

# Sustainability Report

NON-FINANCIAL INFORMATION STATEMENT

— 2019

**MANGO**

# Index

MANGO

	<b>LETTER FROM THE GENERAL MANAGER</b>	<b>04</b>
	<b>KEY DATA 2019</b>	<b>06</b>
<b>01</b>	<b>ABOUT MANGO</b>	<b>07</b>
	1.1 THE GROUP	08
	1.2 CORPORATE GOVERNANCE	09
	1.3 THE MANGO CONCEPT	10
	1.4 VALUES	12
<b>02</b>	<b>ABOUT THE REPORT</b>	<b>14</b>
<b>03</b>	<b>OUR CSR AND MATERIAL ASPECTS</b>	<b>18</b>
	3.1 OUR CSR	19
	3.2 STAKEHOLDERS AND MATERIAL ASPECTS MATRIX	22
<b>04</b>	<b>OUR SUSTAINABILITY MODEL</b>	<b>27</b>
	4.1 ENVIROMENTAL ASPECTS	28
	4.2 SOCIAL AND EMPLOYEE ASPECTS	52
	4.3 HUMAN RIGHTS AND SUPPLY CHAIN	73
	4.4 GOOD GOVERNANCE	88
	4.5 SOCIETY AND CUSTOMERS	89
	4.6 FINANCIAL RESULTS	110
<b>05</b>	<b>CONTACT DETAIL</b>	<b>115</b>
<b>06</b>	<b>INDEX</b>	<b>116</b>
	6.1 INDEX OF GRI STANDARDS CONTENTS	117
	6.2 INDEX OF NFIS CONTENTS	122
	6.3 INDEX OF SDG CONTENTS	125



# Letter from the General Manager



We present MANGO's 2019 Sustainability Report, which for the first time integrates the Material aspects of the Global Reporting Initiative standards with the Non-Financial Information Statement in a single report, which is included as an Annex to the company's Consolidated Financial Statements.

This document aims to communicate to all Stakeholders what our strategic policy has been as a brand, which is to contribute to the creation of social, environmental and economic value, and what our short, medium and long-term roadmap is, to continue advancing in our commitment to become a more sustainable company.

The past year has been an important year for us. One of our key objectives was to return to positive results and we have achieved this, thanks to the work of our teams and the initiatives implemented, and the most important thing: without giving up the transformation in which we are immersed. Digitalisation has allowed us to be more efficient in internal processes (purchases, turnover, distribution, etc.), to provide the stores with the necessary infrastructure to carry out omnichannel retailing (RFID, etc.), in order to improve the offer and service

to our franchisees. Another key factor has been getting to know our customer better, to know what they want and to improve their shopping experience. With this objective in mind, we created Mango likes you, which is already established in Spain and France and will be extended to other EU countries over the next two years.

Innovation has always been one of our company's strengths. We have been innovative in many areas and this desire to improve and change the rules of the game has led us to where we are today: we are one of the world's largest fashion companies with a presence in over 110 countries, with a network of 2,188 stores and more than 802,000 m<sup>2</sup> of selling space, and the online store, which already represents 23% of the group's total turnover. In order to absorb the growth of e-commerce, our Logistics Centre in Lliçà will be extended by 90,000m<sup>2</sup> to

## Carta del Director General

enlarge the dispatch area. In addition, in April last year, we opened the new facilities of the new MANGO Innovation Centre, the 22@, to support the development of omnichannel projects.

All of these have been key factors in our growth and essential for our future success. But technology, although necessary, is not enough on its own. Without the commitment and collaboration of everyone, no future is possible, either in our industry or in any other.

Today's world is in the process of changing towards more sustainable, transparent and accountable business models and MANGO is engaged in this transition too. This is why last October we committed ourselves to the Fashion Pact, for the sustainability of the textile and fashion industry. The pact establishes the actions to be carried out in the coming years to collectively achieve the commitments made in three key areas: the fight against climate change, the conservation of biodiversity and the protection of the oceans.

Our new CSR 20/21 Plan already includes actions aimed to respond to these commitments. Regarding our product, we have set targets for sustainable fibres in our collection and have increased the number of garments labelled under the Committed name: in 2019, 18 million garments were produced with sustainable characteristics, doubling the amount of the previous year. Encouraging the use of sustainable fibres and processes helps reduce our impact and promote the circularity of our products. One example is our Second Chances programme. In 2019, 32 tonnes of textile waste were recovered in the more than 400 containers

distributed in stores in Spain and other European countries, tripling those of the previous year. The elimination of plastics, the reduction of our carbon footprint in logistics operations and the promotion of green energy consumption are other actions set out in the new short-term plan.

Factors such as climate change and the new Climate Change Law, the Agenda 2030 and the Sustainable Development Goals, as well as the new consumption habits of a much more aware customer, are setting the trend for the next few years, which involves abandoning the traditional business model.

We know that the best way to move towards a more sustainable model is together with our different stakeholders, by maintaining a continuous dialogue based on transparency. In this regard, we have joined the Sustainable Apparel Coalition, a leading initiative in our sector, to promote good practices in our chain and to measure the impact of our collection. In the social sphere, we signed the Transition Accord to continue the work that the Bangladesh Accord has been doing so far, and we continue to work under the bilateral agreement with the industry trade union, the CC.OO, to improve the conditions of the factories in our supply chain.

I would like to highlight our involvement in social development and cooperation projects that we have been carrying out with various non-governmental organisations for years, thus contributing to generating a positive impact on society; as well as our contribution to the

development of corporate responsibility within the academic world through our CSR Chair.

All these alliances are aimed at fulfilling the Sustainable Development Goals (SDGs), with the United Nations Agenda 2030 and to reaffirm our commitment to the United Nations Global Compact and the Ten Principles, as members of the Executive Committee of the Spanish Network.

The objectives set out in the new CSR Plan are the result of a firm desire to continue with the sustainable transformation of Mango as a strategic pillar of the company, and all of us in the company are involved in it: almost 15,000 people who work for Mango. I would like to thank everyone because through effort, perseverance and talent we have achieved major successes in 2019. I am sure an exciting 2020 awaits us, with major challenges and also great opportunities to show that we want to do things right. I am counting on all of you to achieve this.



Toni Ruiz  
Director General

# 2019 Key Data

CUSTOMERS	FINANCE	SUPPLIERS	EMPLOYEES	MARKET	ENVIRONMENT
 <b>81</b> countries <small>WITH ONLINE STORES</small>	 <b>75%</b> sales <small>IN FOREIGN MARKETS</small>	 <b>1,106</b> factories <small>USED</small>	 <b>80%</b> female <small>EMPLOYEES IN THE WORKFORCE</small>	 <b>112</b> countries <small>WE ARE PRESENT IN</small>	 <b>+400</b> Stores with textile <small>RECYCLING CONTAINERS</small>
<b>+18</b> millions Committed models	<b>2,374</b> million € <small>OF TURNOVER</small>	<b>+158</b> million units <small>MANUFACTURED</small>	<b>14,892</b> employees <small>IN THE WORKFORCE</small>	<b>2,188</b> stores	<b>+30%</b> Sustainable Woman Jeans
<b>+6,400</b> models designed <small>EACH SEASON</small>	<b>23%</b> turnover in online sales	<b>529</b> suppliers <small>OF GARMENTS AND ACCESSORIES</small>	<b>30.5</b> average age <small>OF THE WORKFORCE</small>	<b>+802,000</b> m <sup>2</sup> <small>SELLING SPACE</small>	<b>100%</b> paper shopping bags

# 01 About MANGO



THE GROUP | 08  
CORPORATE GOVERNANCE | 09  
THE MANGO CONCEPT | 10  
VALUES | 12

# The group

MANGO MNG HOLDING, S.L.U. is the parent company of a group of companies whose principal business object is the design, manufacture, distribution and marketing of women's clothing and accessories.

The founder of the company, Isak Andic, who is the current Chairman of the firm, founded the company under the MANGO name in Paseo de la Gracia, Barcelona in 1984. MANGO is a family and single shareholder company, and one of Spain's leading multinationals within the sector.

In 2008, we launched the MANGO Man menswear collection, in 2013 MANGO Kids and in 2014 VIOLETA by MANGO, with a broader range of designs and larger sizes and, in early 2015, the BABY line for newborns to three year olds. We market our products through MANGO Online and the network of stores, which includes MANGO Outlet.

In 2019, turnover totalled 2,374 million euros, 75% of which corresponds to sales in external markets. At 31 December 2019, MANGO was present in 112 countries through 2,188 stores, 855 of which were company-owned and 1,333 franchises, with a total selling space of 802,932 m2. We have 14,892 employees worldwide.

MANGO is Spain's most international textile group and the second largest exporter within the sector, creating more than 12,806 models each season and producing 158,326,643 million articles a year.

The headquarters of MANGO is located in Palau-Solità i Plegamans (Barcelona) from where all operations and services to its stores worldwide are managed.

In addition, there is a complex logistics activity to distribute our articles and materials, as well as inverse logistics and e-commerce.

These activities are principally carried out from facilities located close to Barcelona: the Llicà d'Amunt logistics centre, the distribution centres in Palau-Solità i Plegamans, Parets del Valles and A Coruña and the warehouse in Terrassa for materials.

We also have other warehouses to meet our distribution needs in various regions abroad: Germany, China, South Korea, Turkey, Russia, Spain and the United States, in New Jersey. There are also administrative support and quality control at source offices in China and Turkey.



MANGO	MANGO OUTLET
MANGO.COM	MNG
MANGO MAN	MANGO KIDS
MANGO BABY	violeta BY MANGO

# Corporate Governance

## STEERING COMMITTEE

### ISAK ANDIC

Chairman

### TONI RUIZ TUBAU

General Manager

### JONATHAN ANDIC

Executive Vice-chairman

Interior Design, Maintenance and works, technology and services purchasing, Communication, Management and distribution of materials, Image, Man

### DANIEL LÓPEZ GARCÍA

Executive Vice-chairman

Expansion, Franchise management, Wholesale (Firm clients)

### JOSEP BARBERÀ LLUIS

CFO

### ELENA CARASSO BATLLE

Online and Customer Director

### LUIS CASACUBERTA BAUSILI

Director of Woman & Kids

Woman, Kids, Purchasing, Sourcing, Pricing, Hangar Development

### DAVID GUTIÉRREZ

Worldwide HR Director

### JORDI ALEX MORENO SANCHÍS

CITO

### ANTONIO PASCUAL BARROSO

Supply Chain Director

### CÉSAR DE VICENTE SANDOVAL

Global Retail Director

## EXECUTIVE COMMITTEE

The Executive Committee also includes the following persons:

### CRISTINA BELIL ROGER

MANGO Man

### MIGUEL DE LA CAPILLA BRUSTENGA

Corporate Services

### GUILLERMO COROMINAS PALOMAR

Customer and Institutional Relations

### SEZAI EREN

CEO Turquía

### BENITO ESCALADA ROMERO

Product Commercial Director (Woman)

### NÚRIA FONT BENITO

Firm Client Expansion

### HUSEYIN GOLCUK SAKARYA

Country Manager Turkey, Saudi Arabia, Iran, Jordan and Pakistan

### ROGER GRAELL SOLE

e-Commerce

### SARA LEVY-LANG

Country Manager France

### LUIS MASERES GHILONI

Accessories

### BERTA MORAL CEBRIÁN

Kids

### ALEJANDRA MUR DOMENECH

Woman Purchasing

### EVA RELLO YUBERO

Production/CMT

### JOAN DAVID RIVERA BOSCH

Image/Brand

### ENCARNACIÓN JUSTICIA RUANO

Woman Design

### DAVID SANCHO GRAU

CEO China

### LAURA SAN MARTÍN SOUTO

Violeta

### ENRIC SOLER MORATA

Employees

# The MANGO concept

In 2019 the new business strategy continues to place the customer at the centre of all company operations.

All the departments involved in contributing value to the customer periodically review their action plans with the company's management bodies. Transmitting our MANGO passion and culture while generating value to society is the vision of MANGO in its new business plan for the next three years.

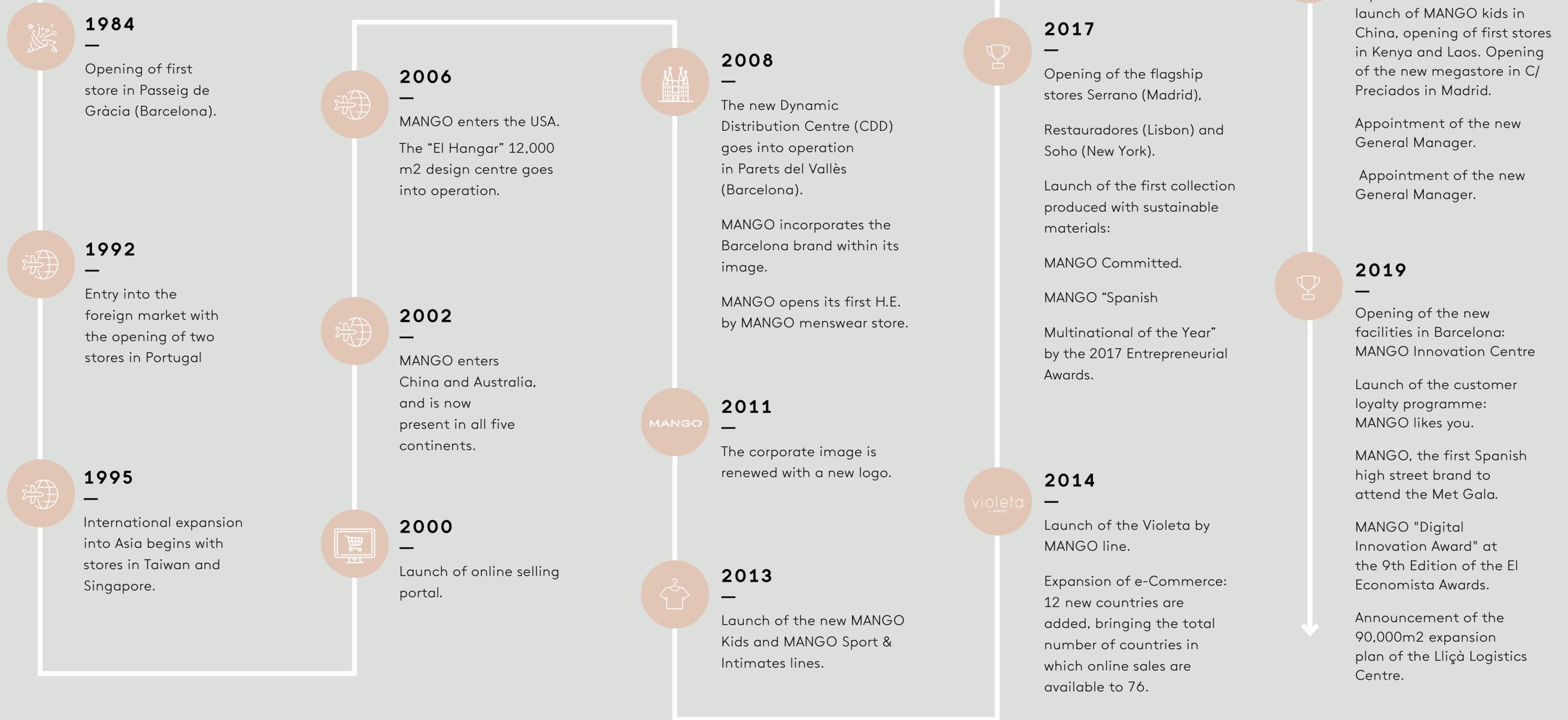
Since it was founded, MANGO has always been characterised for dressing the modern urban woman, following the latest trends with its own quality designs at an affordable price.

We are committed to product design and every day we work to satisfy the needs of consumers. We have opted for a dynamic fashion model which allows stores to have renewed products featuring the latest trends.

We continue to maintain the company motto “to be present in every city in the world”, conscious that we are competing at the highest level. With a positive attitude, constant self-criticism, continuous improvement without losing sight of the values that prevail in the MANGO environment, which are our essence and our identity.



# Chronology and history

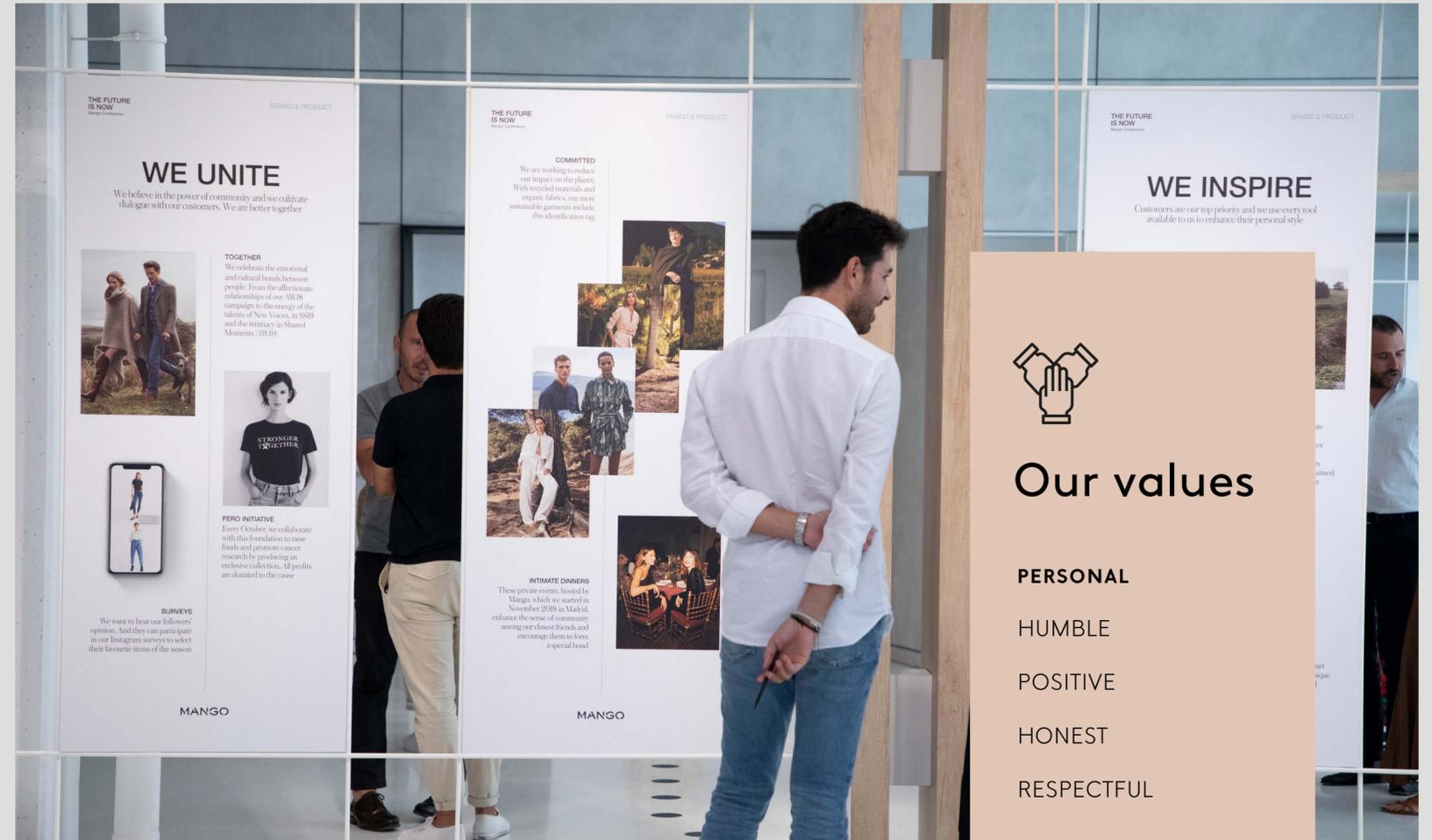


# Values

The ethical and sustainable conduct of any organisation is the result of the human qualities of the people in it at all levels, which is why the values of our team are very important.

