, the system is based on a fixed salary defined by a collective bargaining agreement or, in its absence, internal salary tables, and a salary complement based on sales. For the correct interpretation of the quantitative data on average remuneration, it is important to note that at the base of the Mango pyramid, women account for approximately 80% of total company employees and that this undoubtedly has an impact on the result. In organisations whose pyramid base is made up mainly of females, the result is more likely to produce a difference in the average salaries of men and women, in favour of the former when the data is analysed as a whole. The adjusted salary gap was calculated based on an approved methodology that allows correct comparison of the positions of equal value in accordance with the new architecture of positions, which allows us to comply with the requirements of suitability, totality and objectiveness contained in article 4 of Spanish Royal Decree 902/2020. In 2022, Mango also completed, with a positive result, the remuneration audit linked to the approval and negotiation

of the equality and diversity plan. The following aspects were analysed in the remuneration audit: evaluation of positions, fixed remuneration, variable remuneration, total compensation strategy, social benefits, salary increases, new recruits, promotions and departures. The results of the same reveal that all gender policies guarantee effective equality. On this basis, Mango established an action plan that included a chapter on equality plan remuneration. During 2022, Mango has implemented all the actions referring to the policies of new recruits, promotions and merit increase, as well as a reorganisation of the policy of bonus plans and eligibility criteria. Furthermore, Mango has implemented specific repositioning actions. As a result, Mango has managed to narrow the adjusted gap in Spain from 2.7% in 2021 to 1.82% in 2022 (see average remuneration section). In 2022, it has been possible to reduce the gross global salary gap, calculated as the difference in remuneration between men and women/remuneration, being 22.56% versus 24.6% in 2021.

Equality plan

With a qualitative and quantitative diagnosis of the 2021 data, Mango has worked on the development of an equality and inclusion plan that will allow the company to replace the existing one. To draft the document, around seventy measures were agreed to improve and correct the processes of recruitment, contracting, promotion and training. Measures were also proposed in the spheres of health and safety, conciliation between work and

Average workforce 2021

TOTAL	11,641
Women	9,152
Men	2,489
AGE	
< 30	5,356
30 - 50	5,911
> 50	374
PROFESSIONAL CATEGORY	
Top and middle managers	1,952
Store personnel	7,484
Headquarters personnel	1,627
Logistics personnel	578

Workforce 30/12/2021

TOTAL	12,762
Women	10,048
Men	2,714
AGE	
< 30	6,240
30 - 50	6,113
> 50	409
PROFESSIONAL CATEGORY	
Top and middle managers	2,028
Store personnel	8,370
Headquarters personnel	1,696
Logistics personnel	668



## 9.6. Our teams

personal and family life, and employment conditions. Finally, a special section has been included in the equality and inclusion plan with measures aimed at employees who are victims of domestic violence, as well as collaboration proposals with organisations that work to help this group. Mango believes in and works to create a diverse and inclusive culture. Mango is a company with a strong international presence and makes every effort to extend this policy in all the regions in which it operates. Said international presence allows the company to have a diverse and multi-cultural team. Mango complies with the legal requirements established in all its subsidiaries. Whenever required by the legislation, it provides details on the salary gap, equality, diversity and the inclusion of disabled people. At international level, Mango counts on the Rapport d'égalité homme et femme in Belgium; the Accord d'égalité homme et femme in France; the Rapporto uomo/donna in Italy; PFRON (State Fund of Rehabilitation of Disabled Persons) in Poland; the Gender Pay GAP in the United Kingdom; the Analyse de l'égalité salariale selon la LEg in Switzerland; the Work power report or workforce in Turkey and the report on occupation and the employment of disabled persons in Ukraine, among others.

### Harassment protocol

In 2022, Mango updated its protocol for prevention and action in the event of harassment and violence in the workplace.

The company is aware that inappropriate conduct may occur within the organisation, which is why, through this protocol it wishes to manifest its commitment to zero tolerance towards any person who promotes, encourages and/or tolerates a situation of psychological, sexual or gender-related harassment or any other form of offensive, discriminatory or abusive conduct that may occur in the organisation, in accordance with the Mango Code of Ethics. Conduct such as verbal abuse, intimidation, threats and humiliation, physical violence, sexual harassment or discrimination on the basis of gender or origin, among others, is conduct that Mango does not tolerate. Such conduct may result in situations of psychological, sexual and gender-based harassment, or other forms of violence, which constitute a risk to health and infringe the fundamental rights of people. Mango is committed to promoting, implanting and supporting all the actions contained in the Harassment protocol and urges all employees to observe it, from their own position of responsibility and function within the organisation, in order to make it a success. This new protocol is a tool that is simple to understand and allows Mango employees to see that situations of conflict and/or harassment exist, as well as their related conduct, making it easier to identify them. Similarly, it refers to a single grievance mechanism (ethics@mango.com) and explains the process, stages and resolution times for complaints, as well as the presentation of an acting committee that will investigate any cases reported. From 2023, Mango has acquired a firm com-

mitment to carry out actions to raise awareness and train all employees in prevention and action in the event of harassment and violence in the workplace.

### Average remuneration (global, consolidated group)

The average remuneration includes the total gross sum received during the year (fixed and variable salary) for active employees at the end of the year. This information groups together 35 countries and positions of different importance which therefore are not representative in terms of salary differences. However, the average salary for women is 24,825 euros in 2022, compared to 22,929 euros in 2021. The average salary for men in 2022 is 32,057 euros, compared to 30,889 euros in 2021. As explained previously, in order to interpret the data, it is important to bear in mind that in the base of the Mango pyramid, the female gender accounts for a greater proportion. Specifically, in stores 84% of the teams are female, which undoubtedly has a significant impact on the result. From the data analysed, it can be observed that the increase in the company's average remuneration in 2022 can be attributed to different factors. Mango focuses on improving the salary conditions of store personnel in different countries by adjusting them to living wages. Furthermore, the company has implemented specific repositioning actions within positions in the Mango structure. Finally, in order to complete the interpretation of remunerations, we

should take the following additional factors into account. Mango's exit from Russia has impacted the overall average remunerations. Furthermore, the inflation in Turkey (the third largest country in terms of headcounts) has also affected the figures. Finally, it should be taken into account that in the first quarter of 2021 there were Covid-19 restrictions in certain countries and this has affected sales incentives, whereas 2022 can be interpreted as a normal year.

### Remuneration of directors and top managers

The average salary of the Mango board (made up of four men) is 1,610,061 euros in 2022, compared to 1,222,540 euros in 2021. With regard to executives, the average remuneration of men at Mango is 356,292 euros, compared to 281,502 euros in 2021\*. As for women executives, the average remuneration is 351,673 euros, compared to 359,165 euros in 2021\*. The variations are derived from changes in board members and an increase in the payment of incentives linked to results. The figure for the average remuneration and board members and top managers at Mango includes the gross total, taking into account the variable component and salary in kind.

\* Data recalculated in 2022 for 2021.



9.6. Our teams

Average remuneration  
(overall, consolidated group)

2022	2021
< 30	< 30
30 - 50	30 - 50
> 50	> 50
Top and middle managers	Top and middle managers
Store personnel	Store personnel
Headquarters personnel	Headquarters personnel
Logistics personnel	Logistics personnel



# 9.6.1

## Organisation of working hours

Mango is committed to complying with work and rest times, in accordance with the legislation and collective bargaining agreement in each country. At Mango headquarters, the company operates flexible working hours, empowering people and adopting a position of responsibility and trust, thus promoting internal equality. This policy also allows Mango to position itself in the market, in order to attract and retain talent, by promoting inclusion and diversity. In order to offer employees greater autonomy and flexibility with regard to working hours, entry and exit times are flexible, with one hour for lunch, which may be reduced to 30 minutes in order to leave 30 minutes earlier. As for the working calendar, depending on the hours established in the applicable collective bargaining agreement, excess annual work time is accumulated in a balance of hours to be enjoyed throughout the year at the choice of the employee. This makes it possible to establish

more intensive and reduced working hours on the eves of public holidays, as an alternative way of achieving a work-home life balance. In 2022, the working calendar established four intensive working days, reduced on eves of public holidays, days in which the working hours were from eight in the morning to two in the afternoon. With regard to being present in the offices, the goal of Mango is to seek a balance so that the new work model is compatible with the needs of the business and those of company employees. The work model must help Mango take into account the diversity of professional profiles that make up the teams. For this reason, Mango has defined the policy based on the different groups it has in its headquarters, logistics centres and stores around the world. Thanks to this division of work profiles, Mango is able to establish a model that best suits the characteristics and needs of each employment position and business.

### Teleworking by areas

The distribution of work hours by discipline is as follows: store teams and logistics, 100% presential; design, 100% presential; general services, 100% presential; headquarters departments, one or two days per week (up to 30%) of teleworking, and technology department, two or three days per week of teleworking (up to 50%).

### Working hours in stores

With regard to the stores team, the following aspects are taken into account when planning working hours:

- The workforce and employee contracts (no. of weekly hours/employee).
- Busiest days of the week.
- Busiest hours of the day.
- Country legislation.

- Distribution by periods of the year (increased sale dates and reduced sales periods).
- Various commercial actions (Shopping Day, Black Friday, etc.).
- Opening times and activity in store (reception of orders, preparing products for display, till close and tidying/cleaning the store).
- Opening hours (taking into account opening and closing times, and concentrating the work hours spent in the selling space into days, times and peak hours).

Based on these factors, the manager of each store is the person responsible for organising the working hours.

### Implementation of employment disconnection policies

Mango has a brief policy of digital disconnection,

which is contained within the rules of use for IT systems. For 2023, the goal of the company is to develop a new protocol, accompanied by awareness campaigns for the different groups, particularly those who work at home and for whom the lines between personal and professional life may be blurred.

### Absenteeism

The total number of absenteeism hours in 2022 at Mango was 863,818 hours (2021: 705,293 hours). The increase in absenteeism is due to the increase in headcounts and the effects of the pandemic, in which an increase has been observed in psychological pathologies and anxiety, osteo-articular pathologies and short-term sick leave due to viruses. The majority of incidents are very short illnesses where the virus is present. It does not include leave or other types of absence.



# 9.6.2

## Conciliation

Mango’s remuneration model is complemented by various benefits that help improve the well-being of employees.

**Benefits**

- Flexible hours and intensive working day on Fridays and eves of public holidays at the headquarters.
- Teleworking for applicable groups.
- Attention to the personal or circumstantial needs of Mango employees wherever possible by adapting the working week or working hours, or suspending the contract or granting leave, beyond what is stipulated in the standard legislation, subject to organisational requirements.
- Improvement of leave established in the legislation for medical visits by employees.
- Medical service at the headquarters.

- Training in languages, mindfulness and personal development programmes, among others.
- Canteen service and kitchen at the headquarters. The company subsidises part of the daily menu, as well as canteen products.
- Lunch vouchers for certain countries and/or groups.
- Free company transport from Barcelona and El Vallès to the headquarters.
- Physiotherapy service at the headquarters, as well as a fitness room and changing facilities.
- Flexible remuneration package with tax benefits: medical insurance, training, canteen discount, nursery schools, etc.
- Showroom market to renew the wardrobe twice a year (Spain). All proceeds from sales are donated to social

- action projects carried out by the company.
- Availability of rooms for breastfeeding at headquarters.
- Reserved parking spaces for expecting mothers at headquarters and at the Lliçà d'Amunt logistics centre.
- Health insurance payment for disabled employees.
- International mobility. The international nature of the company facilitates the geographical mobility of employees who request this.
- In addition, when new positions to be covered become available, staff are offered the opportunity to request a change of department.







# 9.6.3

## Health and safety

The team is Mango’s most important asset, which is why it implements policies to guarantee continuous health and safety in the workplace. The aim of the Mango health, safety and well-being policy is the development and promotion of strategies that improve working conditions for the physical, mental and social health of employees, and to promote and consolidate safe and healthy work habits.

The management of occupational risk prevention at Mango is established in the risk prevention plan and is part of the overall system of company management.

This plan contains the company’s commitment to provide a secure and healthy working environment and defines the goals and procedures in order to achieve this.

To guarantee the suitability of the risk prevention management system, external audits (every four years) and internal audits (every year) are conducted as control systems that make it pos-

sible to detect any non-conformities and remedy them by taking corrective actions. In addition, to ensure the appropriate participation and consultation about health and safety on the part of all employees, different communication channels are available (Teams and Mango Solutions Centre). Throughout the year, activities are carried out to guarantee health and safety in the workplace. The main ones are set out below.

### Risk assessments

Identify and assess the risks associated with the employment positions as part of the cycle of continuous management improvements, making progress in all aspects of the health and safety of employees. These assessments are conducted both in offices and warehouses at the headquarters, and in stores. Similarly action plans with preventive and/or corrective measures are drafted, managing work inspections, emergency



### 9.6.3. Health and safety

plans and other procedures. Another Mango aim is to ensure that the services rendered by external companies or personnel, contracted or subcontracted, are executed according to the safety measures established by the legislation and/or the company's internal regulations. Periodically, safety visits are made to work centres to verify and guarantee optimal working conditions and promote safe work habits.

#### Risk notifications

To involve employees in continuous improvement, there is a procedure allowing them to notify any situation of risk or make any suggestion to improve the working conditions. Mango makes a communication channel available through the Mango Solutions Centre to allow employees the opportunity to report any incident, so that it can apply measures to eliminate or minimise it.

#### Risk prevention training

Mango works continuously on the design of new training courses aimed specifically at employment positions in the company. When an employment position is created, a risk assessment of the position is conducted and the training needs for the position are detected. In this training, Mango provides information on the principal risks and measures to bear in mind to avoid heath risks. The company also gives training courses on fire-fighting, emergency equipment and first aid.

#### Coordination of company activities

To guarantee the safety of external personnel who work in the company's facilities and ensure that the activities of external companies do not generate risks to its employees and vice versa, various actions are carried out (coordination

meetings, exchanges of information and safety instructions, allocation of preventive resources, etc.) These actions aim to ensure that the activities of other companies are duly coordinated to prevent or minimise risks at Mango facilities.

#### Managing emergencies

In order to ensure, in the event of an emergency, that no harm occurs to employees, simulations and control procedures are carried out to identify and correct potential incidents, both in our operations and in fire-fighting equipment and offer guarantees in the event of a real emergency. The main activities focus on the correct working order of the fire-fighting equipment, the continuous training of first responder teams, alarms and evacuation procedures, and defining the procedure to follow in the case of an emergency.

#### Health monitoring

Health monitoring activities are carried out by the company's medical service, which is part of the Health&Safety-Wellness department. In stores this is conducted through a network of health-care centres. In addition to necessary medical attention, periodic check-ups, vaccination campaigns, etc., personalised activities are carried out to promote healthy living, such as monitoring chronic processes or advice on healthy habits. In parallel, during 2022 various projects were carried out to improve the health and safety protection of Mango employees, and to promote health.

#### Management of Covid-19

During the first few months of the year, Mango continued to monitor the evolution of the Covid-19 pandemic. The company updated the

protocols for the prevention of covid infection in each country, in order to reduce the risk of infection in its facilities and guarantee the safety of its employees and customers (stores and headquarters), until the pandemic situation normalised in the majority of countries in which the company operates.

#### Procedure for the protection of security on business trips

In order to guarantee the safety of company employees who travel for work, in 2022 Mango implemented the Expert Care tool, which allows the company to assess the risks of the destination country in terms of health (health risks) and safety (risks related to safety, such as attacks, violent demonstrations, natural disasters, etc.). This tool also informs travellers of such risks and the preventive measures to bear in mind before travelling, and monitors all teams in order to



### 9.6.3. Health and safety

manage any potential emergency situation that may arise in the destination country.

#### Safety improvements in stores

For Mango, the health and safety of its customers and employees is one of its maximum priorities as a company. For this reason, the company works every day to improve the safety conditions in its stores and make them safe places. In 2022, the company implemented various projects to achieve this aim: safety improvements to storage systems in all stores, training in managing emergencies for all store managers and improvements in Health&Safety training procedures for all new employees in stores (linked to onboarding). In 2022, Mango launched a managing emergencies training pill for all store managers in order to provide the necessary skills to organise and direct actions in the event of a possible emergency in the store in an efficient way, while guaranteeing the safety of employees and customers.

#### Implementation of the procedure to coordinate company activities in stores

In order to guarantee that external companies that carry out tasks in Mango stores comply with the legal requirements and internal company regulations, Mango has implemented a procedure to control the risks associated with tasks carried out by external companies at Mango facilities. The procedure has been rolled out in: Portugal, Andorra, Mexico, United States, Germany, France, Italy, Luxembourg, Austria, Switzerland, Belgium and the Netherlands.