Our aim is to develop and apply these values in all our spheres of influence, both internal and external.

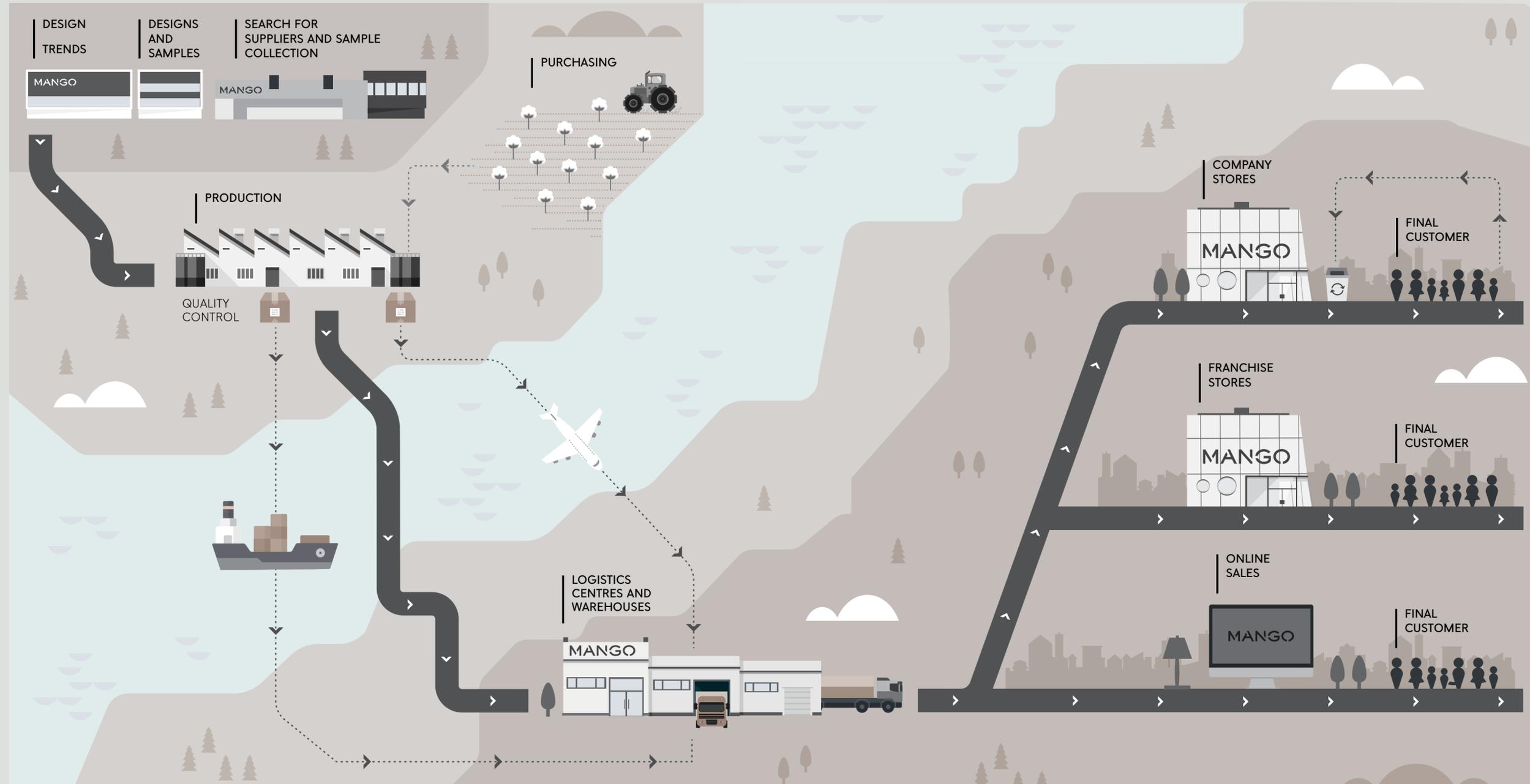
Our *One Team* philosophy is to work while adopting these values, as a single team and with group aims.




## Our values

- PERSONAL**
- HUMBLE
- POSITIVE
- HONEST
- RESPECTFUL
- PROFESSIONAL**
- EFFICIENT
- KEEP IT SIMPLE
- IN A TEAM
- CUSTOMER-ORIENTED
- BUSINESS-ORIENTED

# Our Supply Chain



# 02

## About the report



The period covered by the present report is from 1 January to 30 December 2019. The information corresponds to the MANGO consolidated group, made up of MANGO MNG HOLDING, S.A.U. and subsidiary companies.

At the end of this document an Appendix is included listing all the companies that make up the consolidation perimeter of the 2019 Sustainability Report, as well as some figures on People at a consolidated level for the whole group as required by Law 11/2018 and which do not appear in the section on Social Issues and People in this report.

This report is the result of the combined efforts of a large number of professionals from various areas of the company and responds to the new Law 11/2018 on non-financial information and diversity. It follows the guidelines of the Sustainability Reporting Guidelines of the Global Reporting Initiative GRI Standards, according to the option "Compliance - Essential". It also responds to the principles of the United Nations Global Compact and indicates the Sustainable Development Goals to which we contribute with the actions described.

To offer greater consistency and credibility the content of the report will be reviewed by analysts of the Spanish Network of the Global Compact each year 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. We have taken the structure set out in Law 11/2018 throughout the different chapters that encompass all our sustainable and environmental policies and actions, our commitment to employees, actions to ensure human rights in our value chain and fight against corruption and bribery, as well as our commitment to society that marks our path towards sustainable development of our activity.

All the material aspects of the sustainable performance of our organisation are contained in this report, in addition to the established indicators in the aforementioned guidelines and



others which have been developed given the nature of the company and the expectations of our stakeholders. In addition, the main SDGs related to the actions described in the report are identified.

PricewaterhouseCoopers Auditores, S.L. has been the external company selected to carry out the verification of the information contained in this report in response to Law 11/2018 on non-financial information and diversity and in conformity with the GRI standards in accordance with the “core” option.

The date of the last report is August 2019.



**A free translation from the original in Spanish**

*This version of our report is a free translation of the original, which was prepared in Spanish. All possible care has been taken to ensure that the translation is an accurate representation of the original. However, in all matters of interpretation of information, views or opinions, the original language version of our report takes precedence over this translation.*

**Independent verification report**

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

Pursuant to Article 49 of the Code of Commerce, we have verified, under a limited assurance scope, the accompanying Non-Financial Information Statement (NFIS) for the year ended 30th December 2019 of Mango MNG Holding, S.A. (the Parent company) and subsidiaries (hereinafter ‘Mango’ or ‘the Group’) which forms part of the Group’s Consolidated Management Report.

The content of the NFIS includes additional information to that required by the current mercantile legislation related to non-financial information reporting which has not been covered by our verification work. In this respect, our work has been restricted solely to verifying the information identified in the tables ‘NFIS index of contents’ and ‘GRI Standards index of contents’ included in the accompanying NFIS.

**Responsibility of the Board of 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 Board of Directors of Mango MNG Holding, S.A. The NFIS has been drawn up in accordance with the provisions of current mercantile legislation and with the Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards) in accordance with Core option and in line with the details provided for each matter in the tables ‘NFIS index of contents’ and ‘GRI Standards index of contents’ 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 any immaterial 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.

PricewaterhouseCoopers Auditores, S.L., Avda. Diagonal, 640, 08017 Barcelona España  
Tel.: +34 932 532 700 / +34 902 021 111, Fax: +34 934 059 032, [www.pwc.es](http://www.pwc.es)

R. M. Madrid, hoja 87.250-1, folio 75, tomo 9.267, libro 8.054, sección 3ª  
Inscrita en el R.O.A.C. con el número S0242 - CIF: B-79 031290



**Our independence and quality control**

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

Our firm applies the International Standard on Quality Control 1 (ISQC 1) and therefore has in place a global quality control system, which includes documented policies and procedures related to compliance with ethical requirements, professional standards and applicable legal and regulatory provisions.

The engagement team has been formed by professionals specialising in non-financial information reviews and specifically in information on economic, social and environmental performance.

**Our responsibility**

Our responsibility is to express our conclusions in an independent verification report based on the work carried out in relation solely to fiscal year 2019. The data relating to previous years were not subject to current mercantile legislation. Our work has been carried out 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 with the Guidelines for verification engagements on 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 terms of their nature and timing of execution, and are less extensive than those carried out in a reasonable assurance engagement. Accordingly, the assurance obtained is substantially lower.

Our work has consisted of posing questions to management and several Mango units that were involved in the preparation of the NFIS, in 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 sampling tests, as described below:

- Meetings with Mango personnel to ascertain the business model, policies and management approaches applied, the main risks related to these matters and to obtain the information required for the external review.
- Analysis of the scope, relevance and integrity of the contents included in the NFIS for 2019, based on the materiality analysis carried by the Group and described in section 'Stakeholders and Material aspects Matrix', considering the content required under current mercantile legislation.
- Analysis of the procedures used to compile and validate the information presented in the NFIS for 2019.



- Review of information concerning risks, policies and management approaches applied in relation to material issues presented in the NFIS for 2019.
- Verification, through sample testing, of the information relating to the content of the NFIS for 2019 and its adequate compilation using data supplied by the Group's sources of information.
- Obtainment of a management representation letter from the Directors and the Management of the Parent company.

**Conclusion**

Based on the procedures performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Mango's NFIS for the year ended 30th December 2019 has not been prepared, in all its significant aspects, in accordance with the provisions of current mercantile legislation and the GRI Standards in accordance with Core option and in line with the details provided for each matter in the tables 'NFIS index of contents' and 'GRI Standards index of contents' of the aforementioned Statement.

**Use and distribution**

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

PricewaterhouseCoopers Auditores, S.L.  
[PRICEWATERHOUSECOOPERS AUDITORES, S.L.](#)

Original in Spanish signed by  
 Marga de Rosselló Carril

February 27th, 2020

# 03

## OUR CSR



OUR CSR | 19  
STAKEHOLDERS AND MATERIAL ASPECTS MATRIX | 22

# OUR CSR

Year after year we make progress in constructing a solid structure and vision of corporate social responsibility (CSR), understanding said responsibility as an intrinsic part of the organisation that result in a commitment to sustainable development.

Each and every MANGO employee implements CSR actions that are promoted in a cross-departmental manner by the corporate social responsibility department, working closely with key departments and through external alliances.

This way of understanding the business extends throughout our value chain and takes the form of a responsible management model based on seeking the creation of shared value with our stakeholder groups.

In 2019, the new CSR 2021 Plan was approved, which basically sets out the roadmap in relation to the sustainability of the company and our commitment to the supply chain. In this new plan, ambitious projects and objectives are established in line with the company's sign-up to the Fashion Pact, in order to further advance the common objectives established to improve the impact of the textile sector.

The MANGO corporate social responsibility strategic plan sets out the established objectives in relation to aspects of sustainability,

the supply chain and the well-being of the workforce. We continue to work on the established objectives, and we plan to update said plan this year in order to extend it and continue making progress.

We want to develop our sustainability in line with the United Nations Sustainable Development Goals. To achieve this, we have integrated the most similar and achievable goals by type of activity, in order to help meet the major economic, social and environmental challenges. Furthermore, in order to encourage the involvement of the MANGO team, in 2019 we have provided internal training on the Sustainable Development Goals.

In order to ensure that we considering aspects that are relevant to our activity, we are working on the management of impacts, risks and opportunities. This will allow us to focus on priority issues and at the same time adopt an overall approach to managing our strategy.

Guaranteeing ethical and responsible conduct within the organisation is a key issue for MANGO. With this aim, the various

management bodies continually evaluate the risks derived from the various aspects of sustainability with an impact on the activity of MANGO, adopting all the necessary measures for their monitoring and control, which it does in permanent dialogue with the CSR department. These and management bodies also analyse the possible risks of corruption, taking the necessary measures to ensure that such situations do not arise.

All our commitments, as well as the MANGO values, are set out in the MANGO Code of Ethics and Responsible Behaviours and are contained in the business strategy, including the objectives and action plans, in order to ensure the profitability and sustainability of the business over time. This document contains all the resources necessary to act and make the right decisions at all times, following the principles and values that we must keep in mind in our business activity.



## Code of ethics and responsible behaviour

This describes the principles of responsible business in terms of:

- 1\_ LABOUR CONDITIONS
- 2\_ HEALTH AND SAFETY
- 3\_ EQUAL OPPORTUNITIES
- 4\_ PROFESSIONAL DEVELOPMENT
- 5\_ RELATIONSHIPS WITH THIRD PARTIES
- 6\_ FAIR COMPETITION
- 7\_ INDUSTRIAL AND INTELLECTUAL PROPERTY
- 8\_ RESPECT FOR LEGAL POLICIES AND LEGISLATION
- 9\_ PRIVACY AND DATA PROTECTION
- 10\_ SUSTAINABILITY AND ENVIRONMENT
- 11\_ FINANCIAL AND FISCAL RESPONSIBILITY

Transparency, correct management and good practices are the basis of our actions and our professional relations. All Mango Group employees are committed to maintaining and demonstrating ethical, transparent and honest conduct. For this reason, in the event of any situation involving unethical behaviour or non-compliance with the aforementioned Code, there is a communication channel for the correct handling of any complaints, doubts or comments that may arise.

The Code of Ethics and Responsible Behaviour is available on the company's corporate website.

20

## Our responsibility and alliances



**2019**

—  
Sign-up to the Bangladesh Transition Accord

Sign-up to the Fashion Pact

New CSR strategic plan 2021



**2018**

—  
Signing up to various initiatives: SEDEX, BCI.

Pioneering international agreement with the Industry trade union (CC.OO) to work together on specific actions in the supply chain.

10th anniversary of our collaboration with the CARES Foundation in e-commerce logistics.

Founder member of the Social Forum of the Spanish Fashion Industry



**2014**

—  
Sign-up to the Respon.cat company initiative for the development of social responsibility in Catalonia as members of the Motor Group.

[www.respon.cat](http://www.respon.cat)



**2015**

—  
Launch of a pilot project with Koopera for recycling clothing in stores: collection of unused clothing and footwear to give it a new use and help close the loop.



**2017**

—  
Signing up to amfori Trade with Purpose to strengthen our responsibility and social and environmental compliance commitment in the supplier chain.

Carles Ferrer Salat award in the Environment category, given out by the Catalan Department for Development and Work.



**2013**

—  
Signing of the Accord on Fire and Building Safety in Bangladesh, in order to improve the safety conditions of workers in clothing factories in this country.

[bangladeshaccord.org/](http://bangladeshaccord.org/)



**2012**

—  
Sign-up to the Detox initiative being promoted by Greenpeace to achieve the zero dumping of chemical products throughout the supply chain by 2020.



**2011**

—  
Signing up to the Voluntary Agreements Initiative for the reduction of greenhouse gas emissions (GGE), promoted by the Catalan Office for Climate Change (OCCC), for companies who seek a voluntary agreement to reduce their greenhouse gas emissions beyond the statutory requirements.



**2006**

—  
Collaboration agreement with the Comisiones Obreras trade union (CC.OO.), specifically with the Textile and Chemical Federation (FITEQA), in aspects such as the structure and content of our Sustainability Report and on the monitoring and auditing of the factories we work with.

Creation of the MANGO Chair for Corporate Social Responsibility with the Higher School of International Trade (ESCI) of the Pompeu Fabra University of Barcelona.

[www.mango.esci.es](http://www.mango.esci.es)



**2008**

—  
Cooperation agreement with the Foundation for adoption, sponsorship and defence of animals (FAADA), part of the Fur Free Alliance international coalition (FFA).



**2005**

—  
Publication of the first MANGO Sustainability Report, drawn up in accordance with Global Reporting Initiative (GRI) guidelines.



**2002**

—  
Creation of the Corporate Social Responsibility Department. Drafting of the Mango Code of Ethics and the Code of Conduct for suppliers.

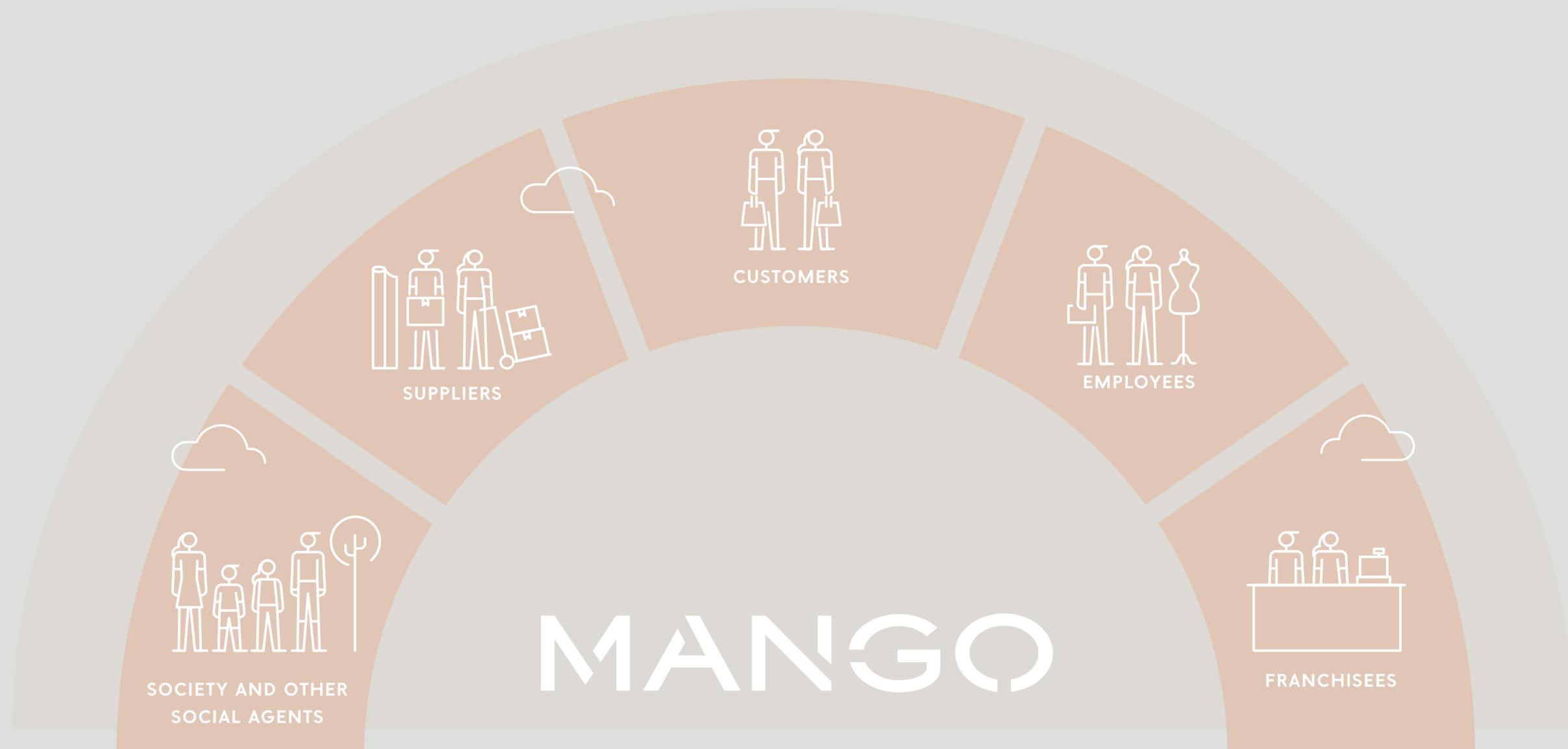
Start of internal and external verification audits to ensure compliance with the Code of Conduct for suppliers.

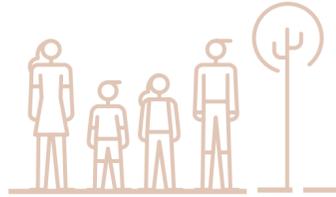


**2001**

—  
Agreement with the Aitex Textile Technology Institute which guarantees that our garments and accessories do not contain substances harmful to health.

# Stakeholders and Material aspects Matrix





### SOCIETY AND OTHER SOCIAL AGENTS

**Our relationship with society is based on a committed collaboration with all social groups, maintaining an open dialogue through periodic contact.**

Our collaboration with the academic and business world, the public sector, the third sector, etc. and our participation in development cooperation and assistance projects helps us continue advancing in all these aspects.



### SUPPLIERS

**They are a key part of our value chain.**

At MANGO we are aware of the importance of a good relationship based on mutual trust and working together.

Training and continually supporting 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 stakeholder groups, contributes towards transparency and continuous improvement in this aspect.



### CUSTOMERS

**They are our raison d'être and their satisfaction is our primary goal.**

For this reason, MANGO offers them a quality product with a good design at an affordable price in stores designed to offer a good shopping experience. We continue to work to satisfy their needs and offer them products in accordance with their tastes and fashion trends in all the markets in which MANGO is present.

Now, more than ever before, we want to encourage communication with our customers and take every opportunity to generate trust among our consumers.



### EMPLOYEES

**The employees are the basis of our 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 who are eager to grow both personally and professionally within the company.



### FRANCHISEES

**They are one of the basic pillars of our business model.**

MANGO places at their disposal a complete team to offer them a comprehensive service: from selecting the premises and training the personnel, to start-up and store opening and subsequent management consultancy and support.

The relationship with franchisees takes the form of constant dialogue through the different channels.

MANGO has grown alongside its franchises, to become one of most internationally recognised franchise companies.



To prepare a sustainability report according to GRI standards, it is necessary to apply the principle of material aspects and the principle of stakeholder inclusion. The principle of material aspects states that the report should address issues that reflect the significant impacts and social aspects of the organisation, and which substantially influence stakeholder assessments and decisions.

This means that the principle of material aspects determines which topics and their respective indicators should be included in the report and which ones the company should focus on for its management and information. The principle of stakeholder inclusion establishes that the reporting organisation should identify its stakeholders and explain how it has responded to their expectations and interests. Material aspects analysis allows both principles to be fulfilled.

This report presents the results obtained from the material aspects analysis.

The methodology and the actions developed are aligned with the GRI Standards and AA1000 APS 2008 and AA1000SES 2015 standards.

## Online Stakeholder Survey

24

The online survey has been sent to the following stakeholder groups: partners, customers, suppliers and subcontracted companies and the management team.

For the stakeholder groups of franchisees and other social agents, the starting point was the RESULTS obtained in the previous material aspects.

For the statistical analysis, the answers have been weighted according to the stakeholder group to give a more coherent overview of MANGO's situation, therefore the weighting of each group is directly proportional to the degree of its importance to the organisation. Each stakeholder group has been scored and weighting percentage to be applied according to this score has been calculated.

The degree of importance of each stakeholder group is determined by the influence the group exercises in MANGO's economic, social and environmental performance, and the level at which the group is affected by economic, social and environmental performance of the organisation.

1

IDENTIFICATION

In this phase, the potentially relevant economic, social, environmental, ethical and corporate governance issues linked to the positive and negative impacts of MANGO's value chain from a sustainability perspective were identified.

The tools and sources of internal and external information used to identify the issues are:

EXTERNAL SOURCES OF INFORMATION:

- GRI Standards of Global Reporting Initiative.
- Sustainability Topics for Sectors: What do stakeholders want to know? From Global Reporting Initiative.
- Sustainability — what matters? Governance & Accountability Institute, INC.
- Sustainability Accounting Standards Board. Material Aspects Map.
- Robeco Sam: The Sustainability Yearbook 2019.
- Benchmarking analysis of the following companies: Inditex, Tendam and H&M

INTERNAL SOURCES OF INFORMATION:

- Results of previous material aspects analysis

2

PRIORITISATION

In this phase, the Material aspects were selected for inclusion in the sustainability report. The potentially relevant issues identified in the previous phase were prioritised at two levels:

- › **INTERNAL PERSPECTIVE** (people with power in MANGO's decision-making): importance of economic, environmental and social impacts.
- › **EXTERNAL PERSPECTIVE** (Stakeholders): influence on Stakeholders' evaluations and decisions.

In order to make the participation of the Stakeholders effective, a survey was conducted to learn the degree of priority that the different groups give to the issues identified as potentially relevant for the organisation.

3

VALIDATION

In this phase, all the previously identified material aspects have been evaluated according to the principle of exhaustiveness:

To ensure that the material aspects reflects MANGO's performance in terms of sustainability in a reasonable and balanced way, both its positive and negative impacts, the results obtained have been analysed in detail and considered as Material aspects in accordance with the matrix on the following page.

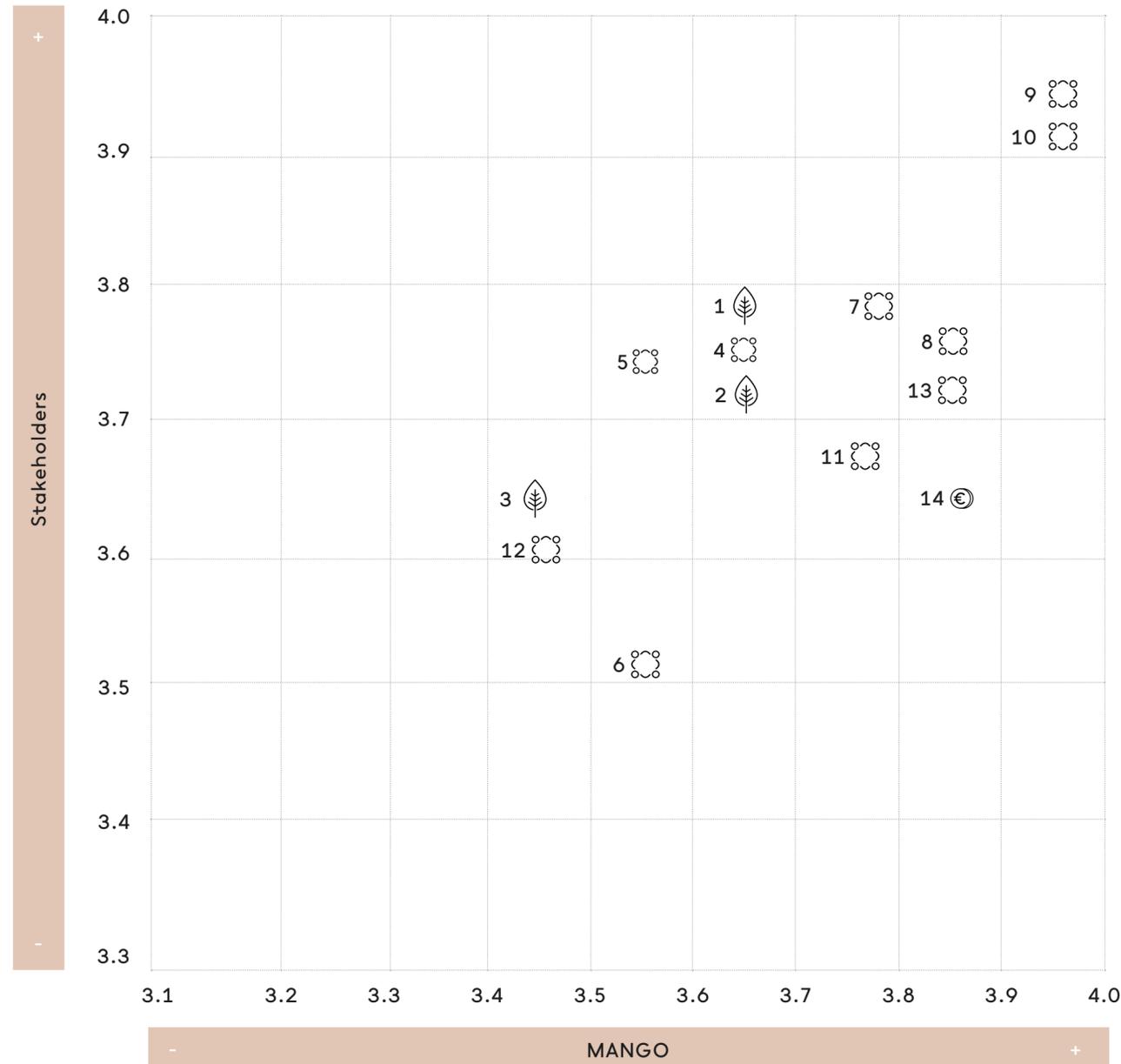
Reduction and reasonable use of chemicals is included in the aspect of "Health and Safety of CUSTOMERS", which is a material aspect for the company.

In the material aspect "Emissions", quantitative information on energy consumption will also be reported, also in compliance with the content required by law.

Beyond the Material aspects, qualitative information will be given on the water footprint of products, on animal welfare and on local communities (Social Action and CSR Chair).

With regard to economic performance, the economic figures were reported to comply with GRI 102-7 on the size of the organisation, but not the specific GRI indicators in this field.

# Material aspects matrix



ENVIRONMENTAL PERFORMANCE	MANGO	STAKEHOLDERS <sup>1</sup>
1 Emissions	3.64	3.77
2 Environmental compliance	3.64	3.70
3 Materials	3.43	3.63

SOCIAL PERFORMANCE	MANGO	STAKEHOLDERS <sup>1</sup>
4 Employment	3.64	3.72
5 Health and safety at work	3.50	3.74
6 Training and teaching	3.57	3.50
7 Diversity and equal opportunities	3.79	3.79
8 Non-discrimination	3.86	3.78
9 Child labour	3.93	3.92
10 Forced or obligatory labour	3.93	3.92
11 Auditing of human rights	3.79	3.67
12 Social auditing of suppliers	3.43	3.60
13 Health and safety of customers	3.86	3.74

ECONOMIC AND GOOD GOVERNMENT ISSUES	MANGO	STAKEHOLDERS <sup>1</sup>
14 Anticorruption	3.86	3.62

<sup>1</sup> Average calculated based on Stakeholder weighting percentages

# 04

## The Sustainability model



- ENVIRONMENTAL ASPECTS | 28
- SOCIAL AND EMPLOYEE ASPECTS | 52
- HUMAN RIGHTS AND SUPPLY CHAIN | 73
- GOOD GOVERNANCE | 88
- SOCIETY AND CUSTOMERS | 89
- FINANCIAL RESULTS | 110

# Environmental Aspects

The world is immersed in a transition towards more transparent, sustainable, and responsible business models, and MANGO is also engaged in this transition. At MANGO we consider this transition an opportunity to adapt towards a more sustainable business model in order to secure our commitment with the environment.

MANGO is conscious of the climate risks linked to its activity and product and consequently works to incorporate sustainable strategy and criteria throughout all aspects and areas of the company.

It is important for MANGO to identify both short and long-term climate risks in all countries and areas where MANGO operates. MANGO has a team of 8 people working on the monitoring and evaluation of the company's sustainability objectives and development and management of all corresponding projects and initiatives. This team is also in charge of identifying both social and environmental risks associated to MANGO's activity and deciding upon the corresponding course of action to manage the identified risks.

## Sustainability Policy

MANGO's sustainability policy establishes a series of commitments which make up the framework of action in this area of the organisation. This policy is of mandatory compliance by all Mango headquarters and employees, who consequently undertake to be guided by its principles and act within the framework. This policy will be available on MANGO's corporate website shortly. The commitments and framework for environmental sustainability includes the following points:

- › **Legislative** compliance
- › **Promote** sustainable development projects in all of the company's areas of action (materials, production processes, eco-efficiency of facilities, emissions, etc.).
- › **Establish** indicators and procedures for the evaluation of the company's environmental performance.
- › **Maintain** communication channels and collaboration with all pertinent stakeholders and communicate, both internally and externally, all sustainability projects and results in a transparent manner.

# New CSR and Sustainability Plan 2021

In 2019, MANGO revised its strategic CSR and Sustainability Plan in order to update it to the current rate of sustainable transition we are experiencing by fully integrating sustainability as part of the company strategy.

This plan established the short-term (2020-2021) framework and goals in order to continue to apply sustainability criteria transversally throughout the entirely company. Through the projects and actions included in this plan, MANGO applies the precautionary principle by taking specific measures in order to control the environmental impact of its activity.

The new **CSR Sustainability Plan** is divided into 5 key areas. Each area has specific projects and initiatives which contribute to work towards an overall objective.

Within this plan we highlight the establishment of sustainable fibre targets throughout all MANGO lines and collections as well as the reduction of synthetic fibres and the further expansion of MANGO's SECOND CHANCES project to reduce textile waste, the development of an approach to reduce CO2 emissions associated with MANGO's logistics activity, and the creation of a Sustainability Committee in order to oversee and follow the company's sustainability transition.

BLOCK

## 1 SUSTAINABLE PRODUCT

Objective: reduce the environmental impact of all MANGO collections and product lines.

BLOCK

## 2 CIRCULAR ECONOMY

Objective: Introduce circular economy criteria in product design and optimise the life cycle of all materials and waste.

BLOCK

## 3 WAR ON PLASTIC AND WASTE

Objective: Eliminate B2C plastic as much as possible and reduce the creation of waste while promoting good practices towards recycling and upcycling.

BLOCK

## 4 CLIMATE AND BIODIVERSITY

Objective: Reduce the company's carbon footprint and contribute to the protection of biodiversity and ecosystems.

BLOCK

## 5 MONITORING AND GOVERNANCE

Objective: Establish tools for the monitoring and development of all projects and initiatives mentioned in this plan.

# MANGO joins the Fashion Pact

In October 2019, MANGO reaffirmed its commitment towards the environment and sustainability by joining the Fashion Pact. The Fashion Pact is the first major global movement in which the fashion industry joins forces to work together to face climate change and the route towards a more sustainable textile industry.

The coalition, which already includes 56 companies from the textile industry, has as its objective to work collectively to minimize the environmental impact of the textile and fashion industry focusing on three pillars: Climate, Biodiversity and Oceans.

These three pillars have been integrated into the five blocks of the strategic CSR Sustainability Plan 2021. This way, MANGO aligns its short/medium-term objectives with the long-term textile industry objectives shared by all members of the Fashion Pact.



THE  
FASHION  
PACT

# Towards more sustainable fashion

Today's world is constantly changing, and MANGO is too. We are working garment by garment towards a more responsible and sustainable fashion future, promoting in our collections the use of more environmentally friendly fibres and processes, as well as promoting a circular economy model. The aim of the company is to increase the proportion of sustainable fibres in all its collections and lines.

In line with this purpose, in 2019 MANGO approved new sustainable collection targets. These targets focus on three types of fibres:



# 1. Sustainable Cotton

Target to use 100% sustainable cotton by 2025



Sustainable cotton includes the use of organic cotton, recycled cotton and support for BCI (Better cotton Initiative) cotton.

In 2018, MANGO made a commitment that by 2022, 50% of its cotton will be the cultivation and use of sustainable cotton.

The positive results towards this objective lead to its review in order to establish a new target by 2025.

By the end of 2019, 20% of MANGO garments whose main component was cotton were acquired from sustainable sources. This includes the use of organic cotton, recycled cotton and support towards BCI (Better Cotton Initiative) cotton. With this progress MANGO met expectations and doubled its sustainable cotton consumption in comparison to 2018. Therefore, MANGO continues to firmly advance towards its sustainable cotton target.

In line with this goal, in 2018, MANGO joined the Better Cotton Initiative (BCI) to reinforce its commitment to support the cultivation

of sustainable cotton worldwide. By taking part in 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 the BCI, since 2018 MANGO supports good practices to reduce the environmental impact of cotton growing and has contributed to a business model that promotes the use of sustainable fibres.

## ORIGIN OF MATERIALS

As a member of BCI, in 2019, MANGO has supported the farming of BCI cotton through more than 2.6 TN of BCI cotton.

The main countries of origin of this cotton are Pakistan, Turkey, Bangladesh and China, representing more than 90% of BCI cotton associated with MANGO. In terms of proximity key countries include Morocco, Italy and Spain.

## ORGANIC COTTON

Cotton grown in a more sustainable way without the use of chemical substances or genetically modified seeds.

## RECYCLED COTTON

Cotton sourced from pre- and post-consumer fabrics which has been reprocessed to become a new raw material. Recycled fibres reduce the pressure on natural resources (for example, the use of raw materials and water consumption) and promote the transition towards a circular economy.

## BCI COTTON

The cultivation of BCI 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 employees and increases crop performance.

## 2. Recycled polyester and synthetic fibres

50% recycled polyester by 2025

MANGO commits to reduce the use of synthetic fibres in its collections and to increase the use of recycled polyester. This way MANGO reduces pressure on non-renewable resources, reduces the risk of microplastics contamination from synthetic fibres and at the same time helps reduce textile waste and support a circular economy model.



### 3. Cellulose Fibres

#### 100% cellulose fibres of controlled origin by 2030

MANGO is aware of the importance of assuring the traceability and origin of cellulose fibres (viscose, lyocell, modal, etc.) used in all its collections. MANGO has started to work jointly with suppliers to verify that the cellulose fibres used are not contributing to illegal logging and deforestation. In 2020 MANGO will formalise its cellulose fibres policy and thus reaffirm its commitment to ensure the sustainable origin of these fibres.

In 2018, MANGO took its first step towards the implantation of a policy of cellulose fibres, such as lyocell, modal and viscose, by signing a collaboration agreement with LENZING. LENZING fibres such as Tencel™ Lyocell or Lenzing EcoVero™ come from wood from sustainably managed forests and their production processes are more environmentally friendly compared to the conventional production processes for such fibres.



# MANGO Committed

COMMITTED

The launch of the first MANGO Committed fashion collection in 2017 represents the first public step by MANGO towards the commitment to move towards more sustainable fashion and to reduce the environmental impact of our collection. MANGO has now launched five Committed capsules for women.

These garments, which incorporate sustainable fibres or production criteria and which form part of the overall MANGO collection, are identified under the COMMITTED name.

MANGO COMMITTED includes all garments, both general collection and capsule campaign collections. The Committed collection is not intended to be a standalone sustainable fashion initiative. The aim of the company is to increase the proportion of all types of sustainable fibres in its collections.

Committed garments include materials such as organic cotton, recycled cotton, BCI sustainably farmed cotton, recycled polyester, recycled wool and TENCEL®, among others. All the sustainable fibres used in MANGO collections have certifications in accordance with international standards to accredit their origin and sustainable credentials. The most

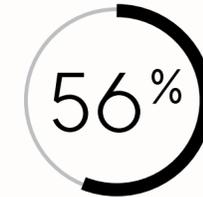
commonly used certificates are GOTS (Global Organic Textile Standard), OCS (Organic Content Standard), GRS (Global Recycled Standard) and RCS (Recycled Content Standard).