#### Promotion of wellness and health

In 2022, Mango promoted various actions aimed at promoting wellness and health. Coinciding with International Health and Safety at Work Day, Mango celebrated the safety month with different proposals in themed weeks, such as

the sport week with toning sessions, stretching, yoga; food and health week with healthy breakfasts and Mediterranean menus, a healthy recipe competition and nutrition workshop; and wellness week with sessions on mindfulness, laughter-therapy and a workshop on managing stress and anxiety. The average rating of the activities was 8.3/10. In late 2022, Mango conducted a health diagnosis, based on healthy living habits and other available health indicators. This diagnosis was conducted to promote better health and wellness among its teams, through actions that make it possible to work on health aspects that were identified as being the most necessary, as well as their interests in the sphere of wellness. This diagnosis resulted in a 2023-2024 strategic plan with actions aimed at improving these health indicators and provide a response to their interests with an action plan that includes various health improvement proposals.



9.6.3. Health and safety

\* Frequency index= (No. of accidents (with sick leave)\*1,000,000) / Hours worked  
\*\* Gravity index= (Days of sick leave\*1,000) / Hours worked

2022	2021
FREQUENCY INDEX*	FREQUENCY INDEX*
Women5.74	Women3.55
Men5.86	Men4.66
TOTAL5.77	TOTAL3.79
GRAVITY INDEX**	GRAVITY INDEX**
Women0.13	Women0.10
Men0.13	Men0.11
TOTAL0.13	TOTAL0.10
NO. OF ACCIDENTS WITH SICK LEAVE	NO. OF ACCIDENTS WITH SICK LEAVE
Women98	Women56
Men28	Men20
TOTAL126	TOTAL76



# 9.6.4

## Training

Mango is committed to the professional development of its teams. For this reason, it is essential to provide training programmes which add value to the employee so that they can improve their day-to-day work in the employment position.

The company’s training and personnel development policy aims to allow the organisation to achieve its strategic goals. To achieve this, Mango has a talent department which promotes the required aspects, in terms of technical, interpersonal and professional skills. The training activities are conducted worldwide, both in stores and at the company headquarters.

In 2022, Mango continued to strengthen the role of leaders with new development courses, both in company offices and in its sales network. Mango recognises the importance of roles of responsibility as key to professional excellence and to the development of people. Personalised

training and mentoring events are the tools used to adapt to this new situation. The main projects promoted in 2022 were:

**Portfolio Learning Solutions**

In 2022, Mango maintained its online training courses and resumed presential training courses for key projects for the business and achieving company goals. Since the start of 2022, in the technological sphere, Mango has held workshops on 'Improving relationship style and how to improve feedback', with 74 participants.

Mango divides these webinars or presential training courses according to the general skills of the company: ownership and accountability, customer orientation, analysing and resolving problems, results orientation, collaboration, team work and communication, initiative and innovation. In the customer orientation skills, some

of the webinars Mango offered were: 'Customer centric mindset', understanding the importance of service quality, communication and interdependence among its internal customers and how this impacts on the external customer of Mango; 'Customer fundamentals', how Mango applies its new selling decalogue to different stages of the employee journey in their store, and the services Mango can offer each one, to increase sales and improve the customer experience.

In results orientation, Mango has worked, among other aspects, in 'How to establish SMART goals', understanding the importance of setting professional goals and incorporating SMART methodology as an efficient tool for working by targets, and 'Improving personal productivity in order to maximise results by setting targets from the start to the end of the day', given that planning and organising one’s self is essential to be more efficient and reduce distractions.

Regarding initiative and innovation, Mango offered the training courses such as 'Promoting innovation', which aims to: develop proactiveness and creativity of people to take on innovative projects, provide novel response to problems and professional challenges, stimulate the spirit of innovation and creativity as a source of systematic identification and exploitation of opportunity and problem solving through design thinking.

In the core ownership & accountability skill, 'Managing your business', through training in commercial management, the programme explains the different indicators that impact on the business and which levers may be activated to improve results from the area of responsibility of each employee, as well as the actions that may be taken to optimise store management and achieve overall targets, and 'Managing your project', which aims to understand what a pro-

ject is and what the role of the project manager is, understand the importance of project life cycles and understand the implications of project management, know the basic elements for good planning and how self-organisation can help achieve the strategy. In analysing and resolving problems, Mango has given training such as 'Development of a strategic vision', in order to propose appropriate solutions for each situation analysed. In this programme, various guidelines are given on how to scale the problems that present themselves. On the other hand, the 'Managing change course', in both presential and virtual format, within a constantly-changing and transforming environment, explains the personal and professional impact this can have. Finally, in collaboration, team work and communication, Mango included the training course 'Learn how to maintain convincing and impactful communication', developing your personal



## 9.6.4. Training

skills to increase efficiency and improve your own communication style individually and with your teams, and 'Effective and participative meetings', rediscovering how by using appropriate collaboration tools we can obtain visible results that will allow us to achieve the proposed goals.

### Leadership and development programme

The leadership and development programme aims to provide Mango managers with the basic leadership tools to manage people. The programme works from the perspective of self-awareness of relationship and communication style and introduces a new model of leadership and its four skills (execution, management, development and delegation) as well as how to apply them to behaviour and specific actions. Mango uses a situation leadership model through a culture of feedback that explains the

different interactions that should be considered when adapting to a diverse environment. Mango provides the training in a presential manner for its teams located at company headquarters and for its retail leaders, reaching its store managers in an initial session. It has also been included in the onboarding for managers for new employees in all company departments.

### Sustainability and circular economy

Sustainability and circular economy are increasingly becoming key themes in the sector. Therefore through the talent department, Mango offers different training actions aimed at improving knowledge about sustainability and circular economy. In 2022, Mango provided a training course for designers and purchasers in which they learned about these concepts and saw potential prac-

tical examples of how to improve the design and manufacture of garments. The company also incorporated a new 3D patternmaking technology and at the same time is training its patternmakers.

### Team cohesion and communication workshops

Mango has implemented programmes related to team cohesion by incorporating tools about relationship style, such as Test Bridge. In these sessions, the company counts on natural teams to promote self-awareness, empathy and improving communication skills, in particular the ability to provide constructive feedback.

### Coaching processes

Coaching processes are meetings structured to help the coachee-manager develop themselves





## 9.6.4. Training

within a specific area. The coaching agenda focuses on dealing with specific themes aimed at improving the skills of a manager within their role. To achieve this, specific targets and an action plan are established. In 2022, Mango carried out seven external coaching processes for management positions and a team coaching process. As a new feature, Mango has included team coaching as a key dynamic for developing high-performance teams. These sessions operate under the premise that by generating trust and closer ties among team members, better results are achieved.

### E-learning platform

This is the first company online training platform integrating Mango (LMS) systems. This platform features training content in various themes, in order them to be given in any location and at any moment for headquarters and logistics employees. Some of the themes are related to the Mango skills catalogue: eyes always on the prize, the customer comes first, the road to success, innovate, active listening, all onboard, decision-making and manage your career are just some examples of these. This will also help the company improve the technical skills of its employees: Adobe, computer applications, presentations and planning tools, among others. These training pills will be available in all languages, in order to simplify their use and understanding, and offer teams a better experience.

### Retail talent

In 2021, Mango commenced this initiative in order to train its international teams and franchisees, in order for them to receive all training content, irrespective of their location. This way, the company offers an e-learning platform that contributes to their self-development and standardises the customer and employee experience in all stores.

### Self-training platforms for IT personnel

In order to offer its IT teams constant recycling, training them autonomously in artificial intelligence, operations, data and UX design, among others, Mango offers its teams access to specific resources for their day-to-day work, via platforms such as O'Reilly and Udemy Business.

### Data academy

Data Academy TOOLS is a 7 hour training course that aims to give the Mango team data analysis skills, in order to improve the data literacy of the company. Through various online training pills and hands-on training sessions, Mango is learning how to analyse the data provided by company tools. In February 2022, this was continued with Data Academy CODE, a 5 hour programme in which Mango learned how to analyse data via coding. Basic programming knowledge is required in order to participate in this course.

### Language courses

In its language courses, Mango offers training in various languages: English, French, German, Italian, Spanish and Portuguese. In 2022, the course was held from January until November. In 2022, Mango also included intensive online courses in which individual classes were given adapted to the needs and level of the participants. For the first time, Mango offered this course to its retail employees. Thanks to this course, it has been possible to train over 300 employees in different languages.

### Onboarding and early development

For its store teams, Mango is committed to development and continuous training by constructing the employee journey to standardise the employee experience in each position. Online training pills, interactive courses that combine theory and practice with exercises and real case studies are helping Mango to boost the content and presential training it resumed in 2022. The company has added new retail on-boardings: sales team onboarding, management team onboarding and visual merchandiser onboarding. In these courses, Mango has opted to transmit the culture and values of the company, discover the store, its organisation and procedures, know the components that make up the team and their goals, discover and learn the required skills for the position, gain trust and promote efficiency in the new role from the start, know the expectations of the position and know what

is required to achieve the goals, obtain basic knowledge of the product and the store image and acquire the skills to approach customers and provide a unique customer experience. These onboarding courses have the support content of daily briefings guide, checklist of content, evaluation on completion of the course and a feedback questionnaire.

### Product & VM experts

For its production and visual merchandising experts, Mango has created a series of virtual and presential courses to allow them to gain the confidence and required skills to create an image in their stores, which will allow the company to offer its product in the most appealing way. The aim is to standardise best practices and standards to implement in all stores and Mango product lines in an independent manner: keys to Woman VM, keys to Man VM, keys to Kids VM, preparing for the sale period, accessories and suit alterations.

### Retail training model

Mango's high performance stores are leading stores in each area with excellence in the four pillars of retail strategy: product & VM, customer service, leadership and store operations. These stores aim to train retail managers, whether internal promotions or external recruitments, detect potential profiles and work on their individual development plan, so that they can take on different roles or increased responsibility

within the company. These stores also aim to act as leading stores in terms of the desired standards in the Mango business model and to give refresher training to different teams, as well as supporting the teams of new store openings that are taking place in the area, by training the new employees and sharing best practices that can be applied to their day-to-day work and support other international store openings where their expertise is required. Mango currently has twelve high performance stores (ten in Spain and two in Portugal). However in 2023, Mango plans to roll out a project for 40 stores in 2023 (Spain, Portugal France, Italy, the United Kingdom and the United States). With regard to store trainers, this is a new store role which the company has identified as a senior person in the sales team and an expert in their role, or with major potential who can take on greater responsibility as part of their development plan. This person will be responsible for training the entire sales team in their store, and guaranteeing the communication and transmission of new training actions or materials. It will also be a key profile that will mentor the employee during the first days of onboarding, as well as giving feedback with possible improvements. Today, Mango has identified this role in all stores in Spain, Portugal, France and Turkey, although the aim of Mango is to identify it in all other stores.





## 9.6.4. Training

### Mango School programme

In 2022, Mango implemented the second year of Mango School, a project which was created to promote the growth and development of the company’s retail managers in Spain. Participants who complete the course will receive the Expert in Retail Management qualification. Mango School had a total of 336 participants among store management and regional structure teams. The course combined online learning with live virtual classes, resolving real cases, current content of particular interest, videos, activities and the support of a trainer/tutor throughout the course.

### Evaluation and development process

In 2022, Mango developed and launched MED (Mango Evaluation and Development). MED is

the new model of evaluation and development for all Mango employees. A space in which the manager and employee evaluate how the year has gone, what aspects have been noteworthy and which ones the employee needs to work on. With MED, Mango is building a culture of management by goals (MBG) and feedback. MED evaluates both performance (what employees are doing today) and potential (what skills employees have to take on roles of greater responsibility in the future). In the performance, it is key to evaluate both goals (what) and skills (how). With regard to goals, it is about employees defining individual goals, with a bonus linked to fulfilling such goals. In terms of skills, in order to evaluate how they are achieved, Mango has defined six essential skills for all company employees and four skills for the leaders group. The core Mango skills defined are: results orientation, customer orientation, initiative and innovation,

team work and communication, analysing and resolving problems and ownership & accountability. The skills for Mango leaders are execution, management, development and delegation. Potential has been defined as the ability to assume roles of greater responsibility and is made up of the following factors: agility, aspiration, commitment, creation of value and role model. Mango has launched actions related to the management of change (identification of stakeholders, communication plan, support videos, etc.). To guarantee the success of the process, presential and virtual training was given to 555 managers (headquarters and retail structure) and to 804 store managers/assistant store managers in the following languages: Spanish, English, French, German, Italian and Turkish. The main aim of the training session was to explain the new MED process and examine the role of the manager in greater detail in the pro-



## 9.6.4. Training

cess. The satisfaction rating of the participants was 3.5/4. For the 3,400 employees with MED process launched, the self-evaluation phase ended with a participation rate of 80%, while the manager-employee evaluation participation rate was 60%. The valuation of the feedback and development conversations was excellent. Calibration processes were later undertaken for profiles identified as senior managers, directors and executives (key group). During these calibration processes, possible successors for key positions were considered, as well as initial considerations about specific development plans. In this regard, a model of individual development plan was designed for the manager and employee to identify development actions to carry out. For people who need to improve their performance considerably, models of performance improvement plans were also defined, to be jointly monitored by the manager and the

employee. Furthermore, after specified what the model of Mango leadership requires (execution, management, development and delegation), evaluations of over 100 directors were carried out through the creation of the MED+ process. This process has been created as a complement to MED for Mango managers. It is a more exhaustive model that complements the vision of the manager in MED. It evaluates potential, skills, motivations and professional career, providing the manager with feedback that will help them better understand their strengths and aspects to be developed. Finally, in order to build the culture of management by goals that Mango requires, the company has created a system in Workday to define the goals of employees in his headquarters, retail structure and logistics. Together with this launch, Mango has defined various management of change actions as an incentive to use the system (training, support

guides, communication plan by groups, etc.). In 2022, over 90% of Mango employees with a bonus linked to individual goals have had their goals set in Workday and the average number of goals set per employee is 4. The process of setting goals was launched in phases for each area of the company. With regard to the training hours given by Mango in 2022, the company has significantly increased the number of training courses compared to previous years. The company has focused on increasing the training hours per person, and has also detected more exhaustive monitoring via the Workday tool. The company identifies 100% of the training given in all countries with individual tracking, in order to determine the category more precisely and without estimating. What is more, the company records the training courses derived from the onboarding programme in the system and is able to calculate them.