In 2019 MANGO produced more than 18 million garments with sustainable characteristics labelled as COMMITTED. This accounts for 12% of total MANGO production for all its lines.

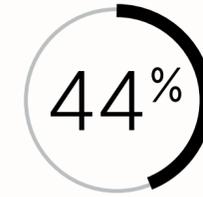
Therefore, in 2019 MANGO doubled the number of models produced with sustainable characteristics compared to 2018.



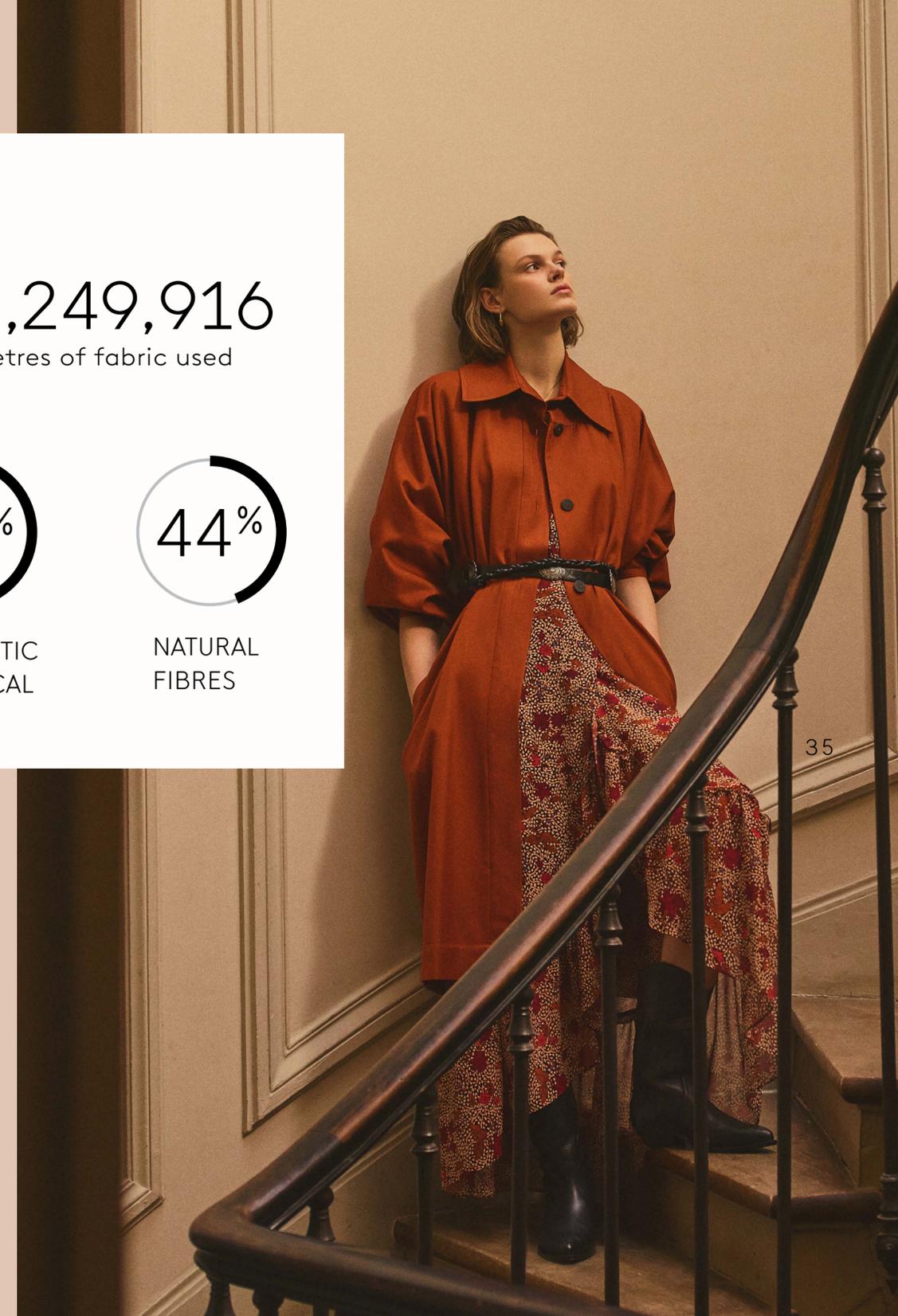
173,249,916  
linear metres of fabric used



56%  
SYNTHETIC  
CHEMICAL  
FIBRES



44%  
NATURAL  
FIBRES



## Monitoring and evaluation of committed collections

In order to ensure the fulfil sustainable fibre targets MANGO has implemented a new internal tool to monitor all sustainable purchases.

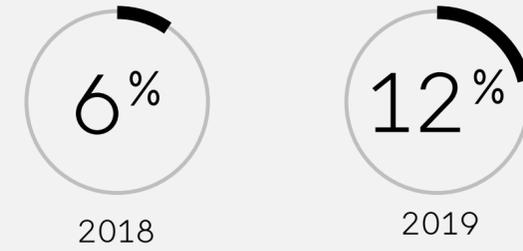
## Mango joins the sustainable apparel coalition

In 2019 MANGO approved its sign-up to the Sustainable Apparel Coalition (SAC) as part of the new CSR Sustainability strategic plan. This membership was officially communicated in January 2020. With this new collaboration MANGO undertakes to evaluate the environmental impact of its supply chain by using the SAC tool, the Higg Index.

As member of the SAC, MANGO joins more than 250 brands, suppliers, and other organisations which collectively undertake to improve sustainability throughout the supply chain of the textile industry.

Through the implementation of the Higg Index, MANGO intends to broaden the scope of evaluation of its sustainable garments so that it can continue to identify areas for improvement in order to reduce the environmental impact of its products and supply chain.

### Evolution of Committed garments



## Study of the water footprint of a standard pair of MANGO jeans

Jeans are known to be garments whose manufacturing involves high water consumption. In order to evaluate and reduce the use of water throughout the whole jeans production process, in 2017 MANGO decided to conduct a study of the water footprint of this garment.

The study was carried out in collaboration with the MANGO CSR Chair and the UNESCO Life Cycle and Climate Change Chair, both of the ESCI Pompeu Fabra University in Barcelona.

The aim of the study was to find out exactly how much water is consumed throughout the manufacturing process of a pair of jeans, from growing the cotton, manufacturing the Denim fabric, confection, finishes and finally its delivery to the corresponding facilities. The study took as a reference a standard pair of MANGO jeans manufactured in Morocco.

This first phase of the study was used as a basis to determine the aspects with the greatest potential for reducing and/or utilising the water used in the production of these garments, and similar ones.

The production of a pair of standard MANGO jeans in Morocco involves a water consumption of 1.71 m<sup>3</sup> (1,700 L) from growing the cotton to delivery of the jeans to the store. In 2020 MANGO will conduct a second phase of this study.

More details on this hydric footprint study can be found on the MANGO Chair webpage:

<https://www.esci.upf.edu/es/catedra-mango-de-responsabilidad-social-corporativa>



1.71 m<sup>3</sup>

WATER CONSUMPTION/PAIR OF JEANS FROM COTTON GROWING TO DELIVERY OF THE JEANS TO THE STORE

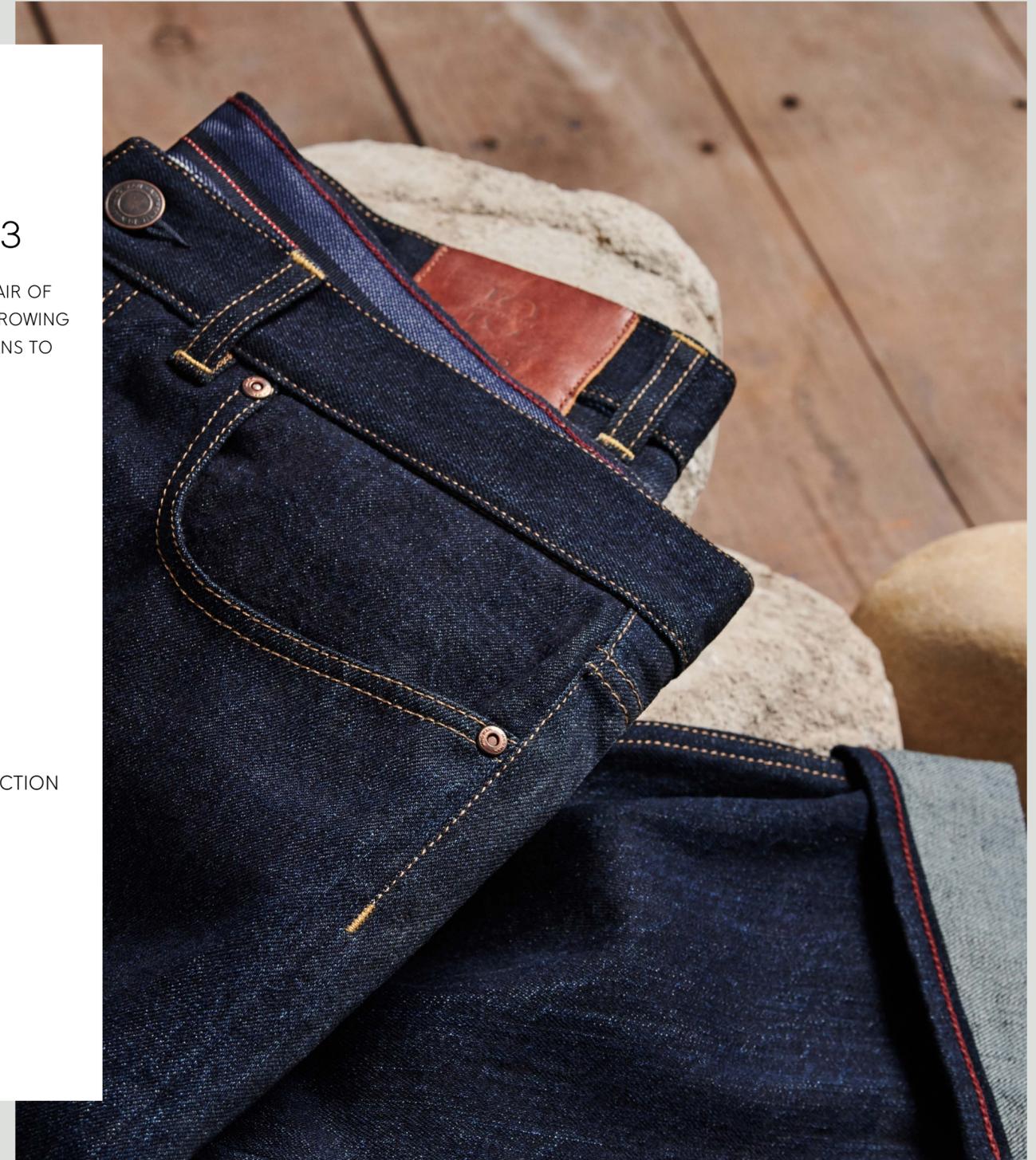
1%  
CUTTING

4%  
PACKAGING

5%  
DENIM FABRIC PRODUCTION

21%  
FINISHES

69%  
COTTON GROWING



**REDUCTION OF THE WATER FOOTPRINT OF A PAIR OF JEANS**

To deal with the points identified as having the greatest water saving potential throughout the production process of jeans, MANGO's Jeans team has started to implement measures to reduce the water footprint of these garments.



Use of organic cotton, recycled cotton and BCI cotton to reduce the water consumption during the cotton growing phase.



Use of "Eco-wash" and Laser to reduce water consumption by an average of 25% in the finishing processes of jeans production.

In 2019 over 30% of the MANGO Woman jeans collection reduced their hydric footprint and have been more sustainable thanks to the use of sustainable cotton options and water-saving production processes.



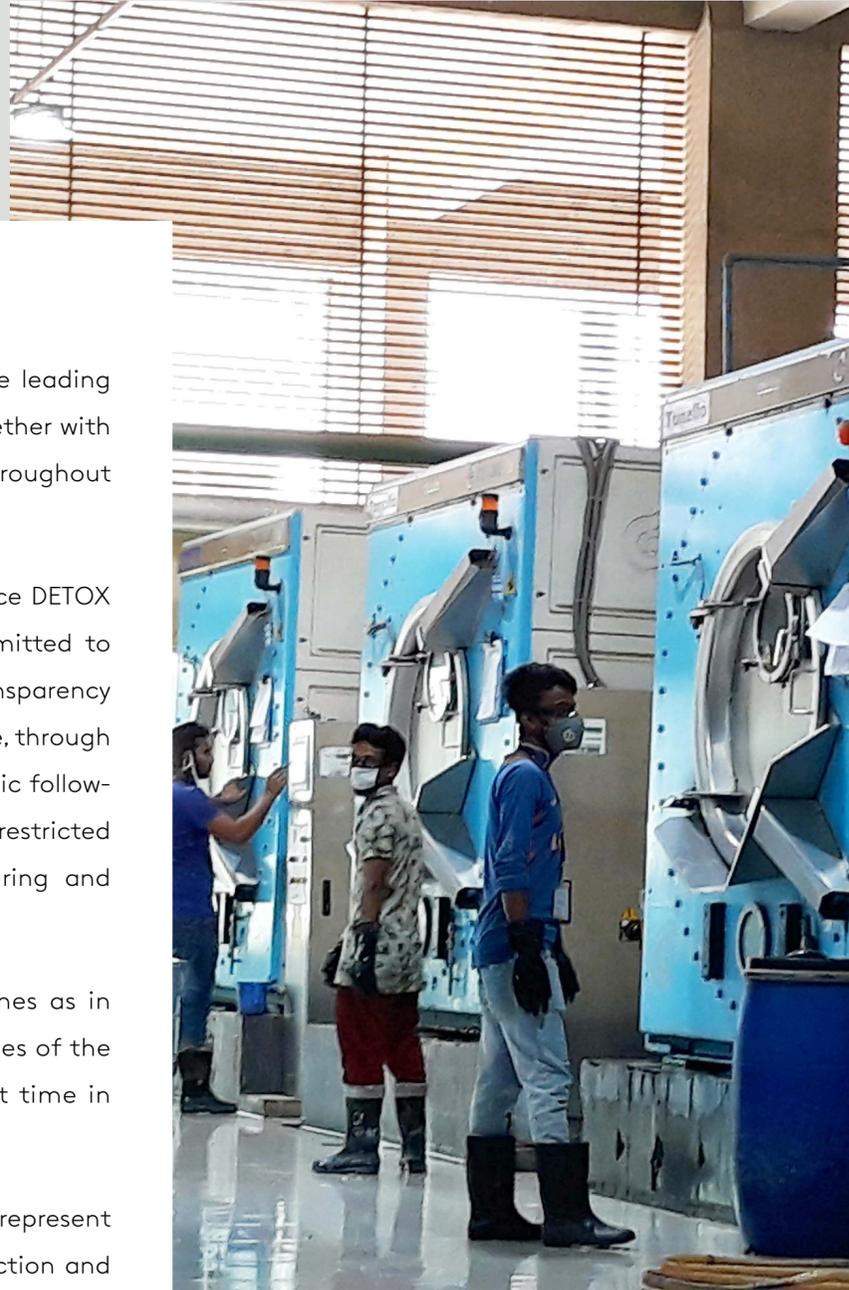
## DETOX Agreement

The aim of the DETOX initiative is to challenge the leading clothing brands to make the required changes, together with their suppliers, to eliminate hazardous substances throughout the supply chain of products.

In December 2012 we signed up to the Greenpeace DETOX initiative and since then we have been fully committed to achieve this objective. Aware of the importance of transparency and access to information to guarantee this objective, through our webpage we make available to the general public follow-up and progress reports on the initiative, lists of restricted substances in terms of products and manufacturing and results reports.

Adopting the same selection criteria and guidelines as in the initial stage, in 2019 we collected water samples of the wet processes of suppliers in Pakistan for the first time in this country.

In this fifth phase of the analysis, wet processes represent approximately 3% and 48% of the worldwide production and in Pakistan respectively.



## Optimisation of online packaging

With the exponential growth of online sales, MANGO acknowledges the need to ensure the optimisation of the packaging used for the deliveries of purchased via this channel.

In 2018 MANGO stopped purchasing plastic bags/envelopes for the delivery of online orders and decided that all online purchases would be delivered in paper/cardboard packaging. Throughout 2018 plastic bags/envelopes were used for the delivery of online orders until all stocks had been used up. In this way, MANGO is making progress to reduce its environmental impact in terms of the use of plastic. Thanks to this policy, in 2019 MANGO made savings of 10 million plastic bags used for online orders.

On the other hand, the boxes used for the delivery of online orders contain a percentage of recycled cardboard and

are PEFC-certified cardboard. This way we can guarantee that the cardboard in all the boxes of online orders is sourced from sustainably managed plantations and that we are promoting a circular economy through the recycling of resources such as paper/cardboard.

We also conducted a study to optimise the different sizes and reduce the weight of the assorted boxes used for online orders. Consequently, MANGO is making sure that it uses the minimum quantity of materials, in this case cardboard, for the packaging of online orders, which results in less cardboard waste associated with online sales.

In 2019 MANGO used 3,526 TN of packaging for online deliveries worldwide of which only 1% represented plastic packaging.

## Sustainability criteria in stores and facilities

### STORES

We are committed to managing the activity of stores, whether company or franchise-owned, in a balanced way and with the lowest possible environmental impact.

### ILLUMINATION

Lighting using Light-emitting Diodes (LEDs) is installed in all new and refurbished stores and is progressively being installed in all other stores. In addition, in-store lighting levels are reviewed in order to adjust lighting and consumption to more efficient levels.

Furthermore, we have incorporated lighting control systems outside store opening times.

Store stockrooms are equipped with sensors to ensure lights are turned off when the space is not being used by employees, therefore avoiding unnecessary energy consumption. It is also important to note that all storefronts have time-controlled lighting systems.

### ELECTRICITY CONSUMPTION

#### COMPANY STORES

**37,130**  
MWh Spain

**74,536**  
MWh Foreign countries

#### FRANCHISES

**17,202**  
MWh Spain

**77,359**  
MWh Foreign countries

THE OVERALL CONSUMPTION OF ENERGY OF MANGO COMPANY STORES IN SPAIN DURING 2019 FELL BY **11%** COMPARED TO 2018



**AIR CONDITIONING**

Air conditioning equipment offers high hot and cold performance in order to allow greater refrigeration power with lower energy consumption. Whenever applicable, air curtains are installed at the entrances of stores in order to generate a thermal barrier to improve the conservation of the air conditioning temperature.

In addition, consumption meters are installed in all stores in order to control the corresponding air conditioning consumption.

**ECO-EFFICIENCY STUDIES**

Currently the construction/refurbishment department is conducting several case studies in order to increase the optimisation of energy consumption in MANGO stores. Case studies include, for example, comparative studies of different heat recovery mechanisms, monitoring of electrical consumption nationally, optimisation of natural lighting or use of automatic doors in stores.

**ELIMINATION OF PLASTIC SHOPPING BAGS**

100% of MANGO shopping bags are made of paper. All bags are made of PEFC-certified paper to ensure they are made of paper sourced from sustainably managed forests. Any plastic bags used throughout 2019 are leftover stock from previous years.

**E-RECEIPT**

The e-receipt helps reduce the consumption of paper associated with stores. The use of e-receipt has now been implanted in France, Germany, Ireland, Luxembourg, the Netherlands, Spain, Sweden and the United Kingdom.

**REUSE**

All transfers of products between stores, as well as returns to central warehouses, are made using re-used cardboard boxes.

Part of the furniture used in outlet stores is re-used from other facilities, while the plastic coat hangers used in store deliveries are re-used during the sale period.



AFRICA	○	●	◐
ANGOLA	0	1	1
BURKINA FASO	0	1	1
IVORY COAST	0	2	2
EGYPT	0	7	7
EQUATORIAL GUINEA	0	2	2
MAURITIUS	0	4	4
KENYA	0	1	1
LIBYA	0	3	3
NAMIBIA	0	3	3
NIGERIA	0	4	4
DEMOCRATIC REPUBLIC OF CONGO	0	1	1
SENEGAL	0	1	1
SOUTH AFRICA	0	24	24
TUNISIA	0	5	5

○ Own points of sale

**TOTAL: 855**

● Franchise points of sale

**TOTAL: 1,333**

◐ Total points of sale

**TOTAL: 2,188**

AMERICA	○	●	◐
CURAÇAO (D. ANTILLES)	0	1	1
ARGENTINA	0	4	4
ARUBA (D. ANTILLES)	0	1	1
BERMUDA	0	3	3
BOLIVIA	0	3	3
CANADA	0	8	8
CHILE	0	49	49
COLOMBIA	0	45	45
COSTA RICA	0	3	3
CUBA	0	2	2
ECUADOR	0	7	7
USA	4	1	5
GUATEMALA	0	3	3
MEXICO	2	37	39
PANAMA	0	3	3
PARAGUAY	0	2	2
PERU	0	39	39
PUERTO RICO	0	1	1
DOMINICAN REPUBLIC	0	2	2
EL SALVADOR	0	1	1
SURINAM	0	1	1
VENEZUELA	0	5	5

ASIA	○	●	◐
SAUDI ARABIA	0	54	54
BAHRAIN	0	1	1
CAMBODIA	0	1	1
SOUTH KOREA	3	2	5
UNITED ARAB EMIRATES	0	17	17
PHILIPPINES	0	38	38
HONG KONG	1	0	1
INDIA	0	12	12
INDONESIA	0	19	19
IRAQ	0	2	2
IRAN	0	6	6
ISRAEL	0	48	48
JORDAN	0	4	4
KAZAKHSTAN	0	21	21
KYRGYZSTAN	0	2	2
KUWAIT	0	6	6
LAOS	0	1	1
LEBANON	0	6	6
MALAYSIA	0	20	20
MONGOLIA	0	3	3
MYANMAR	0	2	2
OMAN	0	2	2
PAKISTAN	0	5	5
PALESTINE	0	1	1
QATAR	0	8	8
PEOPLE'S REPUBLIC OF CHINA	6	11	17
SINGAPORE	3	12	15
SYRIA	0	1	1
SRI LANKA	0	4	4
THAILAND	0	20	20
TAIWAN	0	20	20
UZBEKISTAN	0	1	1
VIETNAM	0	14	14

EUROPE	○	●	◐
SPAIN	237	147	384
ALBANIA	0	2	2
GERMANY	67	152	219
ANDORRA	3	5	8
ARMENIA	0	3	3
AUSTRIA	11	8	19
AZERBAIJAN	0	4	4
BELGIUM	11	54	65
BELARUS	0	3	3
BOSNIA AND HERZEGOVINA	0	1	1
BULGARIA	2	2	4
CYPRUS	0	7	7
NORTHERN CYPRUS	0	1	1
CROATIA	15	1	16
DENMARK	4	0	4
SLOVAKIA	3	0	3
SLOVENIA	0	2	2
ESTONIA	0	3	3
FINLAND	7	0	7
FRANCE	113	87	200
GEORGIA	0	3	3
GREECE	5	7	12
NETHERLANDS	16	16	32
HUNGARY	6	0	6
IRELAND	5	0	5
ITALY	50	19	69
KOSOVO	0	2	2
LATVIA	0	5	5
LITHUANIA	0	6	6
LUXEMBOURG	1	2	3
MACEDONIA	0	2	2
MALTA	0	1	1
MOLDOVA	0	1	1
MONTENEGRO	0	1	1
NORWAY	2	1	3
POLAND	18	5	23
PORTUGAL	31	22	53
UNITED KINGDOM	38	0	38
CZECH REPUBLIC	6	0	6
ROMANIA	14	0	14
RUSSIA	67	72	139
SERBIA	0	3	3
SWEDEN	3	0	3
SWITZERLAND	8	33	41
TURKEY	88	0	88
UKRAINE	5	6	11

## Offices and distribution centres

Our commitment to the environment is also present in the planning and design of new facilities through the application of eco-efficiency criteria.

### HANGAR 2

The design of our new building, called Hangar 2, at our headquarters in Palau Solità i Plegamans (Barcelona), incorporates various measures and criteria in order to reduce the environmental impact associated with the building's operations.

- Use of low thermal transmission materials, for both window glass and building façade to prevent overheating of the building during warm months.
- Optimisation of natural light and installation of LED lighting.
- Centralised air conditioning according to real building climatization needs.

This building is currently still under construction.

Furthermore, the landscaped and impermeable area that surrounds both the Hangar and Hangar 2 buildings has a special "dunes" design with underground wells that serve as a natural drainage of the entire urbanised surface area. Consequently, these areas have been designated as pedestrian zones prohibiting the access to vehicles in order to avoid spills that could contaminate the aforementioned natural drainage system.

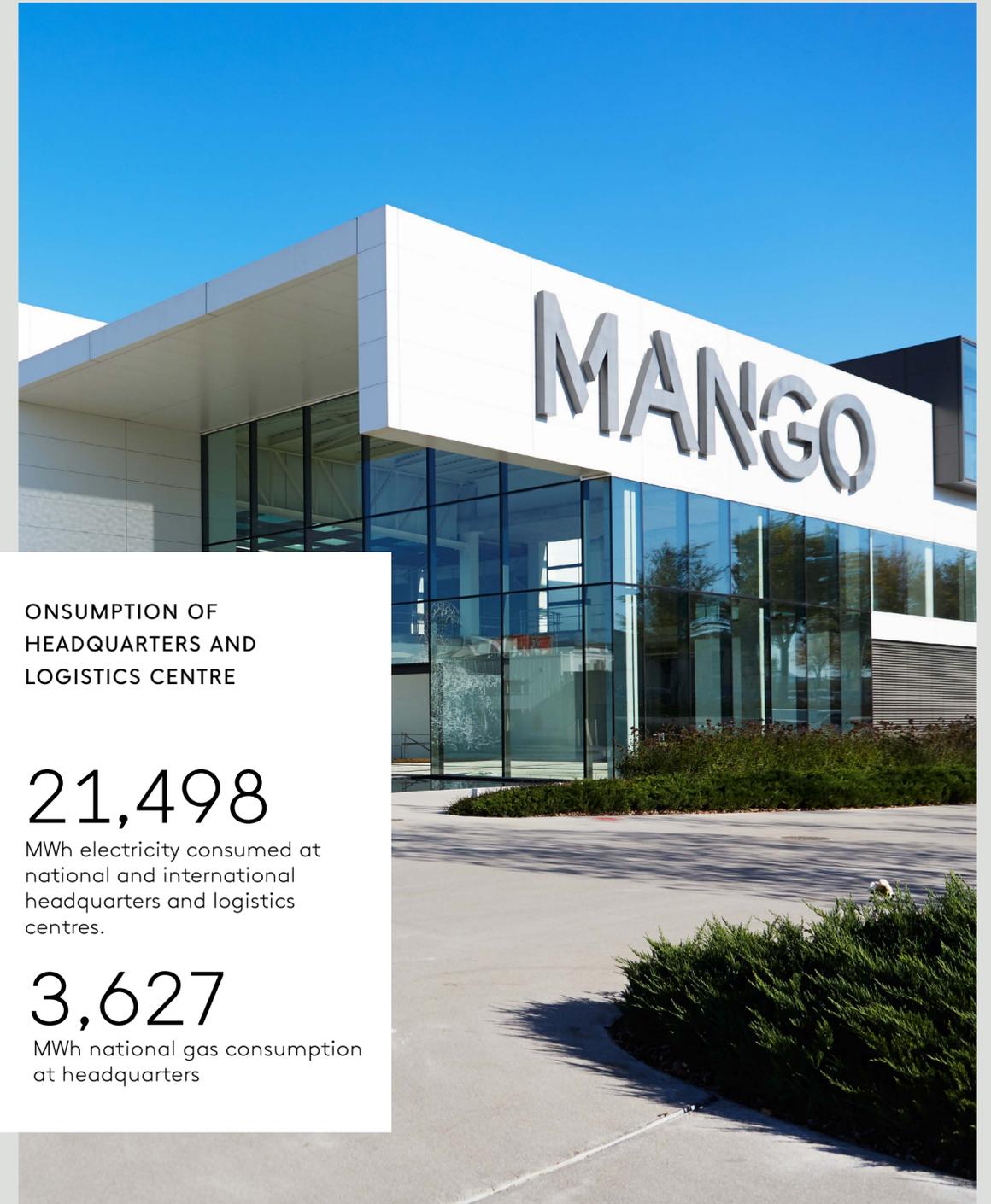
### CONSUMPTION OF HEADQUARTERS AND LOGISTICS CENTRE

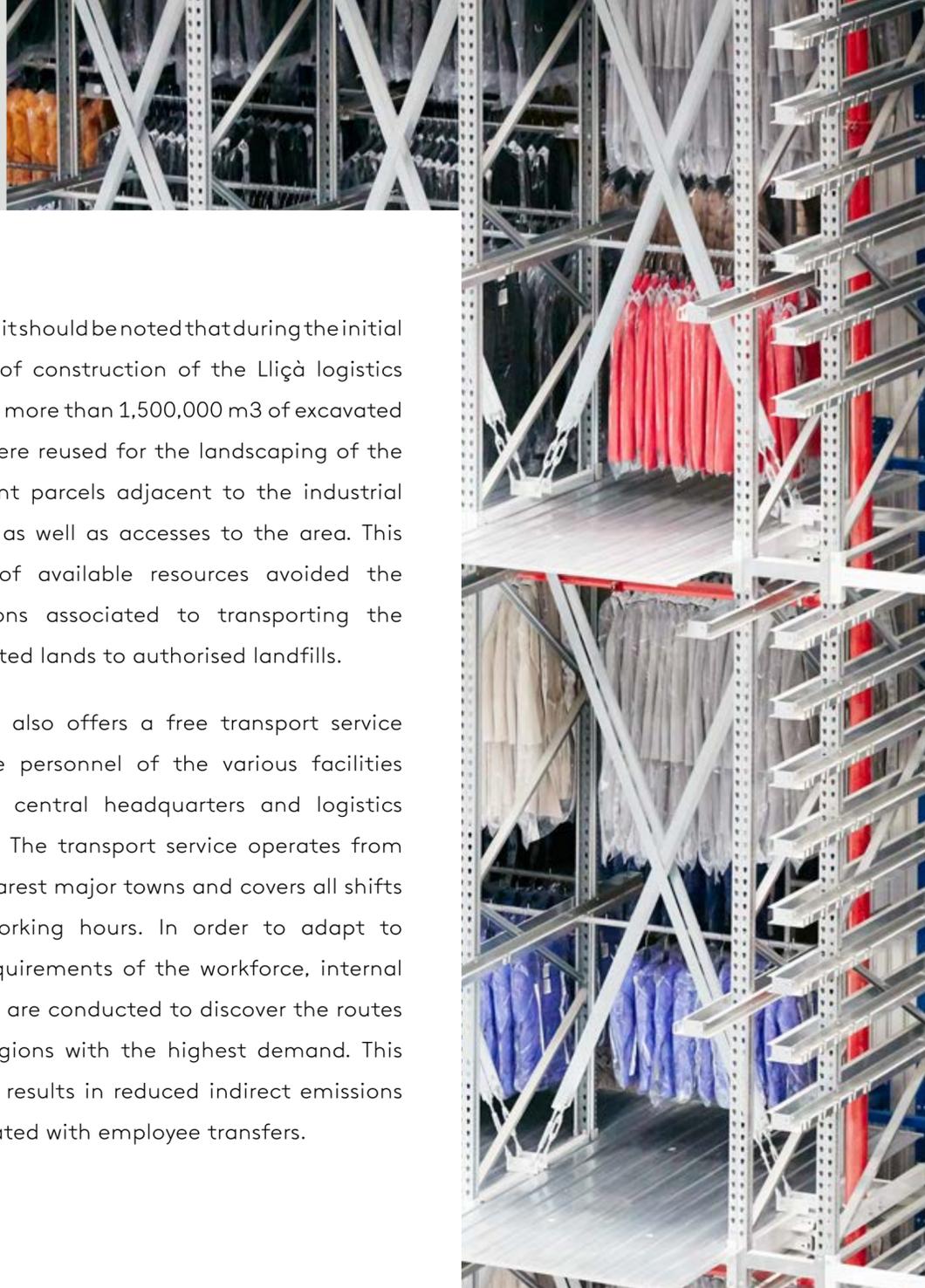
21,498

MWh electricity consumed at national and international headquarters and logistics centres.

3,627

MWh national gas consumption at headquarters





**LLIÇÀ LOGISTICS CENTER**

The principal eco-efficiency measures in place at the Mango logistics centre in Lliçà d'Amunt include the recovery of energy generated by the centre robots, the use of rainwater for sustainable irrigation, and the use of low thermal transmission materials to stop heat entering the building. Furthermore, the centre incorporates LED lighting and the optimisation of natural lighting.

For internal movements within the logistics centre, employees have access to bicycles, electric bicycles and segways in order facilitate mobility. In addition, the logistics centre has internal tunnels to reduce to circulation of vehicles around the logistic centre surroundings thus reducing CO2 emissions. Finally, there are also designated parking areas for charging electric vehicles.

The surrounding landscapes area is low maintenance and requires low water consumption. The vegetation consists of Mediterranean and indigenous species and is irrigated with the water collected by a self-sufficient rainwater recovery tank.

Finally, it should be noted that during the initial phase of construction of the Lliçà logistics centre, more than 1,500,000 m3 of excavated land were reused for the landscaping of the different parcels adjacent to the industrial estate as well as accesses to the area. This reuse of available resources avoided the emissions associated to transporting the excavated lands to authorised landfills.

Mango also offers a free transport service for the personnel of the various facilities at the central headquarters and logistics centre. The transport service operates from the nearest major towns and covers all shifts and working hours. In order to adapt to the requirements of the workforce, internal surveys are conducted to discover the routes and regions with the highest demand. This service results in reduced indirect emissions associated with employee transfers.

**NOMINATED BOX SUPPLIERS PROJECT**

In 2019 Mango launched a project in order to nominate cardboard box suppliers at all its origin country suppliers. The objective of the project is to ensure the quality and dimensions of cardboard boxes as well as ensuring the sustainable origin of the cardboard cellulose materials. Consequently, the contents of the cardboard boxes are optimized and therefore ensure a more efficient transport. Ensuring the sustainable origin of cardboard boxes used to transport Mango products is crucial in order to verify Mango supplier boxes are not contributing to deforestation of illegal logging.

The first phase of this project has already been successfully implemented in China and Bangladesh during 2019. Throughout 2020, the second phase of the project will expand to further Mango production countries.

**44%**  
 EMPLOYEES  
 WHO USE THE  
 FREE TRANSPORT  
 SERVICE

# CO<sub>2</sub> EMISSIONS

## Calculation and offsetting of greenhouse gas emissions

Given the global activity of MANGO, and conscious of our environmental impact, every year we calculate the company's carbon footprint, including both direct and indirect emissions. This calculation was made internally using a calculation tool designed in-house to consider all the key factors associated with the company's emissions.

## Calculation of our carbon footprint

For nine years now at MANGO, we have carried out a comprehensive study and calculation of greenhouse gas emissions. The study includes all the categories of emissions in accordance with international protocols: scope 1 (direct company emissions, such as its own fleet of vehicles), scope 2 (indirect emissions associated with the electricity purchased and consumed by the company) and scope 3 (other indirect emissions over

which the company has no control, such as emissions associated with the production chain and employee travel).

The calculation includes CO<sub>2</sub> emissions from the production of raw materials and the manufacture of garments and direct logistics, covering emissions from the manufacture of garments and their storage in warehouses to their final destination in the store.

To standardize the individual impact of each gas on climate change, emissions of different greenhouse gases have been converted into a "single currency": the CO<sub>2</sub> equivalent. This conversion is based on the Kyoto "warming potential" of greenhouse gases. Equivalent CO<sub>2</sub> emissions are calculated using conversions factors annually updated by the Ecology and Development Foundation (ECODES), which has verified this analysis and awarded MANGO the ZeroCO<sub>2</sub> label for production and logistics. All the emissions

factors applied are taken from published international databases (Ecoinvent 3.2 and IEA).

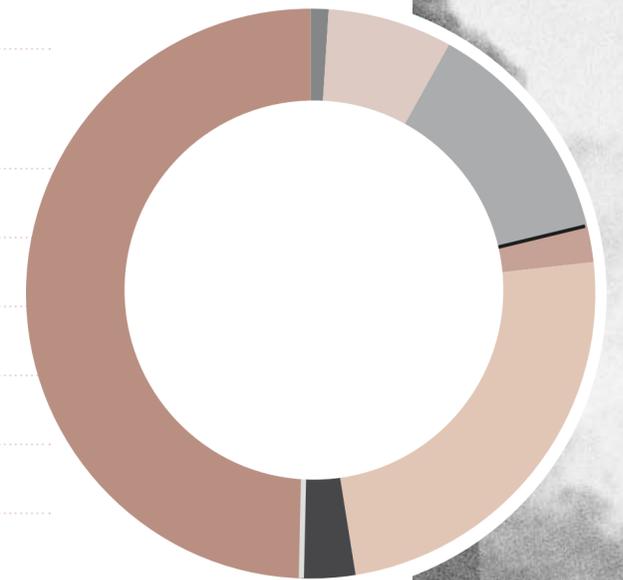
Since 2010 we have been part of the Voluntary Agreements programme, promoted by the Catalan Regional Government. The aim of this scheme is to produce an inventory of greenhouse gases emissions and to draft a reduction policy and, wherever applicable, to offset emissions.

As part of the area of climate and biodiversity within the new CSR and sustainability strategic plan approved in 2019, Mango has included the objective to develop an action plan throughout 2020 in order to reduce emissions associated to the company's national logistics. To the date of this report specific details regarding objectives for the reduction of emissions cannot be detailed.

## CO<sub>2</sub> Emissions Detail 2019

SCOPE	TN CO <sub>2</sub> EQ	%
SCOPE 1	1,650.04	0.44%
SCOPE 2	98,414.22	25.92%
SCOPE 3	279,203.11	73.64%
<b>TOTAL</b>	<b>379,267.37</b>	<b>100%</b>

DETAIL	%	SCOPE
Transport of raw materials	1.2%	3
Electricity associated with the manufacturing of products	7.3%	3
Production of raw materials	13.2%	3
Natural gas in offices and warehouses	0.2%	1
Electricity in offices and warehouses	2%	2
Electricity in stores	24%	2
Transportation of employees	3.2%	3
Own fleet (*)	0.2%	1
Product transport	48.7%	3



(\*) includes the consumption of natural gas at headquarters and national logistics centres (3,627 MWh) and consumption of own fleet including the consumption of kerosene, gasoline, and diesel (913.6 TN CO<sub>2</sub> eq).