## Hours of training given in 2022

COMMITTED TO PEOPLE

TOTAL HOURS 2022

511,438

59,463 IN 2021

TOTAL HOURS PER EMPLOYEE

36.65

ND

TOP AND MIDDLE MANAGERS

115,087

20,205 IN 2021

HEADQUARTERS PERSONNEL

22,880

12,957 IN 2021

STORE PERSONNEL

371,786

20,013 IN 2021

LOGISTICS PERSONNEL

1,686

6,287 IN 2021



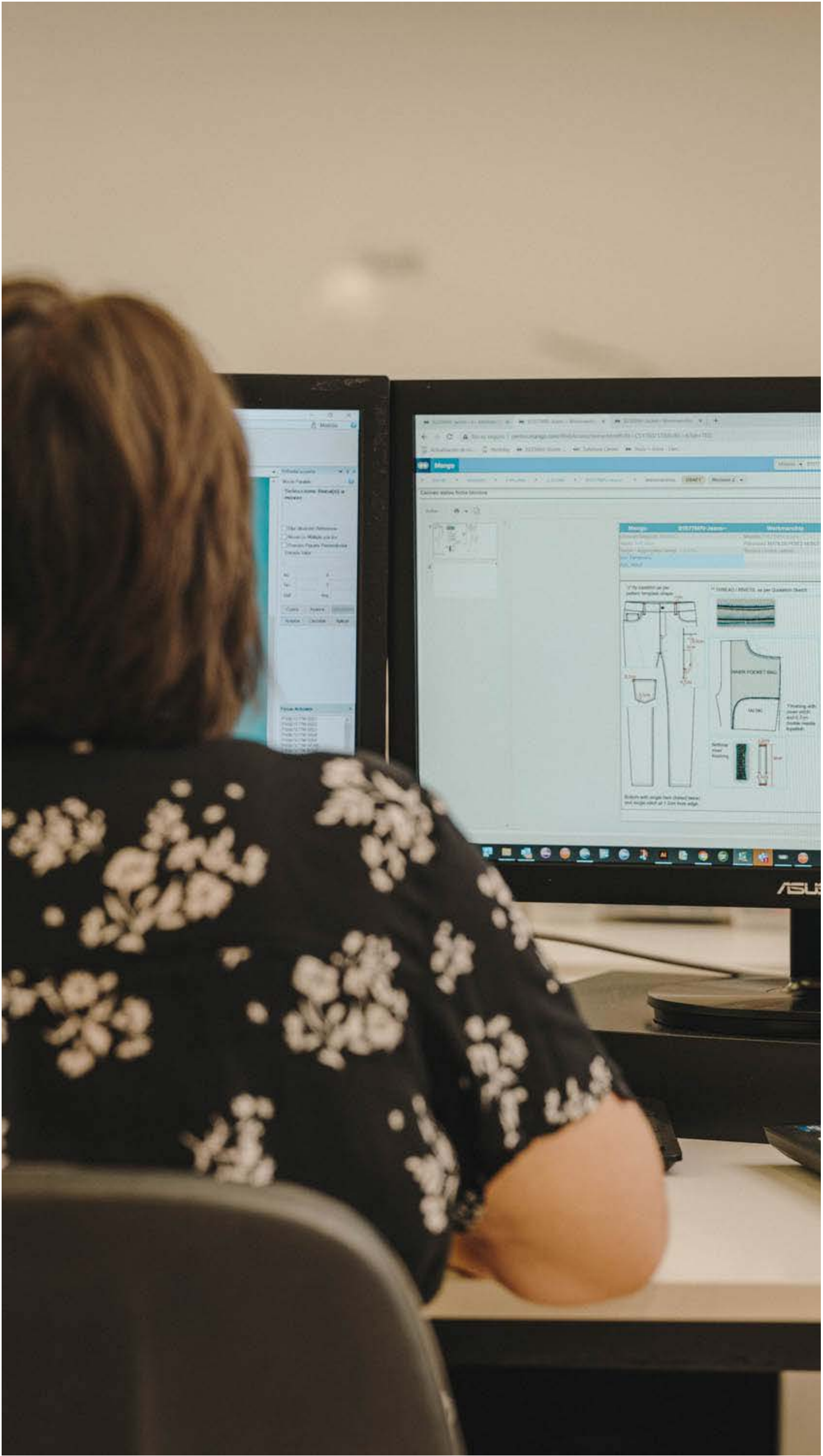
# 9.6.5

## Universal access for disabled people

The risk assessment has produced the necessary recommendations to adapt positions to people with special needs. In accordance with the recommendations, the proposed preventive/corrective measures are being implemented. Furthermore, in order to allow access to all Mango customers, when a new store is opened the requirements of the design project/store are analysed with regard to people with reduced mobility, in accordance with the country and the legislation to be complied with. These needs are passed on to the interior design department so that the store can be designed incorporating such requirements. This is later validated with the local architect of each country and the works are executed in accordance with all this information. With regard to employment, Mango complies with the General Law for Disabled Persons (LGD) in two ways: direct contracting and alternative measures.

As part of the social and employment project Mango cares about you, promoted in 2018 by Mango and Fundación Cares, Mango has continued to promote the employment insertion of disabled people. The insertion company Codec, promoted by Cares and which promotes employment for people at risk of social exclusion, is also participating in the initiative. In 2022, Mango provided new employment opportunities to 183 vulnerable people, almost 20% more than in 2021. Among the people with disabilities, 42.64% belong to groups considered to have special difficulties, in other words, people with learning difficulties at a level over 33%, or with a physical or sensory disability 65%. During the Christmas and Black Friday campaigns, the project workforce totalled 221 people, a growth of 15% in the number of vulnerable people recruited compared to the same period the previous year. The Cares and Codec teams perform different

tasks in the logistics process of Mango's e-commerce, responsible for part of the fit in online orders. In 2022, they also added to their duties the handling of garments which, from Barcelona, are distributed worldwide. People with disabilities and/or at risk of social exclusion from this organisation were responsible for handling more than 130,000 items per week. Thanks to the experience and the skills develop in this social and employment project, now in its 14th year, three disabled employees from Cares have this year joined with Mango workforce with a permanent contract. Two transferred from Cares to Mango in 2022, while the third will do so in the first few days of 2023, having successfully completed the recruitment process initiated in 2022. All three recruited employees belong to special difficulty groups. In parallel, another nine people, three with disabilities and six at risk of social exclusion, successfully joined the employment market af-





## 9.6.5. Universal access for disabled people

ter forming part of the Mango cares about you project.

### Working Together Plan

As part of its commitment to inclusion and diversity, in late 2021 Mango launched the Working Together Plan, a project the company has created to improve the employment opportunities of people with disabilities in its stores, headquarters and logistics centre, in order to promote the training and integration of talent from this group at Mango and in society. One of the commitments that Mango has acquired with the Working Together Plan is the recruitment of more than one hundred disabled persons at its headquarters, logistics centres and stores in Spain by 2027 and, at the same time, the training of its managers to understand the needs of this group and ensure their successful recruitment. Within the

framework of this project, in April 2022, Mango signed an agreement with the ONCE Foundation which has helped the company increase the recruitment of disabled people by 76%. In line with this goal, the company is also closing agreements in Italy, France and Germany that will help Mango include disabled people in their workforces. The company has also included as a social benefit the payment of health insurance for all disabled employees. In order to improve the access to its buildings, Mango is collaborating with Ilunion, a company that is part of the ONCE group, to define how the spaces should be and guarantee access for all people. The company is also progressing in guaranteeing access to its Mango.com website for all groups. Through its collaboration with the ONCE social group, some of the company’s web developers have received training to have the tools to improve the accessibility of the company’s website.



## Alliance with the ONCE Foundation

In April 2022, the Executive Vice-Chairman of Fundación Once, Alberto Durán, and the Mango Chief Executive Officer, Toni Ruiz, signed the Inserta Agreement to encourage the employment of disabled people, which will result in the recruitment of one hundred disabled people by the Spanish fashion company over the next five years. Mango will work with Inserta Empleo, the training and employment association of the ONCE Foundation, to deal with the recruitment processes for positions that the company may need, and develop potential training and professional qualification actions. The agreement also considers the promotion of other actions that favour the employment insertion of disabled people indirectly through collaboration with special employment centres. This agreement led to Mango signing up to the Responsible Insert Forum, a network employment and social innovation platform for sharing experiences and tools.

INSERTA AGREEMENT



# 9.6.6

## Employment relations: organisation of social dialogue

Mango is committed to creating a framework of trust in which employees are able to grow and develop professionally. Stability, dialogue, training, personal development, conciliation and recognition are the pillars on which Mango builds its relationships.

The company guarantees all employees decent and fair working conditions, in accordance with the current legislation. Mango does not employ anyone under the legal working age, in accordance with international policy, ensures that remuneration is fair and adapted to each employment market, and conducts its employment relations in a fair manner, defending the fundamental rights and principles of people.

Mango makes available to all people who have a professional or commercial relationship with the company a communication channel that allows them to report any situation involving non-ethical conduct or breach of the Mango Code of

Ethics, the legislation or internal regulations.

The company has channels to promote team cohesion and keep its employees informed at all times.

Since 2020, Mango has had a Teams channel to stay in contact with all employees who have a computer. What is more, in 2021 the company commenced the implementation of a new tool, Workday, which makes it possible for the company to increase transparency and the access of all Mango employees to employment information.

In late 2021, the company launched the new Mango Ambassador initiative, through which eleven Mango employee representatives were chosen, whose role is to communicate, contribute and act as an agent of change within and outside the company. The Mango Ambassador representatives have collaborated on the proposed measures and drafting of the Man-

go Equality Plan. In its subsidiaries, Mango has worker representatives in Spain (3), France (15), Italy (1) and Sweden (3). Specifically, in Spain, Mango has three employee delegates, while in France social dialogue is carried out by the team located in the local office. The dialogue is continuous, with periodic meetings held with the representative bodies throughout the year to deal with various issues. Additionally, if there is any specific issue to deal with, Mango follows the negotiation and consultation procedure established in the legislation.

The company has trade union representation in Mango France through the Comité Social et Économique (CSE), Trade Union Delegation (CDFT) and Health and Safety Committee (CSSCT). In Italy there is a Productive Unit Trade Union representative of the CGIL trade union in one of its stores. Every year, follow up visits are carried out.

Prior to this meeting, the trade union delegate calls an assembly of Mango employees to consider the issues that will later be discussed with the company at the meeting. In addition, information is exchanged between the trade union and the trade union delegate throughout the year.

Finally, in Sweden Mango has three representatives in one of its stores who are members of Handels (Union) and which make up the employees’ representative body (Klubb). Dialogue is continuous at the request of the parties, the main goal being to maintain a channel of information and consultation.

**Collective bargaining agreement coverage by country**

At Mango a total of 70 collective bargaining agreements are currently applied. Of these, 38

correspond to Spain, differentiated by region. In Austria, Belgium, Croatia, Denmark, Finland, France, Germany, Italy, Netherlands, Norway, Portugal, Slovenia, Spain, Sweden and Switzerland one hundred percent of Mango employees are covered by a collective bargaining agreement. In the remaining countries, employment relations are conducted in accordance with the legal framework defined in the legislation of each country.

Furthermore, the company aims to adapt to the standard practice in each country, improving the conditions established in the law or collective bargaining agreement.

With regard to health and safety in the workplace, there is currently trade union representation in the risk prevention in Finland, France and Italy.

These roles and responsibilities are defined in each collective bargaining agreement.



# Mango Ambassadors

As brand ambassadors and representatives of their colleagues, the role of Mango Ambassadors is to create a better work environment, by contributing feedback and internal initiatives (for example, the Equality Plan or Mango Campus). They are invited to store openings and participate in corporate events. At the same time, they are ambassadors for sustainability and social action and have first-hand knowledge of some of these areas, which they share with their environment and on social media from a privileged position.

## Mango Ambassador Projects in 2022

In 2022, Mango worked on a volunteering and visits plan alongside the Mango Ambassadors at headquarters and the social action and sustainability teams. In 2022, the Mango Ambassadors project was also activated at the Lliçà d'Amunt logistics centre and in Spanish stores.

## MANGO AMBASSADORS

The Mango Ambassadors are agents of change within and outside the organisation. They are the representatives of Mango and employees.

## HEADQUARTERS AMBASSADORS:

11 people

## LLIÇÀ AMBASSADORS:

6 people

## SPAIN RETAIL AMBASSADORS:

17 people



# 9.7

## Social action

As a company committed to its surroundings and society, Mango has a long track record of collaborating in social action projects, in which the company aims to generate a positive impact on all the groups around it.

The term social action refers to voluntary activities the company is involved in, employing its human, technical and financial resources.

From its social action department, Mango supports organisations (foundations, associations and NGOs) that operate in the social and co-operation sphere and whose values are in line with those of the company.

In 2022, Mango has marked a new road map for social action, prioritising regions and areas of action and aligning the investment in social action with the company's sustainability strategy. Work in Mango's social action area has a defined strategy and a goal, making it one

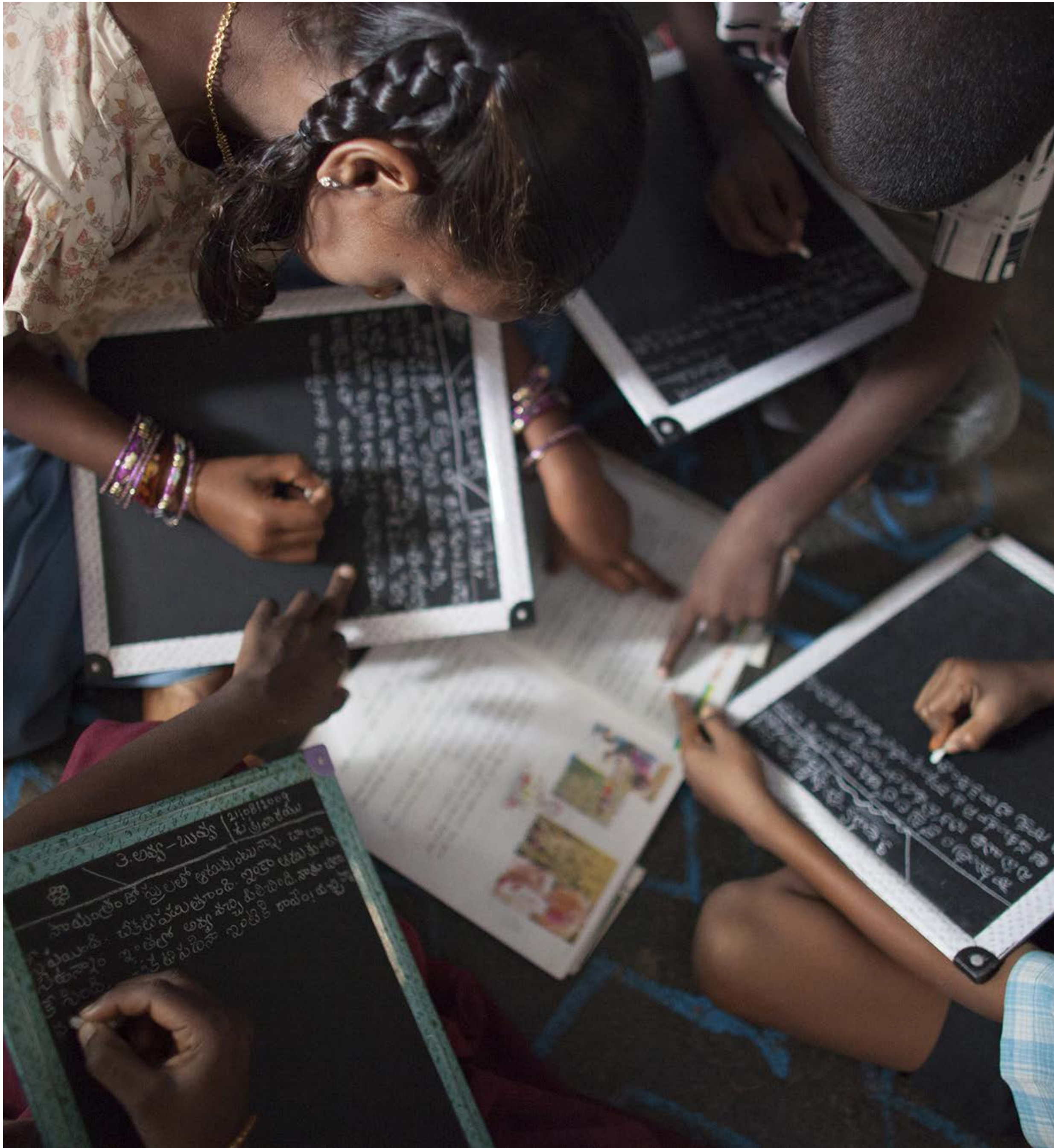
more tool of the company's corporate social responsibility.

**Pillars of the strategy**

Mango's social action strategy is part of its commitment to the community, and is aligned with the values of the brand, the United Nations Sustainable Development Goals, Agenda 2030 and the due diligence directive.

The aim of the department is to contribute to the social and economic development of local communities (giving priority to regions in which the company operates), the creation of social value and positive impacts in Mango's areas of influence and to contribute to the Social Development Goals (SDGs).

The social action projects focus on areas in which Mango operates and has an impact, although





9.7. Social action

actions may be carried out in other regions, in accordance with health or social emergencies.

Commitment to the regions

Among the regions in which Mango develops social action projects, there are five key countries in which the company has invested as a matter of priority, bearing in mind the sales and sourcing and the social and health emergencies that arose in 2022. These countries are Spain, India, Bangladesh, Pakistan and Ukraine. Mango spends more than a quarter of its social action budget to projects carried out in Spain. The Spanish Association Against Cancer (AECC), the Josep Carreras Foundation and the Aladina Foundation are some of the organisations Mango collaborated with in 2022 in the development of social action programmes in Spain. India, Bangladesh and Pakistan are three re-

Mango supports organisations that operate in the social and cooperation sphere and whose values are aligned with the company’s values

gions that occupy a key position in Mango’s value chain. At the same time, they are three priority regions in Mango’s corporate strategy and in which the company has carried out social programmes in 2022. In order to generate a positive impact in the countries in which it operates, Mango carries out projects to contribute to the community in these countries, strengthening alliances with organisations such as the Vicente Ferrer Foundation, the NGO Educo or the NGO Misiones Salesianas. Bangladesh and Pakistan

are two countries that have been added to the list of countries in which Mango has carried out social action projects in 2022. Ukraine is another key country in the social action strategy of the company in 2022. Mango has contributed to social programmes carried out in this country, for example, the donation made by the Spanish Red Cross in response to the crisis by the Red Cross International Movement, as a result of the crisis in Ukraine.

Areas of action

Mango’s work in the sphere of social action focuses on four areas of action in which the company has an impact: education, social aid, health and emergencies. In 2022, Mango donated 1,585,858.58 euros to social action projects, divided into four main areas of action and in particular prioritising the

Spain, India, Bangladesh, Pakistan and Ukraine are the priority countries in which Mango has invested in social action in 2022

sphere of education, by contributing directly to the economic development of the most marginalised countries and groups. The projects in the sphere of education and training aim to offer employment opportunities, promote quality education and provide educational development to different groups at risk of social exclusion. Within this framework of action, in 2022 Mango has invested in educational projects carried out in collaboration with organisations such as the Vicente Ferrer Foundation or Invest for Chil-

dren. It also participated in the Quality Primary Education project of the NGO Educo in public schools in Bangladesh. Initiatives that promote the creation of facilities to improve the quality of life of groups at risk of social exclusion or nutritional support to associations are some of the social aid projects Mango has collaborated in during 2022. Mango has contributed to social programmes in this area of action alongside organisations such as ASSIS Shelter or Active Africa. Initiatives in the sphere of health are ones that aim to care for and protect vulnerable people. In 2022, Mango invested in health projects, strengthening its historic collaborations with organisations such as the Elena Barraquer Foundation, the FERO Foundation or Hospital Sant Joan de Déu Barcelona. Within the sphere of emergencies, in 2022 Mango has helped activate humanitarian aid projects of an extraordinary nature, such as the one carried out by the





9.7. Social action

Mango continues to promote and participate in social action projects that contribute to the United Nations SDGs

Red Cross in Ukraine. Mango made a donation to the Spanish Red Cross in response to the crisis of the Red Cross International Movement and the Red Crescent, in order to promote urgent action to provide services and attend to the Ukrainian population and reduce the humanitarian impact of the war.

Costed, transparent and measurable projects

Mango’s commitment to social action projects

involves seeking lasting long-term projects, rather than one-off contributions. The company always prioritises targeted investments, in other words, projects that are traceable and measurable. Mango also has a policy of social action donations and sponsorship, establishing the principles and criteria of action in this sphere. Through this policy, Mango aims to achieve a culture of good governance and compliance, by adopting values of transparency, independence and professionalism. Mango’s policy of social action donations and sponsorship takes the form of donations, in other words the free assignment of something that belongs to one person in favour of another person, who accepts it. For its part, sponsorship consists of supporting or financing an activity, normally for publicity reasons, or as valuable consideration in exchange

for a benefit of a similar nature. The donations or sponsorship are always made in accordance with the applicable legislation and must never be linked, directly or indirectly, to unlawful acts or benefits in favour of Mango.

Impact on the Mango value chain

Interdepartmentally, 69% of the projects carried out in the social action sphere of Mango are related to its value chain. The aim of these social programmes is to identify potential impacts in the regions in which Mango operates, and prevent and mitigate them by integrating responsible practices with human rights.

Female empowerment projects

Female empowerment also plays a key role in the definition of Mango’s social action projects.



9.7. Social action

Close to 20% of projects in this sphere aim to improve the quality of life of women at risk of social exclusion, or provide them with tools for their professional development. Specifically, in 2022 Mango has financed training actions specialising in industrial dressmaking and developing basic transversal skills given by the Ared Foundation, and has been part of the development of training projects in dressmaking of the AGH Humanitarian Foundation in Kenya. Within the framework of female empowerment projects, the company has also funded the construction of a dressmaking classroom for women in Malawi, alongside the Active Africa Foundation, and has collaborated in an integral rehabilitation and reinsertion programme for thirty-three women who are victims of trafficking, and a digital laboratory for girls in the Hindipur Polytechnic School in India, in collaboration with the Vicente Ferrer Foundation.

Other donations, non-financial collaborations and volunteering programmes

In 2022, the company donated unsaleable clothing to various foundations and organisations, for charitable purposes. As part of its commitment to people, throughout the year, Mango employees have had the opportunity to actively participate in various social campaigns, charity events and other forms of collaboration for social purposes, such as collecting toys at Christmas.



Zero Child Poverty Country Alliance

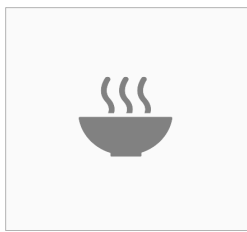



In December, the High Commissioner against Child Poverty, Ernesto Gasco, and the Mango Chief Executive Officer, Toni Ruiz, signed an agreement in which Mango signed up to the Zero Child Poverty Country Alliance, an initiative promoted by the High Commission against Child Poverty, a body which reports to the Presidency of the Spanish Government. This agreement aims to guarantee that all children and adolescents in Spain have the same future opportunities, irrespective of the conditions they were born into. With its signature, Mango is joining the initiative and committing to collaborate with this body by promoting specific projects for the eradication of child poverty, as well as supporting social investments and awareness and dissemination actions for society. The first project Mango will support as part of its participation in the Alliance is the DiseñAR-T activity, part of the programme Exhibere: Museums against child poverty, being promoted

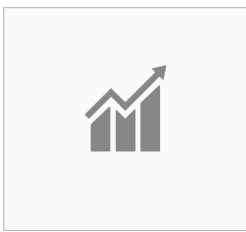

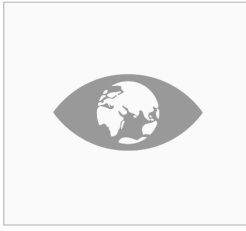
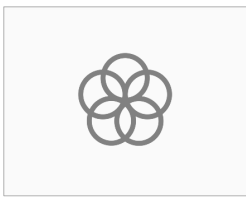
by the High Commission against Child Poverty in collaboration with the Spanish Ministry for Culture and Sport, specifically with the General Sub-Directorate of State Museums, as part of the Culture that transforms initiative. The activity, which aims to allow vulnerable children and teenagers to participate in the usual programme of the Costume Museum in Madrid, will schedule an extra-curricular attended activity between February and June 2023, in order to provide them educational activities and contribute to equal future opportunities for all children and teenagers in Spain. The DiseñAR-T activity, aimed at youngsters aged 12 to 16, will take place one evening a week during the school year (approximately 37 sessions).



## 9.7. Social action

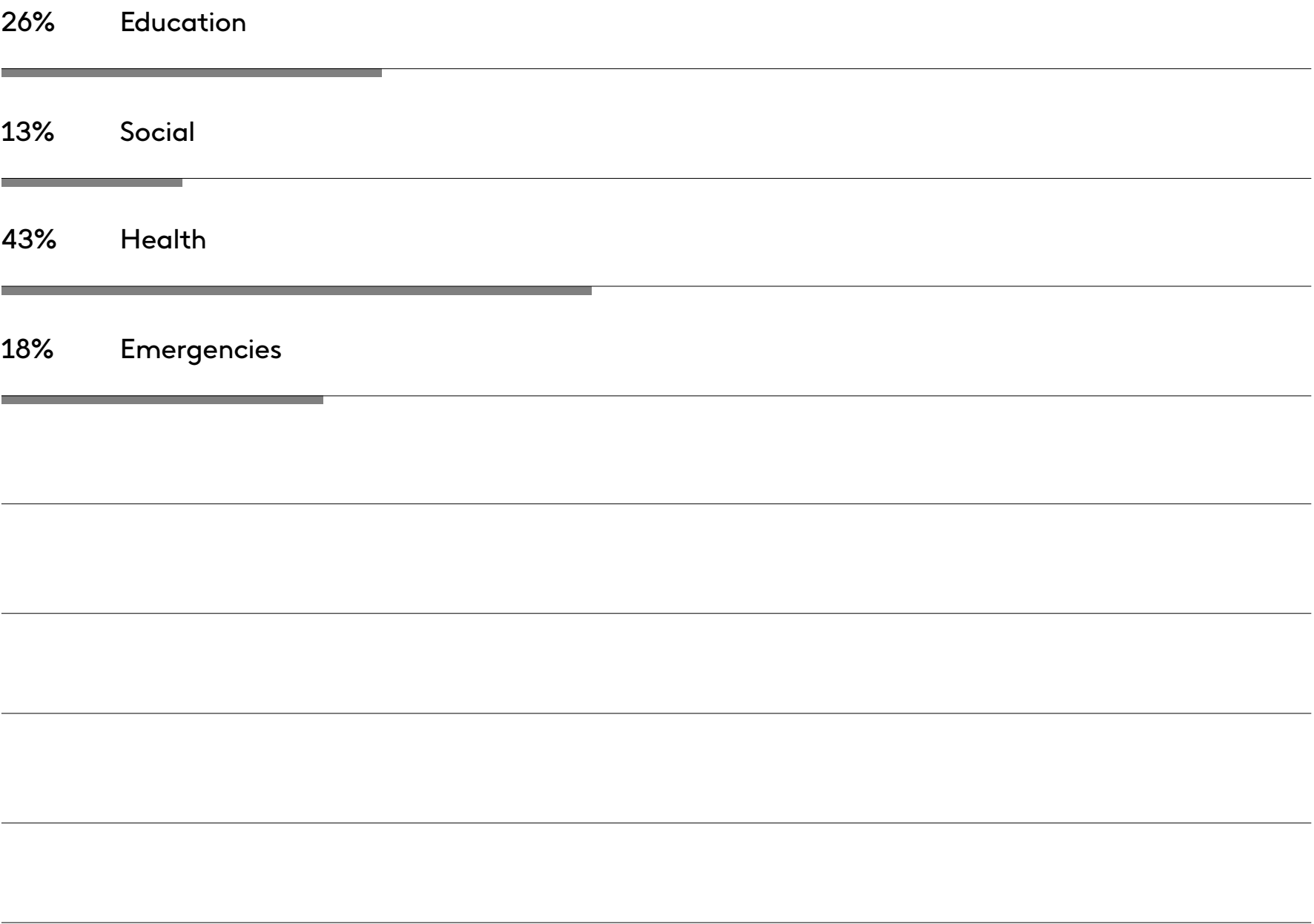
### Index of Sustainable Development Goals (SDGs)

	<div>02.</div> <div>End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</div>
	<div>03.</div> <div>Ensure healthy lives and promote well-being for all at all ages.</div>
	<div>04.</div> <div>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</div>
	<div>05.</div> <div>Achieve gender equality and empower all women and girls.</div>

	<div>08.</div> <div>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</div>
	<div>12.</div> <div>Ensure sustainable consumption and production patterns.</div>
	<div>13.</div> <div>Take urgent action to combat climate change and its impacts.</div>
	<div>17.</div> <div>Revitalise the global partnership for sustainable development.</div>

### Distribution of social action investment in 2022

#### BY AREAS OF ACTION









9.7. Social action

9.7.1

Third-party alliances

Mango establishes long-term alliances with leading organisations with which it aims to generate a positive impact in the community.



Spanish Association Against Cancer (AECC)

Since 2016, Mango has financed cancer research projects of the Spanish Association Against Cancer (AECC).



Spanish Red Cross

Mango began its collaboration with the Spanish Red Cross in 2022 in projects to help people in situations of humanitarian emergency, armed conflicts or natural disasters.



Educo

In 2022, Mango began its collaboration with Educo's Quality Primary Education project in public schools. This initiative aims to contribute to quality, safe and fair education in Bangladesh.



Active Africa Foundation

Since 2006, Mango has financed projects to build and adapt schools and hospitals in Malawi and Kenya, as well as supporting training projects and purchasing medical materials and food.



Aladina Foundation

In 2022, Mango began its collaboration with the Aladina Foundation, in order to contribute to the creation of a new children's cancer unit in the Hospital Vall d'Hebron (Barcelona), which will improve the hospital stays of children with cancer, family members and healthcare professionals.



Ared Foundation

Mango has collaborated with the Ared Foundation since 2010 on the implantation of a training course in textiles and subsequent social and employment insertion for women at risk of exclusion.



Food Bank Foundation

Since 2011, Mango has collaborated with the Foundation in different projects involving the purchasing of food, in order to distribute it to the most vulnerable members of society, through social organisations associated with the Foundation.



Elena Barraquer Foundation

Mango has supported the Elena Barraquer Foundation since 2005 in the purchase of medical supplies for its ophthalmological expeditions to different parts of the world, in order to perform cataract operations that return the eyesight to people.



9.7. Social action

9.7.1

Third-party alliances



FERO Foundation

Since 2016, Mango has supported various cancer research projects in Spain, through the FERO Foundation.



Pablo Horstmann Foundation

Since 2018, Mango has collaborated with the Foundation through medical and educational support in a children's hospital in Kenya. The company also supports the organisation in the purchase of medical supplies and refurbishments to hospital facilities.



PortAventura Foundation

Since 2019, Mango has supported the PortAventura Foundation by financing long-term stays for families with sick children and at risk of social exclusion at the PortAventura village.



Vicente Ferrer Foundation

Mango has collaborated with the Vicente Ferrer Foundation since 2005 in projects to build and refurbish homes and schools and in programmes for the insertion of women who are victims of trafficking in India.



Hospital Sant Joan de Déu Barcelona

Since 2014, Mango has supported Hospital Sant Joan de Déu Barcelona in the purchase of medical supplies and in adapting hospital facilities.



Invest for Children

Mango has collaborated with Invest for Children since 2021 on the implementation of IT tools for people with learning difficulties.



Misiones Salesianas

In 2022, the company began a collaboration with the organisation to finance education projects in Bangladesh and Pakistan.



Médicins Sans Frontières (MSF)

Since 2006, Mango has collaborated with Médicins Sans Frontières, becoming a Strategic Emergencies Partner in 2012 through direct support to the activities of the NGO's Emergencies Unit.



# Solidarity collections

## SOLIDARITY COLLECTIONS

In 2022 Mango launched two solidarity collections in which the profits from the campaigns were donated to social projects.

### INTERNATIONAL WOMEN'S DAY

#### *NGDO Mundo Cooperante*

To celebrate International Women's Day in 2022, Mango launched a capsule collection created together with the illustrator Torin Ashtun and the author Leti Sala, who entered into dialogue in a creative meeting to combine brushstrokes and poetry. 100% of the profits obtained from the sale of this capsule collection were donated to the Spanish NGDO Mundo Cooperante and its initiative 'Being a girl is a right'. This project supported the activities of four social organisations

in Bangladesh, India, Pakistan and Ethiopia.

The projects in which Mango collaborates as part of International Women's Day focus on promoting the education and schooling of vulnerable girls. Specifically, within the framework of this action carried out to celebrate International Women's Day, Mango collaborated with the Welfare Association for Development Alternative (WADA) project in Bangladesh.

In India, the company supported Jabala Action Research Organisation project. In Pakistan, the company supported the Health and Rural Development Balochistan (HARD) project, and in Ethiopia, the Wabe Children's Aid and Training (WCAT) project.

### INTERNATIONAL BREAST CANCER DAY

#### *FERO Foundation*

In October, coinciding with Breast Cancer Awareness Month and International Breast Cancer Day, for the fifth consecutive year, Mango launched a solidarity collection of garments, with all profits being donated to the FERO Foundation. Specifically, the proceeds from this initiative were donated to the FERO-Mango breast cancer scholarship, an initiative which Mango has funded since its first edition in 2019.



9.7. Social action

9.7.2  
Key projects  
in 2022

Mango is committed to building alliances with stakeholders and key organisations within the industry



Quality primary education in public schools project

EDUCO PROJECT

Mango signed up for the first time to the Quality primary education in public schools project promoted by the NGO Educo. The aim of this initiative is to help achieve quality, safe, fair and child-focused primary education in sixty public primary schools located in urban and peri-urban areas of Bangladesh (twenty in Dhaka and forty in Mymensigh), regions where production factories Mango works with are located. The project aims to increase the participation and performance of children in learning skills by improving co-curricular, cultural and sporting activities. It also trains teaching staff in teaching processes, in order to improve the basic learning skills in languages and mathematics and provides pupils with education materials.



Multi-functional school for disabled children

VICENTE FERRER FOUNDATION

Mango opens the Vicente Ferrer Foundation multi-functional school for children with learning difficulties in the Dornala region (India). In rural areas of India, it is difficult to achieve adequate inclusion for children with special needs. In 2020, Mango began to finance this Vicente Ferrer Foundation project to build a complex with two special schools for children with cerebral palsy and learning difficulties, as well as a primary school for children with and without disabilities. The project aims to guarantee an inclusive and fair education, promote learning opportunities for all and contribute to the social and economic development of India.