### Purchase of renewable energy

In 2019, and as part of the new CSR Sustainability Plan, Mango approved the purchase of 100% renewable energy for the electrical consumption throughout 2020 of all Mango headquarters, logistics centres and company stores in Spain. This represents 64,780 MWh of renewable energy certified according to local renewable energy source certificates. In addition, in 2019 the consumption of all UK company stores was certified from renewable energy sources (3,095 Kwh). In 2020 the electrical consumption of company stores in the UK will represent about 3,006 MWh of electricity certified from a renewable origin.

### First phase of implementation of the mega-trailer for the reduction of transport emissions

In order to improve the efficiency for the transport of good between the port of Barcelona and the Mango logistics centre in Lliçà d'Amunt, in 2019 Mango carried out the first tests with mega-trailers for this route. The objective of the use of the mega-trailer is to facilitate the exit of containers from the port at the same time of reducing emissions to the atmosphere. It is estimated that the use of the mega-trailer could be reduced up to 50%. The mega-trailer is foreseen to be used as regular transport for imports from Asia that arrive by boat. The use of this type

of transport allows for a more efficient transport reducing costs, CO2 emissions and decongesting traffic in the metropolitan area. These tests represent the first trial with a lorry of these characteristics to operate in the port of Barcelona and therefore, there are still some aspects of the operation that are under review, such as the adaptation of the port terminals.



## Offsetting of emissions

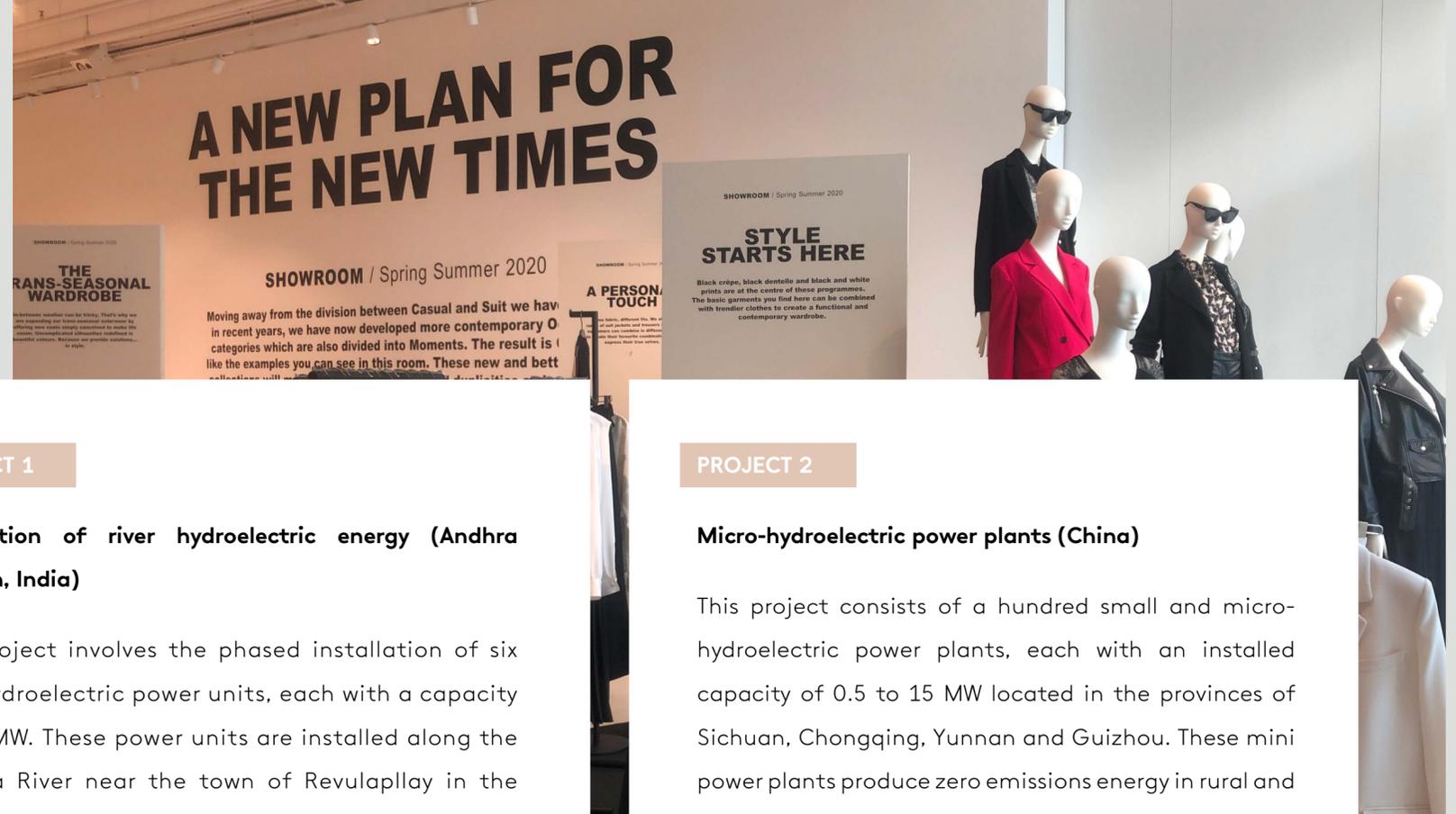
Since 2009, we have offset the emissions generated in our offices and those derived from employee transport. We choose offsetting projects close to our manufacturing regions in order to stimulate sustainable development in our areas of influence.

The latest offset emissions correspond to the calculation of our carbon footprint of 2018, done in 2019. The offset emissions were a total of 20,990 Tn CO<sub>2</sub> eq. These were offset by collaborating in the projects described below.

All the projects have been awarded the Clean CO<sub>2</sub> offsetting certificate according to the Verified Carbon Standard.



20,990 Tn CO<sub>2</sub> eq  
OFFSETTING OF EMISSIONS  
ON 2018



### PROJECT 1

#### Generation of river hydroelectric energy (Andhra Pradesh, India)

This project involves the phased installation of six river hydroelectric power units, each with a capacity of 39 MW. These power units are installed along the Krishna River near the town of Revulapllay in the Mahaboobnagar district of Andhra Pradesh. The energy generated by the plant will be exported to the national grid, thus reducing the dependence on fossil fuel power plants. The plant will have a total installed capacity of 234 MW.

### PROJECT 2

#### Micro-hydroelectric power plants (China)

This project consists of a hundred small and micro-hydroelectric power plants, each with an installed capacity of 0.5 to 15 MW located in the provinces of Sichuan, Chongqing, Yunnan and Guizhou. These mini power plants produce zero emissions energy in rural and mountainous regions in south-east China. The power plants use natural water salts without the need for a containment dyke to generate sustainable energy. These mini power plants make it possible to reduce the use of firewood for light and heating, resulting in less deforestation and land erosion, while mitigating atmospheric contamination.



## BIODIVERSITY

As part of Mango's commitment to the Fashion Pact, Mango recognised the importance of integrating the protection of biodiversity in its sustainability strategy. Consequently, MANGO has integrated its commitment to the protection of biodiversity as one of the 5 areas of its new strategic CSR Sustainability Plan to 2021. As part of this plan, Mango is committed to launching a project for the protection of biodiversity throughout 2020.

### **The Can Dunyó pond in Lliçà d'Amunt:**

The Can Dunyó pond is an artificial lamination pond that was built together with the Mango Lliçà logistics centre. With a capacity of 10,000 m<sup>3</sup>, the pond was designed to favour biodiversity and the creation of microhabitats in the area. Furthermore, the pond is adjacent to a forest area considered an area of interest due to the presence of specific bird species, some of which are in danger of extinction, which make their nests in the area.

## ENVIRONMENTAL LEGISLATION

Compliance with environmental 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.

To prevent the generation of such negative impacts, MANGO complies with the current environmental legislation and regulations. Mango's activity does not impact upon protected habitats.

During the period of this report Mango has not received significant penalties due to the non-compliance of environmental legislation.

## MINIMISATION OF ENVIRONMENTAL IMPACT: WASTE

### **Waste generation**

Our commitment to the environment and the promotion of a circular economy has resulted in the selective collection of the waste generated in all our stores and facilities, in order for such waste to be evaluated and recycled. The waste generated is managed by specialised external agents. MANGO has signed up to integrated waste systems established in certain countries (green point systems).

Special waste (waste associated to technology and office maintenance: toner, fluorescent lighting, batteries, aerosols, solvents, etc.), which represent less than 1% of the waste generated, are correctly managed according to their characteristics.

In order to limit and control the impact generated by waste resulting from our activity, we have a Company Plan for the Prevention of Container and Packaging Waste (PEP) in which criteria are established for the reduced and optimised use of packaging.

In our distribution centres, we use 100% recycled materials, with paper sealing tape and no metal components. This ensures the correct and complete recycling of boxes once they are no longer fit to be reused.

## PROMOTING THE CIRCULAR ECONOMY: SECOND CHANCES

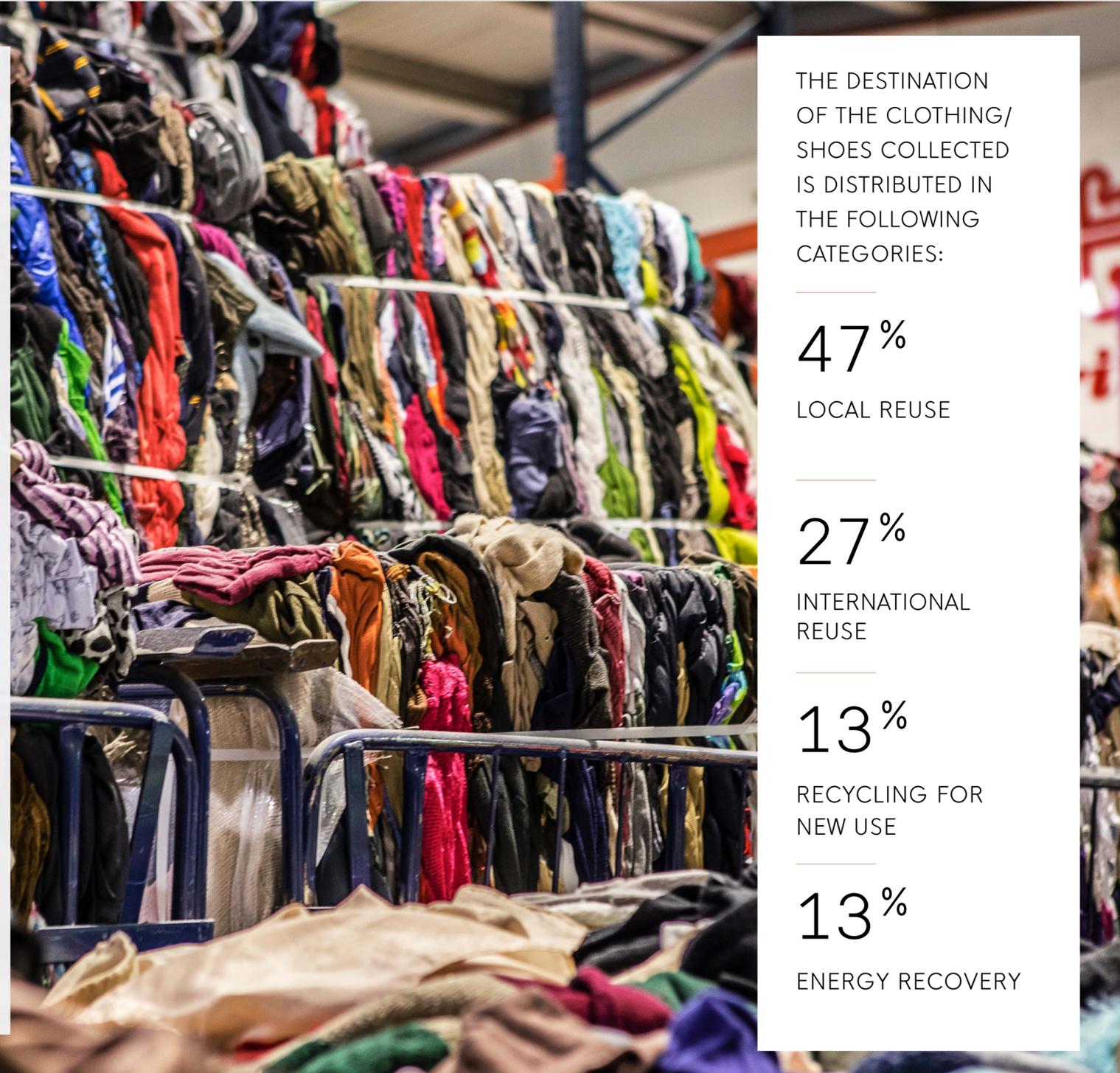
In order to contribute to the reduction of textile waste and promote a circular economy in the textile industry, the CSR department has promoted the SECOND CHANCES project within the TAKE ACTION plan.

The SECOND CHANCES project began in 2015 as a pilot project by placing textile recycling containers in stores in the Barcelona region. In its second phase, the pilot project in Spain was extended by installing 25 textile recycling containers in major Spanish cities.

After the first phase, in 2017 the SECOND CHANCES project was expanded throughout Spain and Europe. In 2019, SECOND CHANCES containers were placed in 100% of company stores in Spain and France. In addition, all franchise stores in Spain and Portugal must collect any used clothing brought by customers irrespective of whether they physically have a SECOND CHANCES container or not. Strategic SECOND CHANCES containers can also be found in selected stores in Germany, Croatia, the Netherlands, Italy, Portugal and the United Kingdom.

Furthermore, in 2019, the SECOND CHANCES project became part of Mango's customer loyalty programme called Mango Likes You. As part of the Mango Likes You programme, customers who recycled their used clothes in SECOND CHANCES containers can receive Likes to accumulate in their programme accounts and exchange Likes for movie tickets, discounts, or donate Likes to NGO projects.

Throughout 2020, the SECOND CHANCES project will expand alongside the Mango Likes You programme to all company stores in Germany, Belgium, the Netherlands,



THE DESTINATION OF THE CLOTHING/ SHOES COLLECTED IS DISTRIBUTED IN THE FOLLOWING CATEGORIES:

47%

LOCAL REUSE

27%

INTERNATIONAL REUSE

13%

RECYCLING FOR NEW USE

13%

ENERGY RECOVERY



420

SECOND  
CHANCES  
CONTAINERS

Luxembourg, Portugal and the United Kingdom. With this expansion customers will be able to find SECOND CHANCES container at 100% of company stores in these countries and all franchise stores will collect used clothing irrespective of whether have a SECOND CHANCES container or not in their stores.

In this manner, 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, irrespective of the brand, in the MANGO SECOND CHANCES containers and in this way, help close the textile waste loop. Everything collected is donated and processed at the KOOPERA recovery and recycling centre, where the textiles are duly classified in order to be reused, converted into a raw material or recycled for new uses such as thermal insulation, carpets for cars or for waste-to-energy purposes. This allows us to ensure that 100% of the textiles and footwear deposited in the SECOND CHANCES containers are given a second opportunity.

Koopera belongs to the group of social initiative cooperatives and non-profit making work placement organisations being promoted by Cáritas. Consequently, the SECOND CHANCES project not only guarantees the correct management and recycling of textile waste, but also helps create jobs by making the social and charity economy a reality.



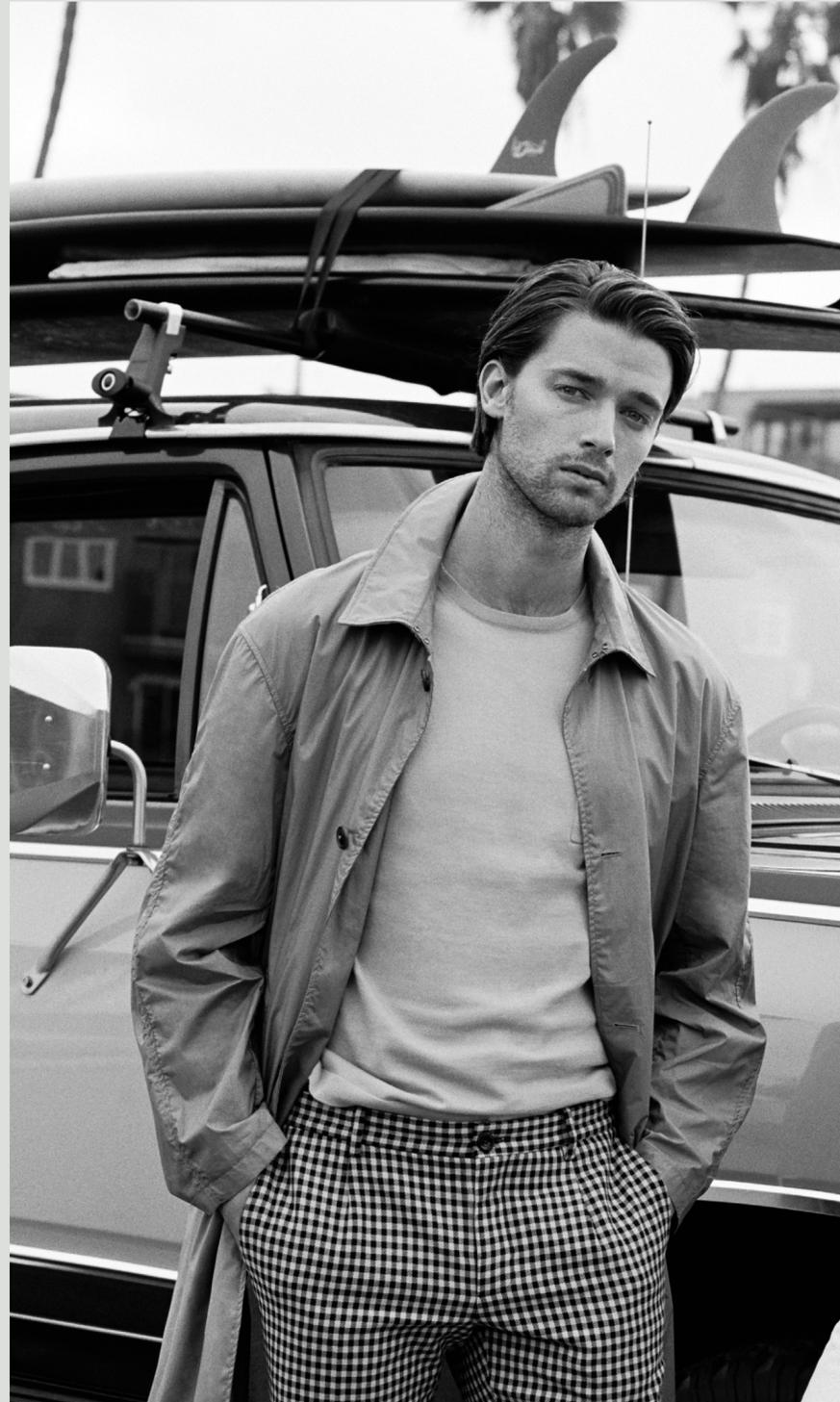
## Other policies

### PVC

All our fabrics are PVC free. However, a very small percentage of accessories (certain bags, purses and belts) are still manufactured in this material. Certain garment prints, for technical reasons, are also manufactured in this material.

### SANDBLASTING

As stated in the MANGO Code of Conduct, sandblasting, a practice used to produce a used look in denim garments, is banned, owing to the risk it entails to the health of workers performing this task.



### ANIMAL WELFARE

All hides, feather and furs used in garments and accessories originate from animals destined for the human food chain. For several years now, our organisation has not used rabbit fur either, even if sourced as stated above, or that of any type of exotic animal, or angora wool.

In 2018 MANGO signed up to a commitment with PETA (People for Ethical Treatment of Animals) to stop using mohair by 2020 given the cruel practices inflicted on animals to obtain it.

### LABELLING

Correct labelling of products is key to guarantee our customers' right to have precise information. Within this in mind, and in compliance with the current legislation, all our garments and accessories are labelled indicating the country of manufacture, composition, wash and care guidelines, etc.

All MANGO labels are FSC or PEFC certified cardboard. FSC or PEFC certified cardboard guarantees that the cardboard is sourced from sustainably managed forests, allowing us to ensure that such labels do not contribute to the deforestation of forests at the risk of extinction.

# Social and employee aspects

The creation of quality employment and the stability of our workforce are key to the success of MANGO.

We want 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 we develop in our daily activities as transformative agents to face new challenges and achieve key objectives.

To guarantee the well-being of employees, various departments focus on the continuous improvement of the working conditions of our employees, as well as ensuring their health and safety.

## PROFILE OF OUR WORKFORCE

MANGO has more than 14,000 employees, 2,200 of whom work at the Hangar Design Centre and the headquarters in Palau-Solità I Plegamans (Barcelona). This workforce is made up of a young and enthusiastic team with an average age around 30, 80% of them female.

All mentioned data refers to the consolidated group. If otherwise the scope of the data is specified.



## Profile of our workforce

### AVERAGE WORKFORCE



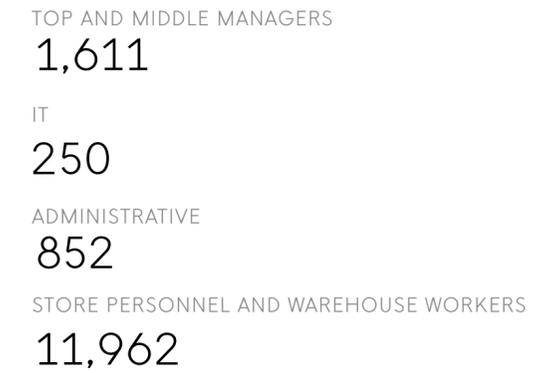
#### GENDER



#### AGE



#### EMPLOYMENT CATEGORY



### WORKFORCE AT THE CLOSE OF THE YEAR



#### GENDER



#### AGE



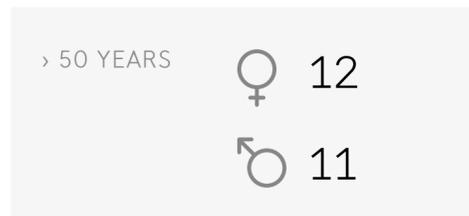
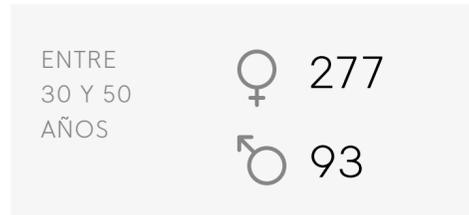
#### EMPLOYMENT CATEGORY



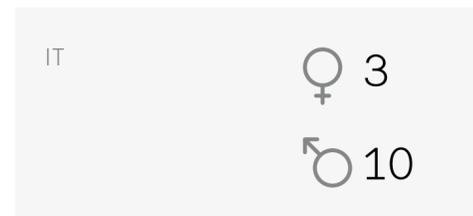
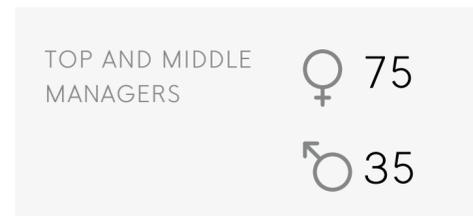
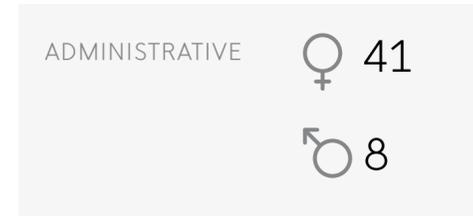
## Number of layoffs



### AGE



### EMPLOYMENT CATEGORY



At MANGO, we guarantee equal treatment and opportunities for our employees, rejecting any kind of discrimination, direct or indirect, and following the principle of gender equality.

For a correct interpretation of this data, it is important to note that the grouping by category described in the below table comprises positions of very different weights. MANGO has as one of its core projects of the area of People for 2020, to work on a project to detail the architecture of positions that will enable us to compare them to each other in a more tangible and organized way.

### Average remuneration Spain

TOTAL	♀ €23,492	♂ €35,557
-------	-----------	-----------

EMPLOYMENT CATEGORY	AGE		
ADMINISTRATIVE	€ 33,702	< 30 YEARS	€ 18,954
STORE PERSONNEL AND WAREHOUSE WORKERS	€ 19,202	BETWEEN 30 AND 50 YEARS	€ 31,599
TOP AND MIDDLE MANAGERS	€ 62,771	> 50 YEARS	€ 56,457
IT	€ 43,308	SALARY GAP   0.339	

### Average remuneration other countries

TOTAL	♀ € 20,469	♂ € 21,223
-------	------------	------------

EMPLOYMENT CATEGORY	AGE		
ADMINISTRATIVE	€ 28,006	< 30 YEARS	€ 17.876
STORE PERSONNEL AND WAREHOUSE WORKERS	€ 19,136	BETWEEN 30 AND 50 YEARS	€ 25,688
TOP AND MIDDLE MANAGERS	€ 36,593	> 50 YEARS	€ 32,637
IT	€ 30,277	SALARY GAP   0.0355	

\*The remuneration includes the gross salary received (fixed salary and variables)





For a correct interpretation of this data, it is important to note that at the base of the MANGO workforce pyramid (stores), females represent 87% of store employees and this consequently has an impact of the data outcome.

Currently, MANGO does not have and an updated system to measure the different position levels in the organisation. Therefore, the group categories described in the above tables include positions with various roles of responsibility. Consequently, in order to be more accurately representative, the presented data requires further categorisations that we are not prepared to provide at present.

Aware of the need to be able to further categorise and group positions into different levels based on role of responsibility, MANGO is working on a workforce position architecture project as a core project for the Employees area in 2020. This project will allow a more tangible and organised comparison of different employee positions and levels. To do so, we have the help of Willis Towers Watson, a service provider of renowned prestige in this field.

This project, which we are already working on and whose delivery is scheduled for the current year, will give MANGO the appropriate visibility of the organisation's salaries according to positions and responsibility levels and based on gender, and therefore help guarantee that gender is not a factor in wage differentiation.

Furthermore, our company maintains its commitment to work on a new and ambitious Equality Plan to continue to ensure and promote the necessary measures to achieve full equality for workers at MANGO.

AVERAGE REMUNERATION GOVERNING BODIES



\*Total gross salary, including variables and in-kind salary  
 \*\*The average salary of governing bodies (5 men) is 1,316 thousand euros.

IMPLEMENTATION OF LABOUR DISCONNECTION POLICY

Although MANGO does not currently have a policy of disconnection from work implemented, it is an issue that will be worked on in the future.

EMPLOYEES WITH DISABILITIES



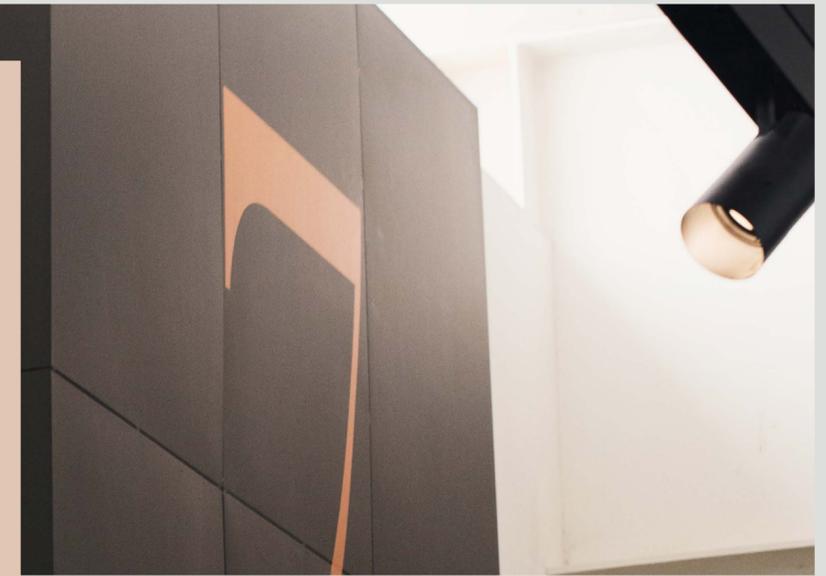
## Organization of working time

### HOW WORK TIME IS ORGANIZED IN THE COMPANY

We ensure compliance of work and break times, adopting the statutory legislation and the collective agreements that correspond to each country. As a general rule, employees work split hours, with a one hour lunch break. On Fridays working hours are intensive, in order to have the afternoon off. In addition, in 2019 three days of intensive work were established on the eve of calendar holidays. Depending on the hours established by the corresponding collective agreement, the excess working days are accumulated in a balance of hours of agreement which can be enjoyed throughout the year. Based on the aforementioned factors, the manager of each store is the person responsible for organising these hours.

In order to plan the working time of the store teams, the following factors are taken into account:

1. Number of staff and contracts (weekly number of hours worked/person)
2. Peak days of the week
3. Peak hours of each day
4. Legislation of the country
5. Distribution by identified periods throughout the year (dates of increased sales, such as sale periods, summer in tourist areas, Christmas, and periods of lower turnover)
6. Commercial actions (Black Friday, shopping days, etc.)
7. Store activity start time (reception of orders, presentation of product for exhibition, till closing, store cleaning, etc.)
8. Business hours (following opening and closing hours, concentrating hours of work dedicated to sales on specific days, hours and peaks)



TOTAL HOURS OF ABSENTEEISM 2019 | 727,160

\* only sick leave and accidents are considered. Does not include leave.

**EMPLOYEE BENEFITS**

There are advantages and benefits for employees which help improve their well-being.

The remuneration model is complemented by various benefits: free group transport, which covers different routes and working hours, subsidised canteens, special agreements, discounts, etc.

The international nature of our organisation facilitates the geographical mobility of any 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.

Starting January 2020, flexible working hours are formalised at headquarters with an entry and exit margin of one and a half hours. Throughout last year we have been working on a pilot project of flexible working hours with some teams, which allowed us to test the corresponding benefits.



FLEXIBLE WORKING HOURS  
(headquarters)



TEMPORARY SUSPENSIONS FOR PERSONAL REASONS



EXTENDED TIME TO ATTEND MEDICAL VISITS



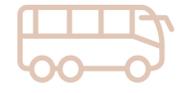
INTENSIVE WORKING DAY ON FRIDAY AND ON EVES OF PUBLIC HOLIDAYS  
(headquarters)



SUBSIDISED CANTEEN  
(headquarters)



TICKET RESTAURANT  
(offered in some countries and/or groups)



FREE GROUP TRANSPORT  
(offered in some countries and/or groups)



SPECIAL AGREEMENTS AND DISCOUNTS

## Parental leave

The total number of collaborators that took parental leave by gender

♀ 171

♂ 41

The total number of employees who returned to work after termination of their parental leave, during the reporting period, by gender.

♀ 107

♂ 39

The total number of employees who returned to work after termination of their parental leave and who were still employed 12 months after returning to work.

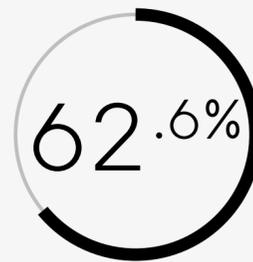
♀ 103

♂ 28

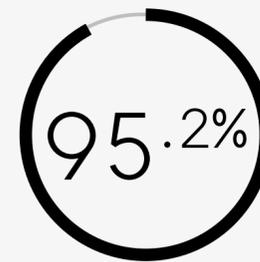
Parental Leave 2018 which remain in 2019

## Return to work and retention rates

RATE OF RETURN TO WORK



WOMEN

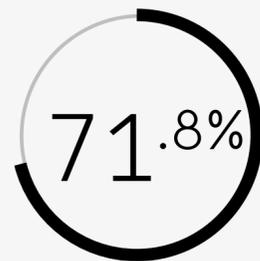


MEN

RETENTION RATE



WOMEN



MEN



## Health and security

### Health and safety conditions at work

Our employees are one of our priority stakeholder groups, which is why we develop health and safety policies to guarantee the continuous improvement of their safety in the workplace environment.

The aims of the MANGO Health and Safety Policy are 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 form part of the overall system of company management. This plan contains the company's commitment to provide a secure and healthy working environment for employees and collaborators and defines the goals and procedures in order to achieve this.

The principal activities implemented for the prevention of occupational risks:



#### RISK ASSESSMENT

We 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 plans and other procedures.

Another of our aims 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 our 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 the continuous improvements, there is a procedure allowing them to notify any situation of risk or make any suggestion to improve the working conditions. We make available to them an internal document to notify the Risk Prevention department of any incident in this regard, and in this way proceed to apply measures to eliminate or minimise it.



#### RISK PREVENTION TRAINING

We are continuously working on the creation of new training courses specifically focused on MANGO positions. When a position is created, its risk assessment is carried out in order to determine the training needs for a person in such position.

In these training courses, the main risks and measures to consider in order to avoid health issues are presented.



#### HEALTH MONITORING

Health monitoring activities are carried out by the company's Medical Service, which is part of the Occupational Risk Prevention department. In stores this is conducted through a network of healthcare 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 addition, we give our employees first-aid training.

## Take Care Programme

### TAKE CARE

BE HEALTHY. BE MINDFUL & DO IT TOGETHER

As a result of this commitment, MANGO signed up to the Luxembourg Declaration in June 2017, which helps promote individual development and the active participation of employees, as well as their working conditions.

In 2018 MANGO launched its work health promotion programme called Take Care. Through the Take Care Programme MANGO promotes actions to improve overall health in three areas as detailed by the World Health Organisation (WHO): physical, mental and social. Through this programme specific actions are carried out in order to promote healthy habits (improve diet, avoid a sedentary lifestyle, promotion of physical exercise) as well as actions aimed at disease prevention (campaigns to quit smoking, stress prevention, mindfulness, skin care during the summer, breast cancer prevention).

During 2019, no cases of occupational disease were reported.

#### WORK ACCIDENTS (FREQUENCY AND SEVERITY) BY GENDER

	FREQUENCY RATE	SEVERITY RATE	ACCIDENTS WITH SICK LEAVE
♀	6,09	0,15	122
♂	3,13	0,13	16

\*Accidents in itinere are not taken into account

\*\* Frequency rate = (number of accidents with sick leave x 1,000,000)/ hours worked  
Severity rate = (days off x 1,000)/ hours worked



## Labour relations: organisation of social dialogue

We are committed to creating a framework of trust in which employees can grow and develop professionally. Stability, dialogue, training, professional development, family reconciliation, and recognition are pillars on which we build our relationships.

- We guarantee all employees decent, fair, and consistent working conditions in accordance with the current legislative framework.
- We do not employ anyone who is below the legal age to work, in accordance with international policy.
- We make sure that remuneration is fair and adequate according to each labour market.
- Our labour relations are carried out equitably, defending the fundamental rights and principles of people.

Various channels exist to promote group cohesion and keep employees permanently informed, through the Employee Portal, in order to improve the day-to-day operation of the organisation and make employees part of our projects. For example, the "If I were Chairman" initiative, with elected representatives from each department.

The "If I were Chairman" initiative is organised in several phases. At the beginning of the process, the members of each (headquarters) department vote and choose a representative. The elected person is in charge of collecting ideas, suggestions, changes or improvements proposed by the department/s they represent.

Finally, all representatives meet with management in order to transmit and debate the proposals. The agreed conclusions, changes and improvements are communicated to all employees.

At our MANGO subsidiaries, we have representative bodies for employees in Belgium (1), Finland (1), France (7), and Italy (1).

In France social dialogue is carried out by the team located in the local office. Dialogue is ongoing, regular meetings are held with the representative bodies of employees throughout the year in order to discuss all topics of interest. In addition, if there is any specific issue to be addressed, we follow the legal negotiation and consultation procedure established by law.

In Belgium there are social representation elections every 4 years and 2020 is an electoral year. Currently we do not have a representative body since the union delegate was on leave in 2019. Prior to this date, regular meetings were held at the request of the union delegate and the union represented.

In Italy there is representation in one store. Follow-up visits are made annually. Prior to annual meetings the union delegate calls an assembly with all employees to discuss the issues to be mentioned during the annual meeting with the company. In addition, throughout the year there is a constant exchange of information between the union and union delegate.

In Finland there is a union delegate. The delegate is in contact with the union body in order to advise employees on any issues that may arise.



## Workforce covered by collective agreement per country

Currently a total of 73 collective agreements apply to the Mango group. Specifically, 38 correspond to Spain differing according to province.

In Germany, Austria, Belgium, Croatia, Denmark, Spain, Finland, France, Ireland, Italy, Mexico, Norway, the Netherlands, Portugal, Sweden and Switzerland, 100% of employees are covered by collective agreements.

In the remaining countries, labour relations are carried out in according to the legal framework established by the legislation of each country.

Furthermore, we ensure that we adapt to the usual practices corresponding to each country in order to improve conditions established by their legislation and collective agreement.

In relation to occupational safety, currently there is union representation in the field of occupational risk prevention in Finland, France, and Italy. The definition of these figures and responsibilities are defined according to each corresponding collective agreement.

## Training

A key aspect for the retention of talent is continuous training. It is essential to provide training programmes which add value to the employee and impact on their qualities. This strengthens the bond with the company and makes the employee feel valued.

Our training and personnel development policy aims to allow the organisation to achieve its strategic goals. To achieve this, we have a Training and Development department which promotes the required aspects, both in terms of technical skills and professional abilities.

Training activities are conducted worldwide, both in stores and at the company headquarters.

In 2019, we continued to strengthen the role of leaders with an Executive Development Plan for promotions to positions of responsibility.

We recognise the importance of roles of responsibility as key to professional excellence and to the development of persons. Personalised training and mentoring events are the tools used to adapt to this new situation.

We promote the development of internal talent. The management of internal talent is a strategic goal to facilitate and encourage the growth and development of employees, by putting them at the heart of the action.

The main projects promoted in 2019 are:

#### APPRAISAL AND DEVELOPMENT PROCESS

We have consolidated the use of a new online appraisal tool which allows us to measure the contribution of value of employees, in order to identify and develop talent in each area. This allows us to improve the management of talent using information obtained in appraisal processes and respond to concerns about development and growth within our teams.

#### TEAM COHESION WORKSHOP

This workshop is based on group work through different participation dynamics. It aims to implement specific action plans to improve group cohesion and increase the sense of belonging to MANGO.

#### COACHING AND MENTORING

Coaching processes are structured to help coachees-employees develop themselves within a specific area. The coaching agenda works on very specific issues to address the performance of an employee in their job. To achieve this, specific targets and an action plan are established.

#### TALENT PROGRAMME:

The talent programme is aimed at more general development, focusing on more strategic issues and long-term development. There are four development programmes:

##### TDP (Talent Development Programme)

Training and development programme which consists of 6 sessions which cover different leadership skills and in which meetings with key business areas are organised. Every year, 40 employees participate in this.