Humanitarian Aid in Ukraine

SPANISH RED CROSS PHOTO: MAKSUM TREBŪKHOV

Within the context of the humanitarian crisis in Ukraine, Mango made a donation to the Spanish Red Cross in response to the crisis of the Red Cross International Movement and the Red Crescent, which for almost eight years had already been providing assistance to people affected by the conflict in the Dombas region (Ukraine). Mango's donation to the Red Cross was used to promote urgent action to provide services and attend to the Ukrainian population. Specifically, the donation was used to finance the purchase of three emergency vehicles (one for assistance and two for logistical support). The modular emergency clinics of the Red Cross were sent to Ukraine, Poland and Hungary to provide medical assistance to the Ukrainian population that are unable to access healthcare and primary care services.



Play area of the Sant Joan de Déu Paediatric Cancer Centre in Barcelona

HOSPITAL SANT JOAN DE DÉU BARCELONA

Mango is one of the companies to sign up to the project to build and equip the Sant Joan de Déu Paediatric Cancer Centre in Barcelona, the first dedicated centre in Spain for treating and researching children's cancer and the second in Europe. Specifically, in 2022 Mango contributed to the creation of one of the play rooms on the hospital floor aimed at very young patients. The Sant Joan de Déu Paediatric Cancer Centre in Barcelona receives approximately 400 new children cancer patients every year. In 2022, Mango also collaborated with Hospital Sant Joan de Déu Barcelona through the purchase of a sample sequencing unit for precise diagnoses, which aims to define the best treatment for children's cancer.



# 9.8

## Academia

As one of Europe’s leading fashion groups, Mango is a company committed to the social development of its surroundings, establishing relationships and alliances with institutions and leader actors in different spheres, such as academia, and is involved in the quest for education and research. As part of its commitment to the community, Mango donated 1,143,620.37 euros to academia and civil society in 2022. Mango collaborates with the academic world through agreements with organisations dedicated to education and training, such as the IESE Foundation, the IESE International Foundation, the Mango Chair for Corporate Social Responsibility (ESCI-UPF) or some of the largest design universities in the world, such as Parsons, Institut Français de la Mode (France) or the London College of Fashion (United Kingdom). The aim of these collaborations is to promote research and to develop the skills of students, by inculcating talent, values and good practice in their professional future.

### Mango CSR Chair (ESCI-UPF)

In 2006 Mango created the Mango Corporate Social Responsibility Chair (CSR), by signing a collaboration agreement with the Higher School of International Trade (ESCI-UPF), in association with Universidad Pompeu Fabra (Barcelona). This initiative is in accordance with the values of both institutions in relation to sustainability and ethical commitment aspects. The main goal of the Mango Chair is to increase the knowledge of corporate social responsibility (CSR) and analyse the sustainability of the economic and business activity, combining academic rigour and practical application. These aims also include generating knowledge, analysis and debate on such issues and, at the same time, translating these considerations to society. The main activity of the Mango Chair are research projects into different aspects of CSR, placing particular emphasis on the international





## 9.8. Academia

context. The results of these projects are published in working documents and specialist academic journals. The Mango Chair also participates in projects, acts and conferences organised by companies and institutions that request its collaboration. The projects and activities of the Mango CSR Chair may be consulted on its website: <http://mango.esci.upf.edu/>

The aim of the Advisory Council of the Mango Chair is to advise the Chair in its activities. This Council is made up of key individuals within the sphere of CSR linked to organisations which represent the business, administrative, social and academic world. The main role of the Council is to identify relevant issues in order to feed the work areas promoted by the Chair.

Within the framework of this agreement, some of the key projects carried out in 2022 included:

- Map of social and environmental risks of manufacturing countries: the Mango CSR Chair has drawn up a map of social and environmental risks, in order to classify manufacturing countries according to their level of risk from the perspective of responsible management of the supply chain. This information is very useful for evaluating the national context risk of suppliers located in different

countries, support due diligence procedures focusing on human rights and the environment in said supply chains, and offering guidance on the need for conducting social audits in supplier factories, and how often.

In the interactive map, the 191 countries evaluated appear in the corresponding risk colour (5 levels), together with the values of the indicators defined to estimate the level of risk in nine areas that correspond to the Code of Conduct for manufacturers/suppliers proposed by the Mango CSR Chair. In 2022, the values of the indicators and the corresponding risk classifications were reviewed, and new data sources were included. The company is also working to extend the spheres related to the specific environmental risks of each country.

- Water footprint in fashion companies: after developing a simplified tool to calculate the water footprint of jeans manufacture, the Mango Chair is looking at extending the calculation to other garments with a high water impact during their production processes. Furthermore, during 2022 the Chair has conducted a benchmarking study of the strategies adopted by the main fashion companies with regard to the management of water and

chemicals throughout their production chains.

- Due diligence in social and environmental aspects: advancing towards a legislation of mandatory due diligence that will make companies responsible for detecting, preventing and reducing the environmental and human rights impacts of their activities throughout their supply chains, the Mango Chair has drafted a due diligence protocol in the supply chain, taking the Mango one as a reference, so that other companies and organisations have an additional reference for drafting their own protocols.
- Social auditing manual: in 2015, the Mango Chair initiated a project involving the drafting of a social auditing manual applicable to any business sector and company size, which includes the main aspects to evaluate in such audits. As a complement to the manual, specific dossiers of the major manufacturing countries have been drafted progressively. These dossiers include the applicable legislation and good practices beyond it. During 2022 it was translated into English and, as every year, the information contained in the files compiled so far was updated: Morocco, Turkey, Vietnam, China and Portugal.

### The Mango Chair aims to increase awareness of CSR and analyse the sustainability of economic activity

- Integrated social value of the museums Articket BCN: the Mango Chair has conducted a study to analyse and calculate the Integrated Social Value (ISV) generated by the most important art and culture museums of Barcelona, the museums associated with the Articket Bcn group: Museu Nacional d’Art de Catalunya (MNAC), Fundació Joan Miró, Museu Picasso de Barcelona, Museu d’Art Contemporani de Barcelona (MACBA), Centre de Cultura Contemporània de Barcelona (CCCB) and Fundació Antoni Tàpies. The study, which because of its interest receives a subsidy from Barcelona City Council, includes the value generated by these museums through their economic activity and the value generated beyond the market for different groups in society. On the one hand, it systematically iden-

tified the dimensions or values of perceived value as being relevant for affected stakeholders, and on the other hand, it translated them into monetary units in order to facilitate understanding of the contribution museums make to society.

#### Partnerships with leading international design schools

In order to establish closer ties with the American fashion industry, in 2022 Mango signed an agreement with the Parsons School of Design, one of the world’s leading fashion schools. The agreement was signed in New York by Toni Ruiz, Mango’s Chief Executive Officer, and Ben Barry, the Dean of the Parsons Fashion School. The aim of this agreement is to support the new generation of world leaders in the fields of design and retail through training scholarships. Mango will also participate in the training courses of Parsons (especially in the Fashion Management Program) by contributing its expertise and international experience of the fashion industry. The agreement between Mango and Parsons will have a duration of five years and will involve the creation of a fund of 250,000 USD to finance the





## 9.8. Academia

studies and development of students enrolled on the MPS Fashion Management Program. This course covers areas such as technology, sourcing, marketing, merchandising, entrepreneurship and new business models adapted to the needs of the industry. In order to attract and recruit national and international profiles with major potential within Mango, so that they can grow professionally in the company, in 2022 Mango also initiated collaborations with other prestigious universities around the world. These include the collaboration agreements the company has established with Istituto Marangoni (Italy), the London College of Fashion (United Kingdom), Central Saint Martins – University of the Arts London (UK) and Institut Français de la Mode (France). The collaboration between the company and these universities focuses on Mango's participation in various job fairs that are organised by the universities, the organisation

### Mango signs and agreement with Parsons School of Design to finance the studies and development of students enrolled on the MPS

of exclusive events where company managers share their expertise and explain their professional career to students, and the creation of a master class and specific projects to put into practices the skills acquired in their studies. Mango has also initiated collaboration agreements with the Escola Superior de Artes e Design (Portugal), Polimoda (Italy), Amsterdam Fashion Institute (Netherlands), Aalto University School of Art and Design (Finland), Universidade Europeia (Portugal), Royal Academy of Fine Arts – Antwerp (Belgium),

IED (Italy – Spain), IESE Business School (Spain), LCI Barcelona (Spain) and CLO Virtual Fashion. Mango has collaborated with the IESE Business School since 2012.

The IESE Business School is the business management school of the University of Navarra. With campuses in Barcelona, Madrid, Munich, New York and Sao Paulo, an entrepreneurial mindset is deeply-rooted in all IESE courses, preparing all its students for the world of start-ups or to innovate within companies.

As part of this collaboration with universities, Mango alongside the General Foundation of the Complutense University of Madrid, also promoted the transfer of knowledge and integral human training by sponsoring its summer courses in 2022.

Over 80 activities, including courses and artistic events, were held in July 2022, in San Lorenzo de El Escorial (Madrid).



# 9.9

## Our customers

With the customer a priority at all times, Mango has one of the most diverse distribution ecosystems in the fashion industry, focused on offering the best service to customers at every moment and in every region. The transformation process that Mango is implementing is based on the digital transformation of the main protagonists in the industry: customer, stock and product. Within the framework of this technological transformation, Mango has developed technological tools and systems to maximise its knowledge of customer data and connect them with the physical and online stores. This is a goal that Mango has been working on for several years, with the creation of teams dedicated to gathering customer data and insights, and through promoting a customer centric culture in strategic teams such as product, online, retail, etc. In addition, the capillarity of physical stores and the company's significant online business provides Mango with plenty of knowledge about

its customers via data, which allows it to adapt its offer, prices and services quickly. Mango wishes to be close to its customers, interact and talk to them, and understand their needs, preferences and expectations. The company wishes to promote a friendlier and more human relationship with its customers, better understand their situation, their concerns, their hobbies and their relationship with fashion. All this information will help Mango define collections better suited to their lifestyle and design differential and personalised experiences that are aligned with its brand values. The purpose of integrating the Mango channels is to meet the needs of the customer at every moment, irrespective of the point of contact, and at all times aiming to respond to their needs. The company establishes different channels to ensure that, irrespective of the channel in which the customer is interacting with Mango (whether via social media, visiting our physical stores or being

inspired via our app), they can enjoy a unique and differential experience with the brand. The company works every day to involve its customers in its work dynamics as a company. Knowing the opinions of customers about its products, campaigns and experiences has become a key element of Mango's work procedures. As channels or means to learn about its customers, the company has various sources of information:

- Customer voice: thanks to this programme, Mango gives its customers the opportunity to express their opinions through questionnaires on their experience in its physical stores, on its website or app, and using its products. This allows the company to detect aspects for continuous improvement, align its work teams, detect new opportunities and prioritise initiatives that have an impact on the customer experience.
- Social media: social media is the main channel

through which users contact the company in a spontaneous manner to share their touch-points with the brand. Consequently, listening to the same is a priority for Mango. On the one hand, thanks to its instantaneous nature, social media allows us to detect any potential reputational crisis quickly and activate the corresponding teams in each situation to resolve any customer concerns. On the other hand, thanks to the engagement they generate, Mango can create interactive content that entertain the user while providing information about themselves, such as the Instagram Stories series 'This or That', in which the community can choose their favourite garments through simple questionnaires; 'Style Advisor', content the company publishes once a month which asks users a question or recommends a series of garments ad-hoc; or the 'Med Academy' series, in which they can complete questionnaires to test their knowledge of

the Mediterranean. And not to mention many other insights, such as the garments that have gone viral on Instagram for being the favourites among the User Generated Content looks of the season. In 2022 Mango had over 30 million followers on all its social media sites. The @mango Instagram account, with 14.3 million followers, is the largest community and the one that generates the most interactions and engagement with the community. Other key social media sites for the company include Facebook (11.8M), Tik Tok (340K), Twitter (754K), LinkedIn (704K), Pinterest (469K) and YouTube (75K).

- The innovation community is a forum created during the social situation generated by the pandemic that has allowed the company to create a space for direct dialogue, without intermediaries, in which Mango consumers and customers participate proactively. The community generates conversations be-



## 9.9. Our customers

tween Mango customers and employees, in this way offering a real connection in which community members have the opportunity to speak to people in the Mango team and express their opinions about products, services and campaigns during the creation process itself.

- The Co-Lab is a forum of direct dialogue which the company has with its employees, which was created when the innovation community was launched. Many company employees are also loyal Mango customers, which is why this initiative was created, as a much more direct and agile forum of dialogue that gives voice to Mango employees as customers, in the improvement of the products and services the company designs.

Mango's aim is to create a unique and memorable experience that surprises its customers. To achieve this, the company implements initiatives that aim to promote fluid, comfortable and

agile shopping designed to enrich its customers through inspiring and personalised content that help create a lifestyle in which culture, style and community occupy a privileged position. Key among other initiatives is the Mango likes you programme, as well as personalisation and an improved shopping experience. The aim of Mango likes you is to create closer ties with customers through experiences related to the brand's themes: sustainability, culture and community. The Mango likes you programme had 31.1 million users at the end of 2022. Another of the key areas is creating unique experiences and adapting content and recommendations for each customer, in order to offer them capsule collections and products suited to their tastes. Mango customers can experience this personalisation during the shopping experience thanks to product and size recommendations, notifications about the status of current orders, etc. Mango's aim is to offer a seamless and phygital experience in which the

online and offline worlds are connected and the customer can enjoy their benefits. The company aims to offer the customer the product of their interest in the right place and at the right time. In the last few years, Mango has developed services aimed at improving this shopping experience and optimising stock management. If an online customer wishes to collect their order in store, thanks to the Click&Collect system, Mango will analyse whether that product is already available in the selected store, in order to allow same day collection. Furthermore, customers in physical stores can also purchase items online if they are not available in the physical store. Mango store staff are able to help customers via its iPad service in stores. In 2020, Mango launched a Chatbot project to automate certain services, which operates as an extension of our customer service. This new service makes it possible to respond to questions relating to order status, the availability of products in stores, the delivery and





9.9. Our customers

returns policy, etc., 24 hours a day, 7 days a week. In 2020, the company launched Iris, its virtual assistant, which uses Mango artificial intelligence to respond to the requests and most-frequently asked questions of our customers, using voice or text.

Innovation, Mango’s DNA

Mango has been an innovative company since it was founded, with innovation as part of its DNA. In this regard, Mango is committed to giving its teams autonomy in every small project the company launches and to letting the innovation flow. Consequently, Mango is accustomed to constant innovation, committing to projects that add value to its customers. The most innovative department of Mango is design, which lies at the centre of its business and is accustomed to changing from season to season, adapting to the trends.

However, in the company there are other departments that focus on technological innovation, such as online and customer and the technology department. In both departments, Mango has its own teams which develop many of the technology solutions that Mango requires at any given moment in-house. The opening of its innovation centre in Barcelona’s 22@ district in 2019 is also part of this strategy. This centre was created to guarantee the rate of growth of Mango’s online business, and to develop omni-channel projects. In it, Mango has a research laboratory, which makes it possible to test prototypes with real clients and adapt the digital product to their needs. Innovation is not only part of Mango’s raison d’être, but something the company wants as an intrinsic part of all the projects that are formed outside the company. For this reason, in 2022, Mango launched the Mango StartUp Studio, the fashion start-up accelerator created by Mango.



Mango StartUp Studio

INNOVATION

Mango is reinforcing its innovative vocation with the creation of a fashion start-up accelerator in collaboration with the IESE Business School. Mango StartUp Studio aims to promote innovation in the company, detect new growth opportunities and participate in the development of new technologies or business models. Mango StartUp Studio is looking for companies and ideas at the development stage in order to make seed-capital investments that add value to the value chain of the fashion industry and improve the customer experience. To manage this project, and select the best start-ups to be included in the initiative, Mango has created a Mango StartUp Studio Committee, chaired by the company CEO, Toni Ruiz, and made up of Jonathan Andic, Mango Man Director; Elena Carasso, Mango Online and Customer Director; Margarita Salvans, Mango Chief Financial Officer; Belén Rallo, the Director of this new Mango project; and Paula Sancho, representing the IESE Business School.

The remaining members of the company’s Steering Committee will participate according to the nature of the start-up being analysed on each occasion. As part of the Mango StartUp Studio, at the end of 2022 Mango is committing to sustainability and investing in Recovo, a start-up for the resale of fabric surpluses. Recovo is a recommerce platform for textile, yarn and production material waste. Through textile recovery, companies can give a second life to textile surpluses and minimise their environmental impact. Recovo presents a business model which contributes to a circular future through technology, traceability and community action.



# 9.9.1

## Customer service

In order for its customers to enjoy a good experience, customer service is essential for Mango. The daily challenge of the company is to offer its customers an excellent service. One of the key interlocutors of Mango is its customer service team, who continuously attend to the questions, queries and recommendations of customers via multiple channels, including e-mail, telephone and social media. Customer service is an extremely valuable source of information that keeps the company connected to the reality of the consumer and allows Mango to detect areas for improvement, in order to offer a better experience every day.

The company’s goal in this sphere is to encourage listening and attention in all touchpoints with the customer, whether through face-to-face attention and advice in physical stores, or with the speed required to attend to any query that may arise before, during or after purchase.

Mango’s presence in different markets has also led to attention being given in over twenty languages, in order to connect with customers in their own language and also promote the intercultural and international nature of the company’s teams.

In this environment, privacy is one of Mango’s key priorities. As well as complying with the data protection provisions established in the different legislations and regulations, Mango considers privacy a mark of respect, transparency and commitment towards those who have trusted in the company. In short, it is Mango’s intention that actively listening to our customers will allow the company to consider their ideas and proposals, in order to create new products and services of value, which will lead Mango to create an international community of people that share its passion for style, culture, the Mediterranean and sustainability.

Customer Service,  
constant listening

RESULTS

TOTAL QUERIES

3,082,314 IN 2021

4,265,316

INFORMATION REQUESTS

1,462,034 IN 2021

2,053,703

48%

COMPLAINTS

1,105,814 IN 2021

1,305,983

31%

REQUESTS

471,275 IN 2021

674,622

16%

OTHER

43,191 IN 2021

231,008

5%

QUERIES RESOLVED

97.7% IN 2021

4,139,223

97.04%





## Financial results

# 10



# Financial results

Transparency and good governance are the basis of the company’s actions and professional relationships. The aim of Mango is to create value within the organisation through the efficient and responsible management of its financial resources. The company complies with the tax regulations and records the accounting operations in the financial statements, based on the tax regulations in each country, in a totally transparent way.

**Key figures**

The financial management of Mango, which also depends on the economic situation in the sector and the country, has a major impact on its stakeholders, and specifically on employees and suppliers of the company. It affects aspects such as the purchase of products and services, the commercial network and the company strategy, among others. Compliance with socio-economic legislation is essential to guarantee the absence

of negative impacts with regard to sustainability. Furthermore, breach of the legislation could result in economic and administrative penalties, as well as a risk to our reputation. The annual accounts of Mango MNG HOLDING, S.A.U. (Consolidated Group) have been drafted in accordance with the Generally Accepted Accounting Principles and in accordance with the regulations stipulated in the International Financial Reporting Standards (IFRS), pursuant to the current legislation. All companies subject to the requirements in the legislation have been externally audited. The group of companies that make up Mango MNG HOLDING, S.A.U. and subsidiary companies have been audited by the auditing company PricewaterhouseCoopers Auditores, S.L. for the purpose of providing greater transparency. The figures shown are taken from consolidated financial statements and other accounting and group management registers. All amounts, unless otherwise stated, are expressed in thousands of euros.

RESULTS	In thousands of euros	2022	2021
Net turnover		2,688,410	2,234,343
EBITDA		436,624	422,573
Gross profit		103,331	81,855
Net profit		81,091	67,420
BALANCE	In thousands of euros	2022	2021
Equity		497,390	415,835
Total balance		2,465,090	2,525,233
% of equity out of total balance		20.2%	16.5%
DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	In thousands of euros	2022	2021
Financial value created		2,715,349	2,275,722
Financial value distributed		2,363,205	1,926,002
Financial value retained		352,144	349,720



Economic performance indicators

TOTAL SALES	In thousands of euros	2022	2021
Sales of goods		2,631,595	2,197,143
Other sales and provision of services		56,815	37,200
TOTAL		2,688,410	2,234,343
SALES OF GOODS BY TYPE OF BUSINESS	In thousands of euros	2022	2021
Wholesale		508,714	398,397
Retail		1,163,121	856,311
Online		959,760	942,435
TOTAL		2,631,595	2,197,143

SALES OF GOODS BY GEOGRAPHICAL REGIONS	In thousands of euros	2022	2021
National		580,754	451,840
Foreign		2,050,841	1,745,303
TOTAL		2,631,595	2,197,143



Economic performance  
indicators

SUPPLIERS OF CAPITAL	In thousands of euros	2022	2021
Short-term debts with financial institutions		- 59,316	- 107,706
Long-term debts with financial institutions		- 193,932	- 278,542
TOTAL DEBT		- 253,248	- 386,248
Equity and short-term investments		171,317	394,070
TOTAL NET DEBT		- 81,931	7,822
TOTAL BALANCE		2,465,090	2,525,233
NET DEBT/BALANCE (%)		- 3.3%	0.3%



Subsidiary companies  
included in the  
consolidation perimeter

SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	ACTIVITY
PUNTO-FA, S.L. (*)	13.12.1989	Palau- Solità i Plegamans (Barcelona)	100%	Fashion retail
MANGO FRANCE, S.A.R.L. (*)	15.11.1995	Paris	100%	Fashion retail
MANGO DEUTSCHLAND GMBH (*)	13.09.1996	Cologne	71.21% - 28.79%	Fashion retail
MANGO TR. TEKSTILTIC LTD. STI. (*)	21.07.1997	Istanbul	100%	Fashion retail
MNG MANGO UK LTD. (*)	22.04.1997	London	100%	Fashion retail
MANGO NEDERLAND B.V.(*)	13.11.1997	Rotterdam	100%	Fashion retail
MANGO HONG KONG LIMITED (*)	29.10.2003	Hong Kong	100%	Fashion retail
MANGO SVERIGE AB (*)	02.07.2004	Stockholm	100%	Fashion retail
MANGO MNG USA INC	03.03.2005	New York	100%	Management of shareholdings



SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	ACTIVITY
MANGO NY INC	09.03.2005	New York	100%	Fashion retail
DISTEX USA INC	03.03.2005	New York	100%	Fashion retail
TEXDIS USA INC	03.03.2005	New York	100%	Management of shareholdings
MANGO GARMENTS AND ACCESSORY TRADING LTD (*)	29.06.2006	Shenzhen	100%	Fashion retail
MANGO (CZ) S.R.O. (*)	29.12.1999	Prague	100%	Fashion retail
MANGO MERITXELL, S.L.	19.06.1998	Escaldes Engordany	100%	Fashion retail
MNG MANGO BELGIQUE SPRL. (*)	29.01.1999	Brussels	100%	Fashion retail
MANGO ÖSTERREICH HANDELS, GMBH (*)	31.08.1999	Vienna	100%	Fashion retail
CONSOLIDATED ARTIST, B.V.	27.01.1998	Rotterdam	100%	Management of shareholdings
MANGO SUISSE, S.A. (*)	10.06.1999	Geneva	100%	Fashion retail
MANGO ITALIA S.R.L. (*)	26.09.2005	Milan	100%	Fashion retail
MANGO HUNGARY KFT (*)	11.10.1999	Budapest	100%	Fashion retail
MANGO POLSKA SP. Z.O.O.(*)	08.11.1999	Warsaw	100%	Fashion retail



SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	ACTIVITY
MANGO DANMARK APS (*)	28.02.2000	Copenhagen	100%	Fashion retail
MANGO NORGE, AS (*)	11.05.2000	Oslo	100%	Fashion retail
MANGONOR COMER.DE VESTUAR. S.A (*)	20.12.2007	Lisbon	100%	Fashion retail
MANGO SLOVENSKO, S.R.O	26.02.2007	Bratislava	100%	Fashion retail
MANGO GARMENTS HELLAS, S.A (*)	28.02.2007	Athens	100%	Fashion retail
MANGO RUSSIA (*)	15.03.2007	Moscow	100%	Fashion retail
S.A.S MANGO HAUSSMAN (*)	23.03.2007	Paris	100%	Fashion retail
MANGO SUOMY OY (*)	25.04.2007	Helsinki	100%	Fashion retail
MNG MANGO IRELAND, LTD (*)	26.11.2007	Dublín	100%	Fashion retail
MANGO GARMENTS RUMANIA, SRL (*)	17.07.2008	Bucharest	100%	Fashion retail
MANGO GARMENTS AND ACCESSORY (CHINA) LTD (*)	12.01.2011	Shanghai	100%	Fashion retail
MANGO SINGAPORE GARMENTS PTE. LTD (*)	27.07.2011	Singapore	100%	Management and consultancy services
DARDANELOS INVERSIONES, S.A.	07.10.2011	Palau- Solità i Plegamans (Barcelona)	100%	Management of shareholdings



SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	ACTIVITY
TOPKAPI INVERSIONES, S.A.	30.06.2011	Palau- Solità i Plegamans (Barcelona)	100%	Management of shareholdings
FOURSOME, S.A.	15.07.2011	Palau- Solità i Plegamans (Barcelona)	100%	Management of shareholdings
INVESTMENT AKNAM, S.A.	10.06.2011	Palau- Solità i Plegamans (Barcelona)	100%	Management of shareholdings
INVESTMENTS ANSAVE, S.A.	15.07.2011	Palau- Solità i Plegamans (Barcelona)	100%	Management of shareholdings
KAYSERI INVERSIONES, S.A.	15.07.2011	Palau- Solità i Plegamans (Barcelona)	100%	Management of shareholdings
DEREK INVESTMENT, S.A.	29.09.2011	Palau- Solità i Plegamans (Barcelona)	100%	Management of shareholdings
INVERSIONES GIRALDA, S.A.	16.11.2012	Palau- Solità i Plegamans (Barcelona)	100%	Management of shareholdings
AFYON INVESTMENTS, S.A.	16.11.2012	Palau- Solità i Plegamans (Barcelona)	100%	Management of shareholdings
MANGO KOREA LTD	03.04.2012	Seoul	100%	Fashion retail
MANGO MODA D.O.O. (*)	24.01.2013	Zagreb	100%	Fashion retail
MANGO LUXEMBOURG, S.A.R.L.	13.05.2013	Luxembourg	100%	Fashion retail
MANGO UKRAINE TOV(*)	06.08.2013	Kiev	100%	Fashion retail
MANGO OPERACIONES MEXICO S DE RL DE CV	06.02.2014	DF	100%	Fashion retail



SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	ACTIVITY
MEXDIC SERVICIOS DE GESTION S DE RL DE CV	26.02.2014	DF	100%	Fashion retail
VLT MODA TEKSTIL IC VE DIS TIC	10.02.2014	Istanbul	100%	Fashion retail
MANGO BULGARIA EOOD	19.02.2014	Sofia	100%	Fashion retail
MANGO ON LINE CANADA CORPORATION	14.03.2017	Montreal	100%	Fashion retail
KDS MODA TEKSTIL TICARET, LTD	18.03.2019	Istanbul	100%	Fashion retail
MANGO STARTUP STUDIO, S.L.	30.05.2022	Palau- Solità i Plegamans (Barcelona)	100%	Fashion retail
MANGO SL, D.O.O.	30.06.2022	Ljubljana	100%	Fashion retail

\* Audited companies



Profits, taxes  
and subsidies received

2022

COUNTRY	PROFIT BEFORE TAX 2022 BEFORE CONSOLIDATION ADJUSTMENTS	CORPORATION TAX PAID 2022	SUBSIDIES RECEIVED 2022	SUBSIDIES TO EMPLOYEES (€)
Andorra	334,274.63	5,273.63	-	-
Austria	23,025.16	3,500.00	-	71,585
Belgium	-281,511.41	70.31	-	-
Bulgaria	22,783.78	24,292.83	-	-
Canada	2,111,401.87	1,171,398.58	-	-
China	-4,562,194.42	-	63,923.18	-
Croatia	275,875.30	-27,222.41	16,066.77	-
Czech Republic	-325,830.16	-114,351.26	-	-
Denmark	27,972.29	-	-	-



Profits, taxes  
and subsidies received

2022

COUNTRY	PROFIT BEFORE TAX 2022 BEFORE CONSOLIDATION ADJUSTMENTS	CORPORATION TAX PAID 2022	SUBSIDIES RECEIVED 2022	SUBSIDIES TO EMPLOYEES (€)
Finland	87,988.58	-	-	-
France	711,559.80	-	3,967,469.00	-8,807
Germany	472,603.20	823,832.49	10,869,932.92	-
Greece	239,758.18	76,371.79	-	-
Hong Kong	-3,399,925.97	-19,747.65	-	22,284
Hungary	-87,881.39	8,219.07	-	-
Ireland	120,193.56	190,387.00	-	-
Italy	1,587,222.52	242,476.20	-	123,227
Luxembourg	30,270.66	-	-	-



Profits, taxes  
and subsidies received

2022

COUNTRY	PROFIT BEFORE TAX 2022 BEFORE CONSOLIDATION ADJUSTMENTS	CORPORATION TAX PAID 2022	SUBSIDIES RECEIVED 2022	SUBSIDIES TO EMPLOYEES (€)
Mexico	162,204.61	251,119.16	-	-
Netherlands	623,054.01	116	2,117,146.87	-130,149
Norway	313,051.84	171,583.22	-	-
Poland	-156,080.78	-	-	-
Portugal	1,323,664.43	97,379.58	-	-1,128
Romania	125,566.29	-	-	-
Russia	-42,630,005.91	170,098.48	-	-
Singapore	89,005.72	-	6,920.13	38,038
Slovakia	17,426.64	-	6,155.63	23,159



Profits, taxes  
and subsidies received

2022

COUNTRY	PROFIT BEFORE TAX 2022 BEFORE CONSOLIDATION ADJUSTMENTS	CORPORATION TAX PAID 2022	SUBSIDIES RECEIVED 2022	SUBSIDIES TO EMPLOYEES (€)
Slovenia	-38,846.12	783.75	-	-
South Korea	-1,600,930.57	-28.98	-	-
Spain	131,022,273.67	17,570,520.06	164,786.29	-
Sweden	-195,202.63	-	-	15,931
Switzerland	554,643.95	115,214.48	1,791,930.92	1,144
Turkey	18,884,456.69	2,789,936.83	-	-
United States	-1,247,154.01	820,073.84	-	-
United Kingdom	437,059.04	-	-	-
Ukraine	288,517.36	51,563.71	-	-
OVERALL TOTAL	105,360,290.44	24,422,860.70	19,004,331.71	-



Profit, taxes  
and subsidies received

2021

COUNTRY	PROFIT BEFORE TAX 2021 BEFORE CONSOLIDATION ADJUSTMENTS	CORPORATION TAX PAID 2021	SUBSIDIES RECEIVED 2021	SUBSIDIES TO EMPLOYEES (€)
Andorra	411,485.96	-4,109.28	-	-
Austria	-199,637.42	1,750.00	585,391.99	657,011.24
Belgium	281,263.28	-	-	-
Bulgaria	95,093.49	19,035.93	-	97,581.83
Canada	2,531,579.64	272,399.08	-	-
China	-2,658,928.02	-	36,333.77	-
Croatia	-697.17	-	-	51,863.82
Czech Republic	-161,324.85	-	469,161.39	318,452.64
Denmark	-158,331.65	-	177,697.89	121,102.17



Profit, taxes  
and subsidies received

2021

COUNTRY	PROFIT BEFORE TAX 2021 BEFORE CONSOLIDATION ADJUSTMENTS	CORPORATION TAX PAID 2021	SUBSIDIES RECEIVED 2021	SUBSIDIES TO EMPLOYEES (€)
Finland	-250,572.70	-	162,023.56	199,029.62
France	2,938,243.00	-	7,123,895.04	51,124,439.63
Germany	1,718,024.74	-114,327.21	10,500,000.00	1,427,701.76
Greece	223,532.33	-	-	-
Hong Kong	-2,951,714.64	-	-	-
Hungary	11,680.89	3,940.00	-	19,655.74
Ireland	-25,568.85	-2,475.38	190,025.30	-9,944.31
Italy	1,333,972.21	-	-	-
Luxembourg	-12,904.81	-	59,862.50	3,623.46



Profit, taxes  
and subsidies received

2021

COUNTRY	PROFIT BEFORE TAX 2021 BEFORE CONSOLIDATION ADJUSTMENTS	CORPORATION TAX PAID 2021	SUBSIDIES RECEIVED 2021	SUBSIDIES TO EMPLOYEES (€)
Mexico	-358,132.63	410,535.67	-	-
Netherlands	2,938,822.05	-286.00	-	1,067,791.00
Norway	976,001.48	156,151.13	-	-
Poland	-252,622.55	-	-	164,158.40
Portugal	580,097.74	5,200.11	171,342.76	548,090.11
Romania	-580,647.75	-	-	-
Russia	8,487,171.02	2,387,185.32	-	-
Singapore	-413,104.50	-	521,249.30	184,695.34
Slovakia	27,950.58	-	84,643.46	91,755.82



Profit, taxes  
and subsidies received

2021

COUNTRY	PROFIT BEFORE TAX 2021 BEFORE CONSOLIDATION ADJUSTMENTS	CORPORATION TAX PAID 2021	SUBSIDIES RECEIVED 2021	SUBSIDIES TO EMPLOYEES (€)
South Korea	-402,474.70	-64.12	-	-
Spain	110,015,500.51	11,466,706.21	372,328.52	-
Sweden	101,174.60	-	890,972.45	-
Switzerland	2,876,309.14	2,415.48	-	498,864.19
Turkey	5,238,407.52	30,749.64	-	-
United States	2,681,718.35	-236,281.47	-	-
United Kingdom	3,510,058.67	-281,023.73	391,113.68	1,130,235.87
Ukraine	2,027,074.30	420,217.74	-	-
OVERALL TOTAL	140,578,502.26	14,537,719.13	21,736,041.62	11,696,108.33



# Contact information

## Contact information

Any suggestion, contribution or comment by users or Mango stakeholders about the content of the Sustainability Report or aspects relating to the company’s corporate social responsibility can be made via the following contact addresses:

This document was signed on:  
23 February 2023

### 01

For general sustainabilty issues  
(suggestions, queries, compalints, etc.):  
**lg\_RSC@mango.com**

### 02

For issues relating to  
environmental sustainability:  
**rsc.committed@mango.com**

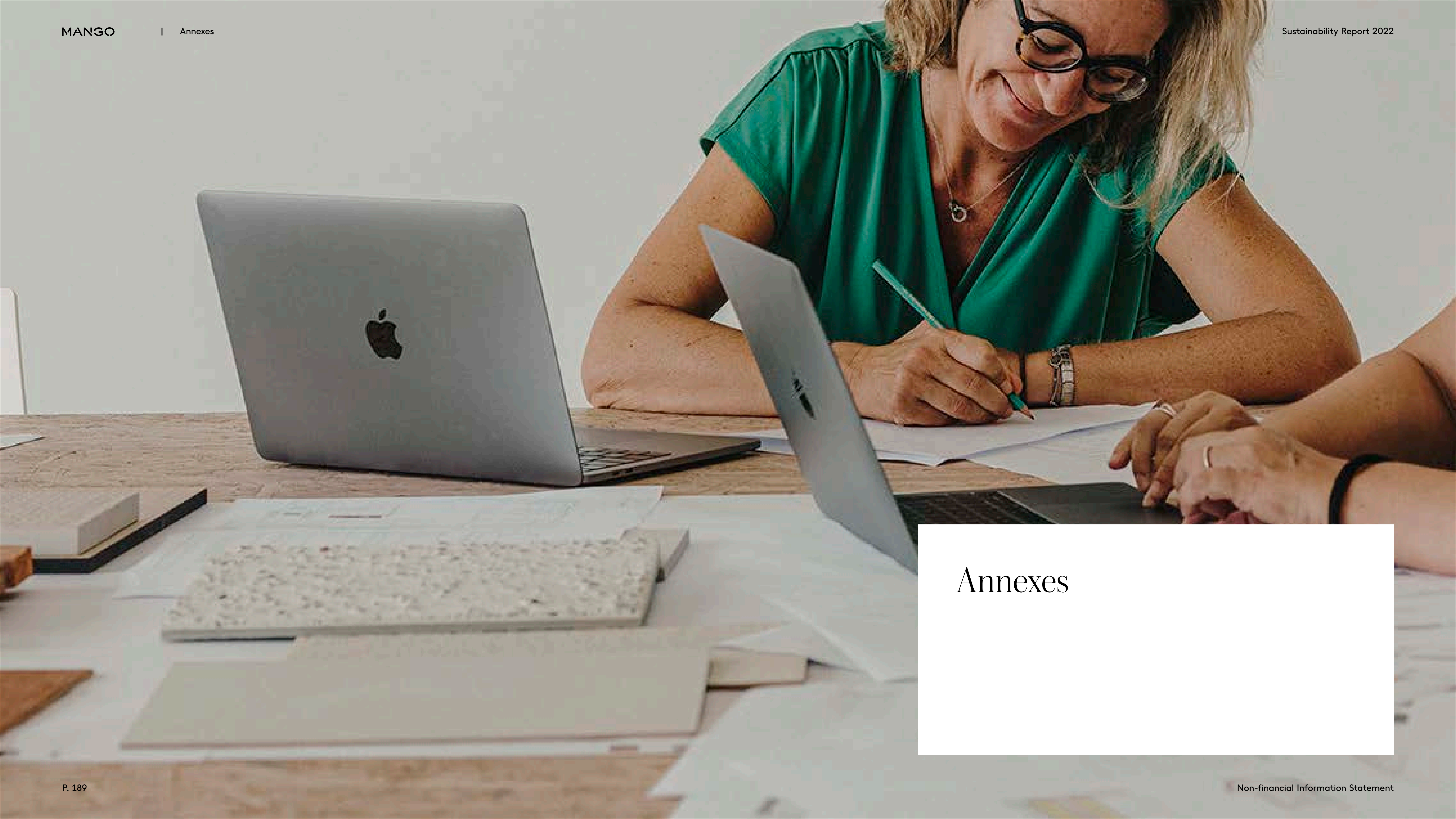
### 03

For issues related to social  
sustainability:  
**eqp.socialcompliance@mango.com**

## Headquarters

Mango MNG HOLDING, S.A.U.  
Calle Mercaders 9-11  
Pol. Ind. Riera de Caldes C.P. 08184  
Palau-solità i Plegamans  
Barcelona (Spain)





Annexes



Social and  
employee-related  
issues

MARKET	AVERAGE WORKFORCE 2022	WORKFORCE 30.12.2022	AVERAGE WORKFORCE 2021	WORKFORCE 30.12.2021
Spain	5,788	6,206	5,032	5,564
France	1,570	1,660	1,544	1,600
Turkey	1,080	1,379	942	1,038
Germany	791	845	737	782
United Kingdom	477	590	346	405
Italy	390	504	281	325
Portugal	394	408	332	377
Poland	231	255	189	210
United States	149	224	65	93



MARKET	AVERAGE WORKFORCE 2022	WORKFORCE 30.12.2022	AVERAGE WORKFORCE 2021	WORKFORCE 30.12.2021
Singapore	108	197	54	60
Netherlands	169	189	143	154
Belgium	148	180	106	123
Croatia	152	159	121	144
Switzerland	123	132	114	124
Romania	120	127	113	117
Czech Republic	95	123	68	87
Austria	101	120	98	87
Greece	86	91	81	81
Ireland	83	91	65	89
Russia*	467	90	725	811
Ukraine	87	71	98	107
Sweden	62	68	50	56



MARKET	AVERAGE WORKFORCE 2022	WORKFORCE 30.12.2022	AVERAGE WORKFORCE 2021	WORKFORCE 30.12.2021
Finland	57	58	62	55
Hungary	45	51	43	42
Andorra	33	45	32	39
Bulgaria	34	38	27	26
Denmark	33	35	28	31
China	39	29	53	44
Norway	24	28	24	27
Slovakia	22	23	19	19
Mexico	15	18	18	14
Slovenia	16	17	-	-
Luxembourg	10	12	10	9
South Korea	9	9	13	12
Hong Kong	7	7	8	8



MARKET	AVERAGE WORKFORCE 2022	WORKFORCE 30.12.2022	AVERAGE WORKFORCE 2021	WORKFORCE 30.12.2021
Canada	2	2	-	-
United Arab Emirates	3	1	3	2
TOTAL	13,006	14,082	11,641	12,762

\* In Russia, all the stores have transferred from company-owned to franchises. At the end of 2022, Mango continued to have some employees in active stores, pending procedures to transfer them to franchises. During 2022, Mango has continued to carry out the procedures to transfer the employees. With regard to employees of the corporate centre in Russia, these will remain active, transferring the supervision and support to the franchisee. All store personnel in Russia were affected by a temporary job suspension from March 2022.



# Workforce at the end of the year, by type of contract

## Indefinite contract

## By gender, age, professional category and type of contract

In 2022, Mango has committed to increasing job security, which in itself is a positive factor for the company, since it increases sustainable employment over time. To achieve this, Mango has increased indefinite contracting by 38%.

### 2022

TOTAL	
Total employees	11,395
Women	8,606
Men	2,789
AGE	
< 30	4,964
30 - 50	5,832
> 50	599
PROFESSIONAL CATEGORY	
Top and middle managers	1,949
Store personnel	6,924
Headquarters personnel	1,726
Logistics personnel	796

### 2021

TOTAL	
Total employees	9,776
Women	7,621
Men	2,155
AGE	
< 30	3,938
30 - 50	5,471
> 50	367
PROFESSIONAL CATEGORY	
Top and middle managers	1,963
Store personnel	5,901
Headquarters personnel	1,614
Logistics personnel	298



Workforce at the end of the year, by type of contract

Temporary contract

By gender, age, professional category and type of contract

2022

TOTAL	
Total employees	2,687
Women	2,285
Men	402
AGE	
< 30	2,104
30 - 50	539
> 50	44
PROFESSIONAL CATEGORY	
Top and middle managers	88
Store personnel	2,529
Headquarters personnel	36
Logistics personnel	34

2021

TOTAL	
Total employees	2,986
Women	2,427
Men	559
AGE	
< 30	2,302
30 - 50	642
> 50	42
PROFESSIONAL CATEGORY	
Top and middle managers	65
Store personnel	2,469
Headquarters personnel	82
Logistics personnel	370



Average workforce  
at the end of the year,  
by type of contract

Indefinite contract

By gender, age,  
professional category  
and type of contract

2022

TOTAL	
Total employees	10,577
Women	8,141
Men	2,436
AGE	
< 30	4,431
30 - 50	5,625
> 50	521
PROFESSIONAL CATEGORY	
Top and middle managers	1,999
Store personnel	6,316
Headquarters personnel	1,692
Logistics personnel	571

2021

TOTAL	
Total employees	9,552
Women	7,456
Men	2,096
AGE	
< 30	3,791
30 - 50	5,425
> 50	336
PROFESSIONAL CATEGORY	
Top and middle managers	1,887
Store personnel	5,849
Headquarters personnel	1,542
Logistics personnel	271



Average workforce  
at the end of the year,  
by type of contract

Temporary contract

By gender, age,  
professional category  
and type of contract

2022

TOTAL	
Total employees	2,429
Women	2,020
Men	410
AGE	
< 30	1,859
30 - 50	533
> 50	37
PROFESSIONAL CATEGORY	
Top and middle managers	75
Store personnel	2,105
Headquarters personnel	60
Logistics personnel	189

2021

TOTAL	
Total employees	2,089
Women	1,696
Men	393
AGE	
< 30	1,566
30 - 50	486
> 50	37
PROFESSIONAL CATEGORY	
Top and middle managers	64
Store personnel	1,635
Headquarters personnel	85
Logistics personnel	305



# Workforce at the end of the year, by working hours

## Full-time

By gender, age, professional category and type of contract

2022

TOTAL	
Total employees	7,580
Women	5,370
Men	2,210
AGE	
< 30	2,875
30 - 50	4,167
> 50	538
PROFESSIONAL CATEGORY	
Top and middle managers	1,880
Store personnel	3,272
Headquarters personnel	1,732
Logistics personnel	696

2021

TOTAL	
Total employees	7,391
Women	5,346
Men	2,045
AGE	
< 30	2,784
30 - 50	4,251
> 50	356
PROFESSIONAL CATEGORY	
Top and middle managers	1,861
Store personnel	3,307
Headquarters personnel	1,663
Logistics personnel	560



# Workforce at the end of the year, by working hours

## Part-time

By gender, age, professional category and type of contract

2022

TOTAL	
Total employees	6,502
Women	5,521
Men	981
AGE	
< 30	4,193
30 - 50	2,204
> 50	105
PROFESSIONAL CATEGORY	
Top and middle managers	157
Store personnel	6,181
Headquarters personnel	30
Logistics personnel	134

2021

TOTAL	
Total employees	5,371
Women	4,702
Men	669
AGE	
< 30	3,456
30 - 50	1,862
> 50	53
PROFESSIONAL CATEGORY	
Top and middle managers	167
Store personnel	5,063
Headquarters personnel	33
Logistics personnel	108



Average annual workforce at the end of the year, by working hours

Full-time

By gender, age, professional category and type of contract

2022

TOTAL	
Total employees	7,328
Women	5,249
Men	2,079
AGE	
< 30	2,730
30 - 50	4,123
> 50	475
PROFESSIONAL CATEGORY	
Top and middle managers	1,915
Store personnel	3,073
Headquarters personnel	1,716
Logistics personnel	624

2021

TOTAL	
Total employees	6,793
Women	4,927
Men	1,866
AGE	
< 30	2,415
30 - 50	4,057
> 50	321
PROFESSIONAL CATEGORY	
Top and middle managers	1,767
Store personnel	2,950
Headquarters personnel	1,591
Logistics personnel	484



Average annual workforce at the end of the year, by working hours

Part-time

By gender, age, professional category and type of contract

2022		2021		Disabled employees	
TOTAL		TOTAL		2022	2021
Total employees	5,678	Total employees	4,849	Total employees	96
Women	4,911	Women	4,225	Total employees	71
Men	766	Men	624	Severance	
AGE		AGE		2022	2021
< 30	3,560	< 30	2,942	TOTAL	
30 - 50	2,035	30 - 50	1,854	Total employees	950
> 50	83	> 50	53	Women	809
PROFESSIONAL CATEGORY		PROFESSIONAL CATEGORY		Men	141
Top and middle managers	158	Top and middle managers	185	AGE	
Store personnel	5,348	Store personnel	4,534	< 30	587
Headquarters personnel	36	Headquarters personnel	36	30 - 50	344
Logistics personnel	135	Logistics personnel	94	> 50	19
				PROFESSIONAL CATEGORY	
				Top and middle managers	205
				Store personnel	703
				Headquarters	38
				Logistics	4
				Top and middle managers	130
				Store personnel	393
				Headquarters	59
				Logistics	4



A woman with long brown hair, wearing an orange button-down shirt, is seated at a desk. She is looking down at a laptop, with her hands resting on the keyboard. The desk is cluttered with various items, including papers, a pen, and some fabric samples. The background is a soft-focus interior space with light-colored walls and a window with sheer curtains.

## Content index



# GRI Standards/NFIS/ Global Compact Content Index

## GRI Standards/NFIS/ Global Compact Content Index

Mango has reported the information cited in this GRI content index for the period 31 December 2021 to 30 December 2022 with reference to the GRI Standards.

INDICATOR	DESCRIPTION OF THE INDICATOR	SECTION	PAGE	GLOBAL COMPACT PRINCIPLES
GENERAL CONTENT 2021				
2 - 1	Details of the organisation	3. About Mango / 4. Our business model	13 - 36	-
2 - 2	Organisations included in the consolidated financial accounts	10. Financial information	175 - 179	-
2 - 3	Reporting period, frequency and point of contact	Scope and structure of the report	7	-
2 - 4	Re-expression of the information	In the case of re-expression of the information, this is indicated in the section	-	-
2 - 5	External verification	PwC limited assurance report	8	-
2 - 6	Assets, value chain and other business relations	4. Our business model	23 - 36	-
2 - 7	Employees	9. Committed to People / Annexes	135 - 136 / 190 - 201	Principle 6
MATERIAL ISSUES: RISK MANAGEMENT AND GOVERNMENT				
2 - 9	Structure of governance and composition	5. Good governance	37 - 40	-
2 - 19	Remuneration policies	9. Committed to People	137 - 138	-



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INDICATOR	DESCRIPTION OF THE INDICATOR	SECTION	PAGE	GLOBAL COMPACT PRINCIPLES
2 - 22	Declaration about the sustainable strategy	1. Letter from the CEO / 6. Our sustainability strategy	4 - 6 / 52	-
TEMA MATERIAL: ÉTICA E INTEGRIDAD				
2 - 23	Commitments and policies	5. Good governance / 6. Our sustainable strategy / 8. Committed to Planet / 9. Committed to People	38, 44, 46, 96, 99, 118, 125, 127, 129, 136, 141	Principle 10
2 - 24	Incorporation of commitments and policies			
MATERIAL ISSUE: COMMITMENT TO STAKEHOLDERS				
2 - 28	Affiliation to associations	6. Our sustainable strategy / 9. Committed to People	55 - 57 / 160 - 161	-
2 - 29	Focuses for the participation of stakeholders	5. Good governance	41	-
2 - 30	Collective bargaining agreements	9. Committed to People	152	-
SPECIFIC CONTENTS				
RESILIENCE CAPACITY				
3 - 3 (2021)	Management of material issues - Resilience capacity	1. Letter from the CEO	4-8	-
TRANSPARENCY IN COMMUNICATION				
3 - 3 (2021)	Management of material issues - Transparency in communication	1. Letter from the CEO / 2. Milestones in 2022	4 - 12	-



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INDICATOR	DESCRIPTION OF THE INDICATOR	SECTION	PAGE	GLOBAL COMPACT PRINCIPLES
MANAGEMENT OF INNOVATION				
3 - 3 (2021)	Management of material issues - Management of innovation	2. Milestones in 2022 / 3. About Mango / 4. Our business model / 9. Committed to People	9 - 11 / 14 / 17 / 24 / 34 / 145 / 167 - 169	-
VALUE GENERATED AND DISTRIBUTED				
3 - 3 (2021)	Management of material issues - Value generated and distributed	10. Financial results	172	-
201 - 1 (2016)	Direct economic value generated and distributed	10. Financial results	172	-
201 - 4 (2016)	Financial assistance received from the government	10. Financial results	180 - 187	-
CLIMATE CHANGE STRATEGY /MINIMISATION OF ENVIRONMENTAL IMPACT				
3 - 3 (2021)	Management of material issues - Climate change strategy/ Minimisa- tion of environmental impact	8. Committed to Planet	86 - 91	Principle 7
305 - 1 (2016)	Total direct greenhouse gas emissions (scope 1)	8. Committed to Planet	87	Principle 8
305 - 2 (2016)	Total indirect greenhouse gas emissions (scope 2)	8. Committed to Planet	87	Principle 8
305 - 3 (2016)	Other indirect greenhouse gas emissions (scope 3)	8. Committed to Planet	87	Principle 8
SUSTAINABLE USE OF RESOURCES/DESIGN OF SUSTAINABLE PRODUCTS				
3 - 3 (2021)	Management of material issues - Sustainable use of resources/Design of sustainable products	7. Committed to Product / 8. Committed to Planet	61 - 65 / 103 - 116	-



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INDICATOR	DESCRIPTION OF THE INDICATOR	SECTION	PAGE	GLOBAL COMPACT PRINCIPLES
301 - 1 (2016)	Materials used, by weight or volume	7. Committed to Product	61	-
301 - 2 (2016)	Recycled consumables	7. Committed to Product	61 - 65	-
302 - 1 (2016)	Energy consumption within the organisation	8. Committed to Planet	103	-
CIRCULARITY				
3 - 3 (2021)	Management of material issues - Circularity	6. Nuestro modelo sostenible / 7. Committed to Product	49 / 53 / 60 / 67 - 72	Principle 9
306 - 3 (2020)	Waste generated	8. Committed to Planet	100 - 102	-
MANAGEMENT OF RELATIONSHIPS WITH CUSTOMERS				
3 - 3 (2021)	Management of material issues - Management of relationships with customers	9. Committed to People	167 - 170	-
417 - 1 (2016)	Requirements for information and labelling of products and services	7. Committed to Product	77	-
RESPONSIBLE PURCHASES				
3 - 3 (2021)	Management of material issues - Responsible purchases	9. Committed to People	118 - 134	-
414 - 1 (2016)	New suppliers that have passed recruitment filters in accordance with social criteria	9. Committed to People	126 - 128	-



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INDICATOR	DESCRIPTION OF THE INDICATOR	SECTION	PAGE	GLOBAL COMPACT PRINCIPLES
PROTECTION OF HUMAN RIGHTS				
3 - 3 (2021)	Management of material issues - Protection of human rights	9. Committed to People	118 - 134	-
412 - 1 (2016)	Operations subject to human rights reviews or impact assessments	9. Committed to People	129 - 132	-
414 - 1 (2016)	New suppliers that have passed recruitment filters in accordance with social criteria	9. Committed to People	126 - 128	-
COMMITMENT TO LOCAL COMMUNITIES				
3 - 3 (2021)	Management of material issues - Commitment to local communities	9. Committed to People	154 - 163	-
413 - 1 (2016)	Operations with the participation of the local community, imapct as- essments and development programmes	9. Committed to People	154 - 163	-
QUALITY IN EMPLOYMENT				
3 - 3 (2021)	Management of material issues - Quality in employment	9. Committed to People	135 - 140	-
401 - 2 (2016)	Benefits for full-time employees	9. Committed to People	140	-
DIVERSITY, EQUALITY AND INCLUSION				
3 - 3 (2021)	Management of material issues - Diversity, equality and inclusion	9. Committed to People	118 / 136 - 137 / 139 / 151	-



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INDICATOR	DESCRIPTION OF THE INDICATOR	SECTION	PAGE	GLOBAL COMPACT PRINCIPLES
405 - 2 (2016)	Ratio of basic salary and remuneration of women compared to men	9. Committed to People	137 - 138	-
HEALTH & SAFETY				
3 - 3 (2021)	Management of material issues - Health & Safety	9. Committed to People	141 - 144	-
403 - 1 (2018)	Health & Safety at work management system	9. Committed to People	141 - 143	-
403 - 2 (2018)	Risk identification, risk assessment and research into incidents	9. Committed to People	141 - 143	-
403 - 3 (2018)	Health services in the workplace	9. Committed to People	140	-
403 - 4 (2018)	Worker participation, queries and communication about health & safety in the workplace	9. Committed to People	141 - 143	-
403 - 5 (2018)	Employee training on health & safety at work	9. Committed to People	141 - 143	-
403 - 6 (2018)	Promotion of employee health	9. Committed to People	143	-
403 - 7 (2018)	Prevention and mitigation of impacts on health & safety at work directly linked to comercial relationships	9. Committed to People	141 - 143	-
403 - 8 (2018)	Employees covered by a health & safety at work management system	9. Committed to People	141 - 143	-
403 - 9 (2018)	Injuries from workplace accidents	9. Committed to People	144	-



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INDICATOR	DESCRIPTION OF THE INDICATOR	SECTION	PAGE	GLOBAL COMPACT PRINCIPLES
403 - 10 (2018)	Workplace illnesses	9. Committed to People	144	-
DEVELOPMENT OF HUMAN CAPITAL				
3 - 3 (2021)	Management of material issues - Development of human capital	9. Committed to People	145 - 149	-
404 - 2 (2016)	Programmes to improve the skills of employees	9. Committed to People	145 - 149	-
MATERIAL ISSUES 2021				
3 - 1	Process to determine material issues	5. Good governance	42 - 43	-
3 - 2	List of material issues	5. Good governance	42 - 43	-
MANGO MATERIAL ISSUES				
		WHERE IS THE IMPACT PRODUCED?	MANGO INVOLVEMENT IN THE IMPACT	GLOBAL COMPACT PRINCIPLES
Governance		Inside and outside the organisation	Direct and indirect	-
Ethics and integrity		Inside and outside the organisation	Direct and indirect	Principle 10
Risk management		Inside and outside the organisation	Direct and indirect	-
Resilience capacity		Inside and outside the organisation	Direct and indirect	-
Commitment with Stakeholders		Inside and outside the organisation	Direct and indirect	-
Transparency in communication		Inside and outside the organisation	Direct and indirect	-



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INDICATOR	DESCRIPTION OF THE INDICATOR	SECTION	PAGE	GLOBAL COMPACT PRINCIPLES
	MANGO MATERIAL ISSUES	WHERE IS THE IMPACT PRODUCED?	MANGO INVOLVEMENT IN THE IMPACT	GLOBAL COMPACT PRINCIPLES
	Management of innovation	Inside the organisation	Direct and indirect	Principle 9
	Value generated and distributed	Inside and outside the organisation	Direct and indirect	-
	Climate change strategy	Inside and outside the organisation	Direct and indirect	Principle 7
	Minimisation of environmental impact	Inside and outside the organisation	Direct and indirect	Principle 8
	Sustainable use of resources	Inside and outside the organisation	Direct and indirect	Principle 8
	Design of sustainable products	Inside and outside the organisation	Direct	Principle 9
	Circularity	Inside and outside the organisation	Direct and indirect	Principle 9
	Management of customer relations	Inside and outside the organisation	Direct	-
	Responsible purchases	Inside and outside the organisation	Direct and indirect	-
	Protection of human rights	Inside the organisation	Direct	Principle 1
	Commitment to local communities	Inside and outside the organisation	Direct	-
	Quality in employment	Inside the organisation	Direct	-
	Diversity, equality and inclusion	Inside the organisation	Direct	Principle 6



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INDICATOR	DESCRIPTION OF THE INDICATOR	SECTION	PAGE	GLOBAL COMPACT PRINCIPLES
	MANGO MATERIAL ISSUES	WHERE IS THE IMPACT PRODUCED?	MANGO INVOLVEMENT IN THE IMPACT	GLOBAL COMPACT PRINCIPLES
	Health & Safety	Inside the organisation	Direct	-
	Development of human capital	Inside the organisation	Direct	-



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NFIS Content Index

AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS*	SECTION	PAGE
BUSINESS MODEL	Description of the business model of the group.	2-1 / 2-2 / 2-6 / 2-7 / 2-9 / 2-22	4. Our business model	24 - 36
POLICIES	Description of the non-financial policies the group applies results of the same.	3-3 / 2-23 / 2-24	5. Good governance / 6. Our sustainable strategy / 8. Committed to Planet / 9. Committed to People	38, 44, 46, 96, 99, 118, 125, 127, 129, 136, 141
RISKS	The main risks associated with the group’s activities, its commercial relations, products and services that may have negative effects and how the group detects and manages said risks.	3-3	5. Good governance / 8. Committed to Planet / 9. Committed to People	44, 81-83, 92, 96, 121, 126, 127, 131, 141 - 143
ENVIRONMENT ISSUES	GLOBAL ENVIRONMENT			
	Detailed information about the current and predictable effects of the company’s activities on the environment and, wherever applicable, health and safety, the evaluation procedures or environmental certification; resources dedicated to environmental risk protection and application of the precautionary principle; sum of provisions and guarantees for environmental risks.	3-3 / 2-23	8. Committed to Planet	78 - 116
	CONTAMINATION			
	Measures to prevent, reduce or remedy the carbon emissions that gravely affect the environment, taking into account any form of atmospheric contamination specific to an activity, including acoustic and light contamination.	3-3	8. Committed to Planet	86 - 91



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AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS*	SECTION	PAGE
ENVIRONMENTAL ISSUES	CIRCULAR ECONOMY AND PREVENTION AND MANAGEMENT OF WASTE			
	Circular economy.	3-3	7. Committed to Product	58 - 72
	Waste: Prevention measures, recycling, reutilisation, other forms of recovery and elimination of waste products.	306-3 (2016)	7. Committed to Product / 8. Committed to Planet	72 / 100 - 102
	Actions to combat food waste.	3-3	Not material	-
	SUSTAINABLE USE OF RESOURCES			
	Water consumption and water supply according to local restrictions.	303-3 (2018) / 303-5 (2018)	8. Committed to Planet	92 - 95
	Consumption of raw materials and measures adopted to use them more efficiently.	3-3 / 301-1 (2016) / 301-2 (2016)	7. Committed to Product	61 - 65
	Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energies.	3-3 / 302-1 (2016)	8. Committed to Planet	86 - 91 / 103 - 116
	CLIMATE CHANGE			
	The key greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services that produce them.	3-3 / 305-1 (2016) / 305-2 (2016) / 305-3 (2016)	8. Committed to Planet	86 - 91
	Measures adopted to adapt to the consequences of climate change.	3-3	8. Committed to Planet	86 - 91
	The voluntary goals to reduce greenhouse gas emissions in the medium and long term and the resources implemented for the same.	3-3	8. Committed to Planet	86 - 91



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AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS*	SECTION	PAGE
ENVIRONMENTAL ISSUES	PROTECTION OF BIODIVERSITY			
	Measures adopted to preserve or restore biodiversity.	3-3	8. Committed to Planet	96 - 99
	Impacts caused by activities and operations in protected areas.	304-2 (2016)	8. Committed to Planet	96 - 99
SOCIAL AND EMPLOYEE-RELATED ISSUES	EMPLOYMENT			
	Total number and distribution of employees by gender, age, country and professional category.	3-3 / 2-7 / 405-1 (2016)	9. Committed to People / Annexes	135 - 136 / 190 - 201
	Total number and distribution of employment contract models.	2-7	Annexes	194 - 201
	Average anual number of indefinite, temporary and part-time contracts by gender, age and profesional category.	2-7 / 405-1 (2016)	Annexes	194- 201
	Number of dismissals by gender, age and professional category.	401-1 (2016)	Annexes	201
	Average remuneration and its evolution, by gender, age and professional category or similar value.	405-2 (2016) / 2-19	9. Committed to People	137 - 138
	Salary gap, remuneration of similar jobs or average company remuneration or average in society.	3-3 / 405-2 (2016)	9. Committed to People	135 - 136
	Average remuneration of directors and managers, including variable remuneration, expenses, compensation, payment to long-term saving systems adn other payments, by gender.	3-3 / 2-19	9. Committed to People	137



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AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS*	SECTION	PAGE
SOCIAL AND EMPLOYEE-RELATED ISSUES	Implementation of employment disconnection policies.	3-3	9. Committed to People	139
	Disabled employees.	405-1 (2016)	9. Committed to People / Annexes	150 / 201
	WORK ORGANISATION			
	Organisation of working hours.	3-3	9. Committed to People	139
	Total absenteeism hours.	403-9 (2018)	9. Committed to People	139
	Measures aimed at facilitating work-life balance and promoting joint responsibility for the same between both parents.	3-3 / 401-2 (2016)	9. Committed to People	140
	HEALTH AND SAFETY			
	Health and safety at work conditions.	3-3 / 403-1 (2018) / 403-2 (2018) / 403-3 (2018) / 403-4 (2018) / 403-5 (2018) / 403-6 (2018) / 403-7 (2018) / 403-8 (2018)	9. Committed to People	141 - 144
	Workplace accidents, in particular their frequency and gravity. Occupational illnesses, by gender.	403-9 (2018) / 403-10 (2018)	9. Committed to People	144
	SOCIAL RELATIONS			
	Organisation of social dialogue, including procedures for reporting and consulting personnel and negotiating with them.	3-3	9. Committed to People	152 - 153
	Percentage of employees covered by collective bargaining agreements, by country.	2-30	9. Committed to People	152



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AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS*	SECTION	PAGE
SOCIAL AND EMPLOYEE-RELATED ISSUES	The balance of collective bargaining agreements, especially in the sphere of health and safety at work.	403-4 (2018)	9. Committed to People	140 - 143
	Mechanisms and procedures to promote employee involvement in company management, in terms of information, consultation and participation.	3-3	9. Committed to People	152 - 153
	TRAINING			
	Policies implemented in the sphere of training.	3-3 / 404-2 (2016)	9. Committed to People	145 - 149 / 164 - 166
	Total number of training hours, by professional category.	404-1 (2016)	9. Committed to People	149
	UNIVERSAL ACCESSIBILITY OF DISABLED PERSONS	3-3	9. Committed to People / Anexos	150 / 201
	EQUALITY			
	Measures adopted to promote equal treatment and opportunities between men and women.	3-3	9. Committed to People	136 - 137
	Equality plans (Chapter III of Organic Law 3/2007, of 22 March, for effective equality between women and men), measures adopted to promote employment, protocols against sexual harassment on the grounds of gender, integration and universal accessibility of disabled persons.	3-3	9. Committed to People	136 - 137
	The policy against all forms of discrimination and, wherever applicable, the management of diversity.	3-3	9. Committed to People	118 / 136 - 137 / 139 / 151



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AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS*	SECTION	PAGE
HUMAN RIGHTS	Appllication of due diligence procedures relating to human rights; risk prevention for human rights abuses and, wherever applicable, measures to mitigate, manage and remedy potential abuses committed.	3-3 / 412-1 (2016) / 2-23 / 2-24	9. Committed to People	118 - 134
	Reporting of cases of human rights abuses.	406-1 (2016)	5. Good governance / 9. Committed to People	46 / 134
	Promotion and compliance with provisions of basic conventions of the International Labour Organisation related to respect for freedom of association and right to collective bargaining.	407-1 (2016)	9. Committed to People	126 - 127
	The elimination of discrimination in employment; the elimination of forced and compulsory labour; the effective abolition of child labour.	3-3 / 406-1 (2016) / 409-1 (2016) / 408-1 (2016)	9. Committed to People	126 - 131 / 136 - 137 / 151
BRIBERY AND CORRUPTION	Measures adopted to prevent bribery and corruption and to fight against money laundering.	3-3 / 2-23 / 2-24 / 205-3 (2016)	5. Good governance / 9. Committed to People	44 - 46 / 129 - 131
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