##### Mentoring Programme

We organise two editions, one for Headquarters and the other for Retail, in which over 45 Mentees have the experience of being mentored in their development by company Mentors. Furthermore, both Mentors and Mentees receive a training programme to develop coaching skills.

##### Development Center

More than 30 participants, in order to identify strengths and detect any skills and abilities they need to develop in order to grow professionally.

##### Digital Leadership Program

The objective of this programme is to work on a cultural mindset change in the current moment of digital transformation we are living. The programme focuses on people identified as promoters of change, using technology as an indispensable tool and with personalised mentoring. Each participant works on a professional challenge with impact on the business during the programme.



**NEW TRAINING INITIATIVES**

**DIGITAL AND INNOVATION**

With digital transformation identified as one of our strategic objectives, we make tools available to employees for them to embrace this new digital mindset. These programmes focus on technology as an indispensable work tool with a creative approach to take things further in day to day work.

Training pills are offered, such as Design Thinking for creative problem solving, Mind Mapping to learn how to organise ideas and work effectively, or public speaking training through virtual reality.

**LEADERSHIP DEVELOPMENT PROGRAMME**

Its aim is to increase self-awareness and self-management, identify the image and beliefs on what it is to be a leader, encourage development conversations through Feed-back and Feed-forward, and to generate management skills to develop team functions and maintain the contribution they make to the organisation.

**MINDFULNESS PARA LA AUTOGESTIÓN**

Aimed at improving the relaxation of body and mind, and to manage our thoughts in order to reduce stress levels.

Employees increase their level of well-being and reduce stress and anxiety by building positive relationships with their environment, developing an emotional intelligence that allows them to regulate themselves in any situation, while increasing their empathy towards others and towards common goals.



**Training hours**

EMPLOYMEN CATEGORY

ADMINISTRATIVE	4,119
STORE PERSONNEL AND WAREHOUSE WORKERS	63,188
TOP AND MIDDLE MANAGERS	14,952
IT	955
<b>TOTAL</b>	<b>83,214</b>

\* Except for training in risk prevention and retail, an estimate has been made of the distribution of training hours by category based on the average of the workforce.



## We are committed to internal promotion

The vast majority of directors and managers of teams are promoted internally, the result of a deliberate policy in this regard and of a motivated and flexible workforce able to take on new responsibilities.

### UNIVERSAL ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Based on the performed risk assessments, the necessary recommendations are made in order to adapt a position according to each person with special needs.

In accordance with these recommendations, the proposed preventive or corrective measures are implemented.

In addition, in order to facilitate access to all our customers, when there is a new store opening, the project is analysed in order to identify any requirements for people with reduced mobility while considering the corresponding legislation. The identified needs are notified to the interior design department, so these requirements are included in the store design project and validated through the local architect of each country according to established procedures.



## EQUALITY – A DIVERSE AND INCLUSIVE ENVIRONMENT

## Measures taken to promote equal treatment and opportunities between women and men. Equality plans. Protocols against sexual and gender-based harassment.

Equal treatment in all areas of application, as well as non-discrimination is one of our responsible business principles.

Our organisation is characterised by cultural diversity resulting from the internationalisation of our business. It is for this reason that gender equality, non-discrimination and equal opportunities are an inherent commitment in the management of people.

We guarantee equal treatment and opportunities to all employees, customers and suppliers, rejecting any type of discrimination, direct or indirect, regardless of age, gender, race, religion, sexual orientation, social status, marital status, nationality, political opinion or family responsibilities.

In 2019 we celebrated the 11th anniversary of our collaboration with CARES (Centro Especial de Empleo Fundación). We began the collaboration with 14 employees with psychological and physical disabilities and closed the year with a workforce of 207 employees. Of them, 71,98% from vulnerable groups –disability and at risk of exclusion– and 38,25 % with special difficulties. By type, 30,88% are people with a diagnosed psychological

disability or mental disorder, 49,66% have physical or sensorial disabilities and 19,46% are at risk of social exclusion.

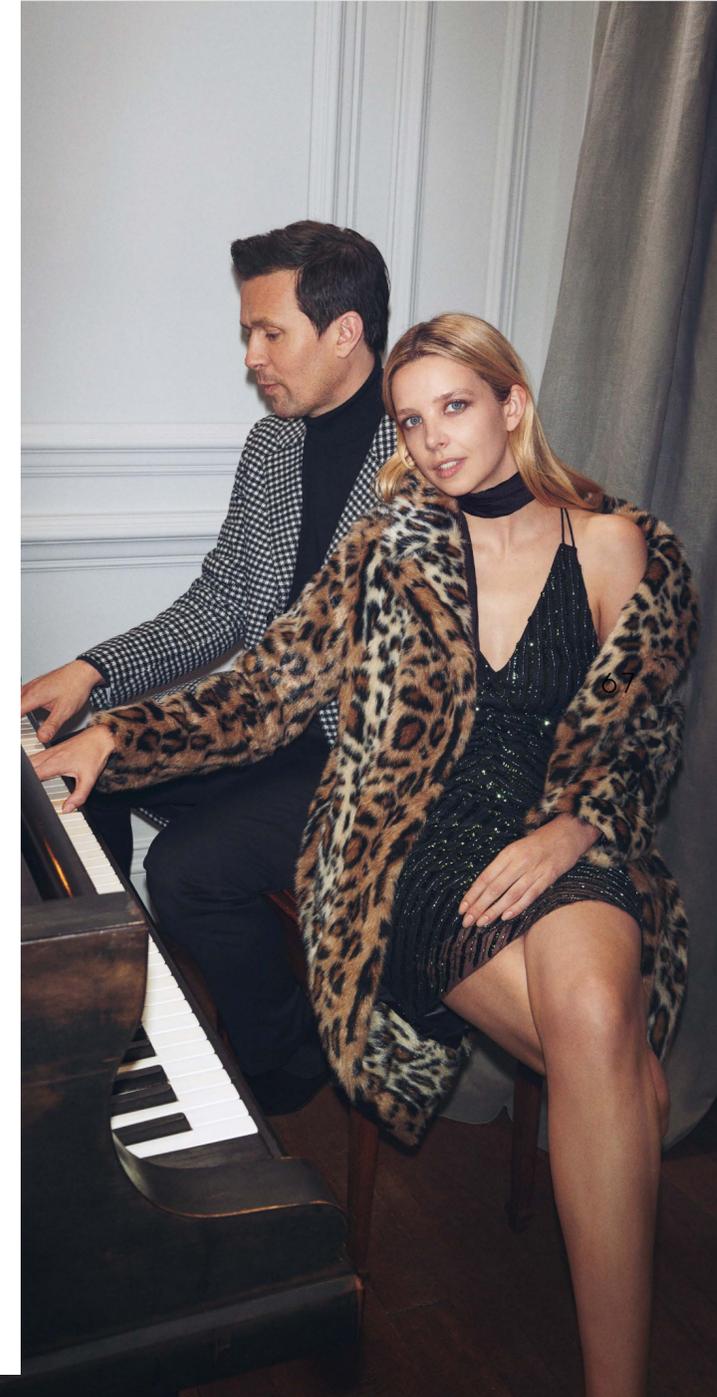
During the promotion campaigns, the employment positions created rose to a total of 318 employees. The preparation of the e-commerce we send worldwide is the activity they carry out.

The experience they have acquired has enabled a total of 12 people to join the ordinary labour market.

Since 2014, we have in force an Equality Plan where we declare our commitment to establish and develop policies aimed at equality between women and men. This plan is divided into the following points:

- Company commitment
- Scope and validity
- Ethical code
- Agreements with public organisations regarding equality
- Specific objectives
- Monitoring committee
- Internal protocols
- Annex with data for situation diagnostics.

As mentioned previously, our organisation remains committed to working on a new and ambitious Equality Plan to continue promoting any necessary measures to achieve real and full equality for employees.



## Workforce and average workforce per country

COUNTRY	AVERAGE WORKFORCE	WORKFORCE (30.12.2019)
GERMANY	1,140	1,134
ANDORRA	41	42
AUSTRIA	140	138
BELGIUM	148	148
BULGARIA	35	34
CHINA	100	81
SOUTH KOREA	20	21
CROATIA	132	135
DENMARK	23	26
UNITED ARAB EMIRATES	35	34
SLOVAKIA	4	3
SPAIN	22	23
FINLAND	5,759	5,803
FRANCE	76	80
GREECE	1,968	1,951
HOLANDA	99	90
HONG KONG	260	249
HUNGARY	16	9
HUNGRÍA	63	62

COUNTRY	AVERAGE WORKFORCE	WORKFORCE (30.12.2019)
IRELAND	89	102
ITALY	402	419
LUXEMBOURG	13	13
MEXICO	1	0
NORWAY	23	22
POLAND	36	29
PORTUGAL	214	223
UNITED KINGDOM	471	480
CZECH REPUBLIC	523	567
ROMANIA	113	132
RUSSIA	113	147
SINGAPORE	859	903
SWEDEN	39	59
SWITZERLAND	74	69
TURKEY	145	147
U.S.A.	1,374	1,406
UKRAINE	106	106
MOROCCO	1	1
<b>TOTAL GENERAL</b>	<b>14,674</b>	<b>14,892</b>



## Workforce breakdown at 30.12.2019 by type of contract, gender, age and employment category

### INDEFINITE CONTRACTS



#### GENDER



#### AGE



#### EMPLOYMENT CATEGORY



### TEMPORARY CONTRACTS



#### GENDER



#### AGE



#### EMPLOYMENT CATEGORY



## Annual average workforce by type of contract, gender, age and employment category

### INDEFINITE CONTRACTS



#### GENDER



#### AGE



#### EMPLOYMENT CATEGORY



### TEMPORARY CONTRACTS



#### GENDER



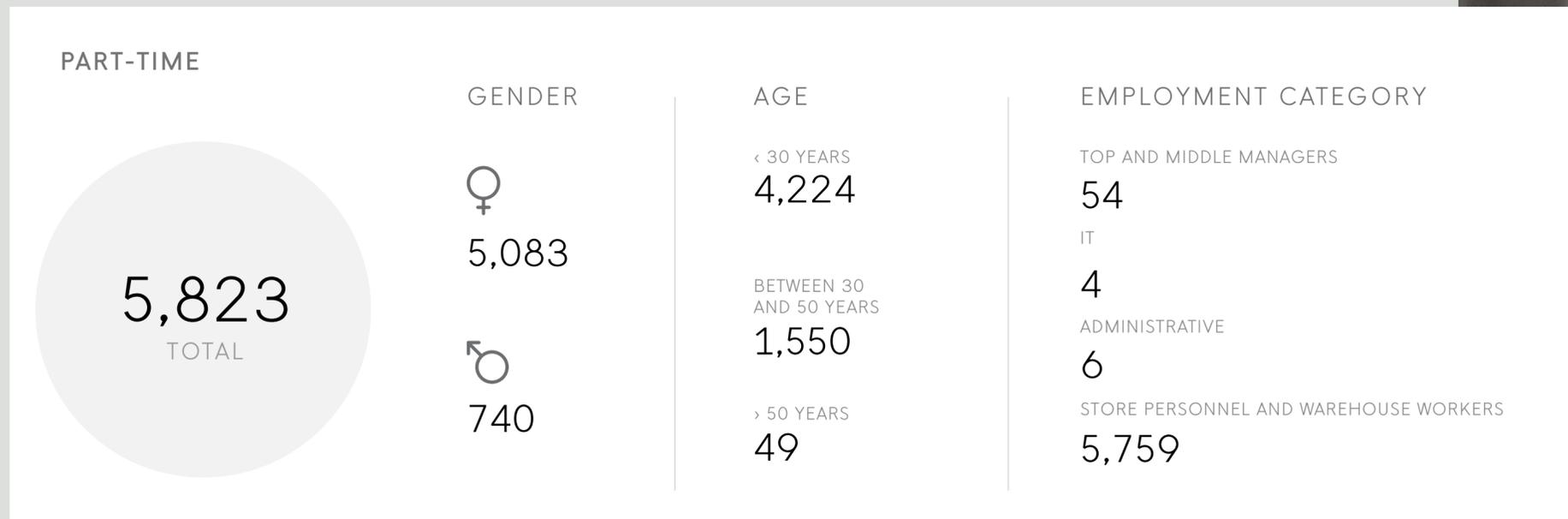
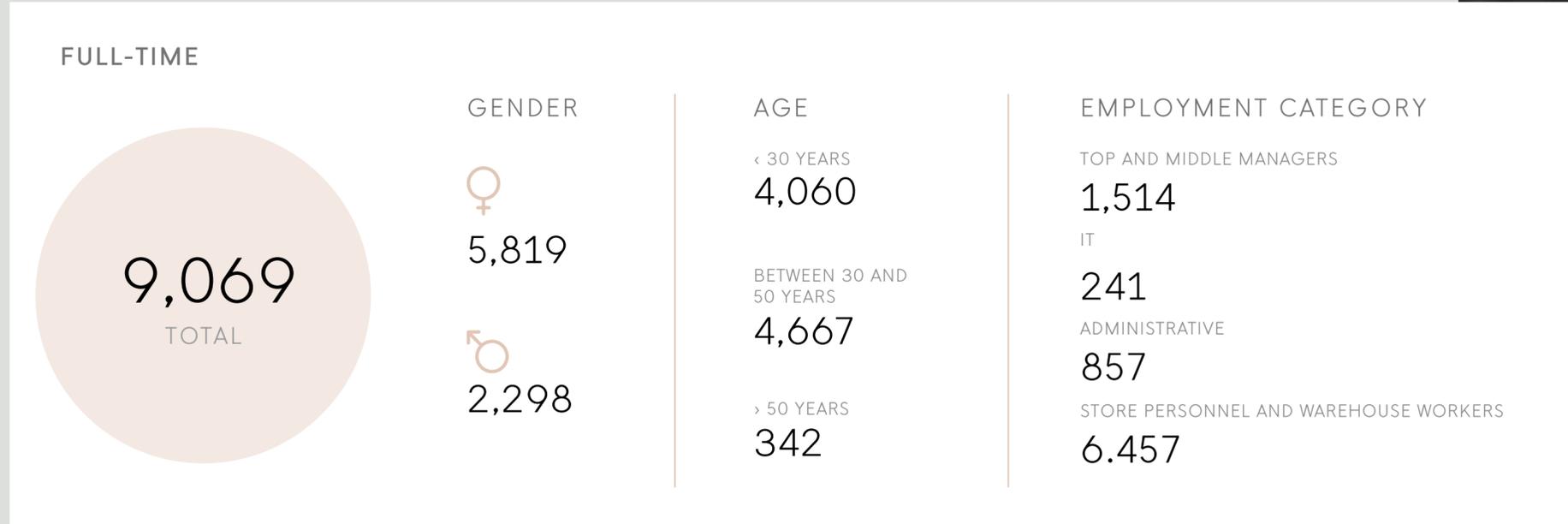
#### AGE



#### EMPLOYMENT CATEGORY



## Workforce breakdown at 30.12.2019 by type of working hours, gender, age and employment category



## Annual average workforce by type of working hours, gender, age and employment category

### FULL-TIME



#### GENDER

♀  
6,771

♂  
2,091

#### AGE

< 30 YEARS  
3,389

BETWEEN 30 AND  
50 YEARS  
4,196

> 50 YEARS  
325

#### EMPLOYMENT CATEGORY

TOP AND MIDDLE MANAGERS  
1,530

IT  
247

ADMINISTRATIVE  
842

STORE PERSONNEL AND WAREHOUSE WORKERS  
5,291

### PART-TIME



#### GENDER

♀  
5,875

♂  
889

#### AGE

< 30 YEARS  
4,765

BETWEEN 30  
AND 50 YEARS  
1,956

> 50 YEARS  
44

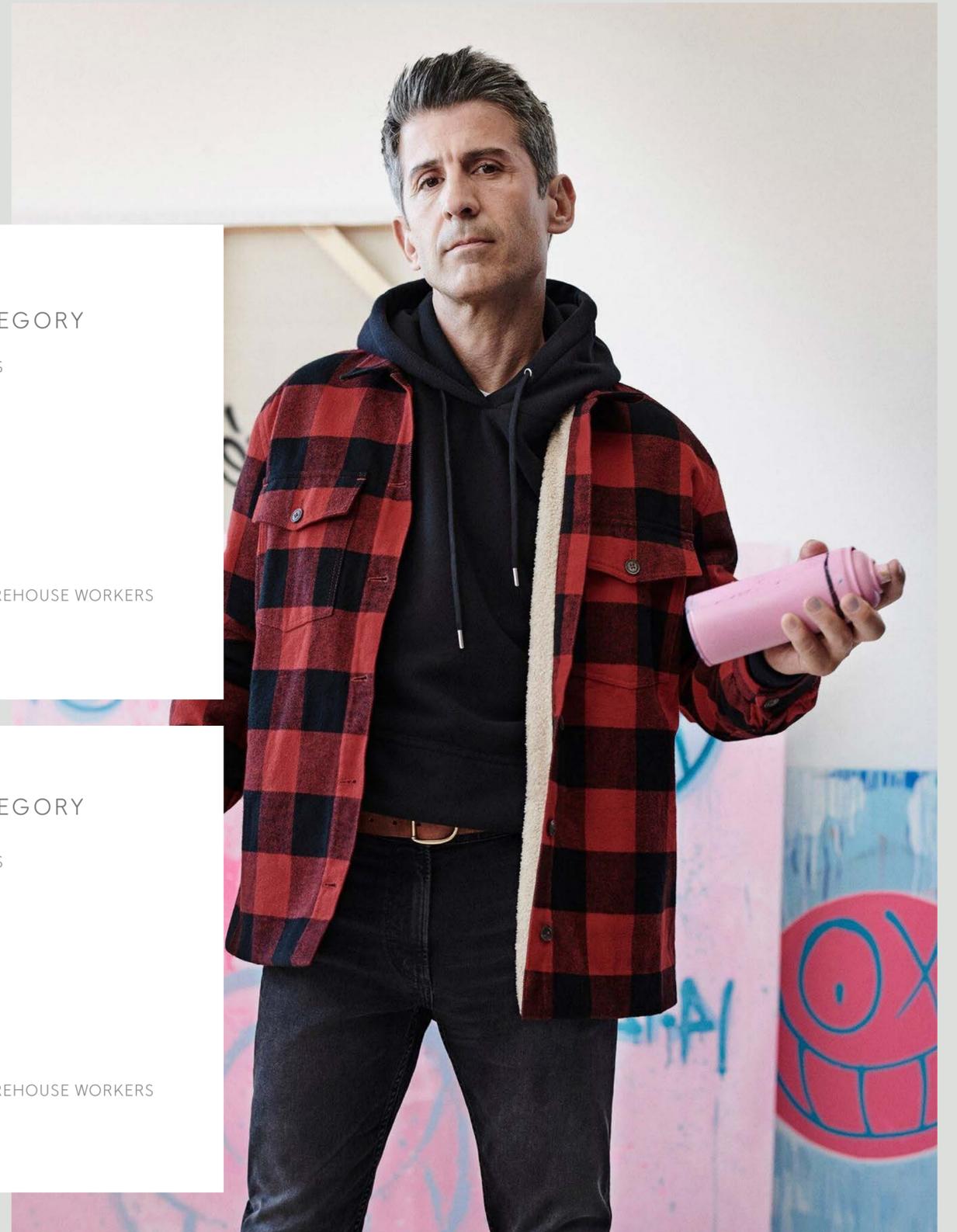
#### EMPLOYMENT CATEGORY

TOP AND MIDDLE MANAGERS  
81

IT  
3

ADMINISTRATIVE  
10

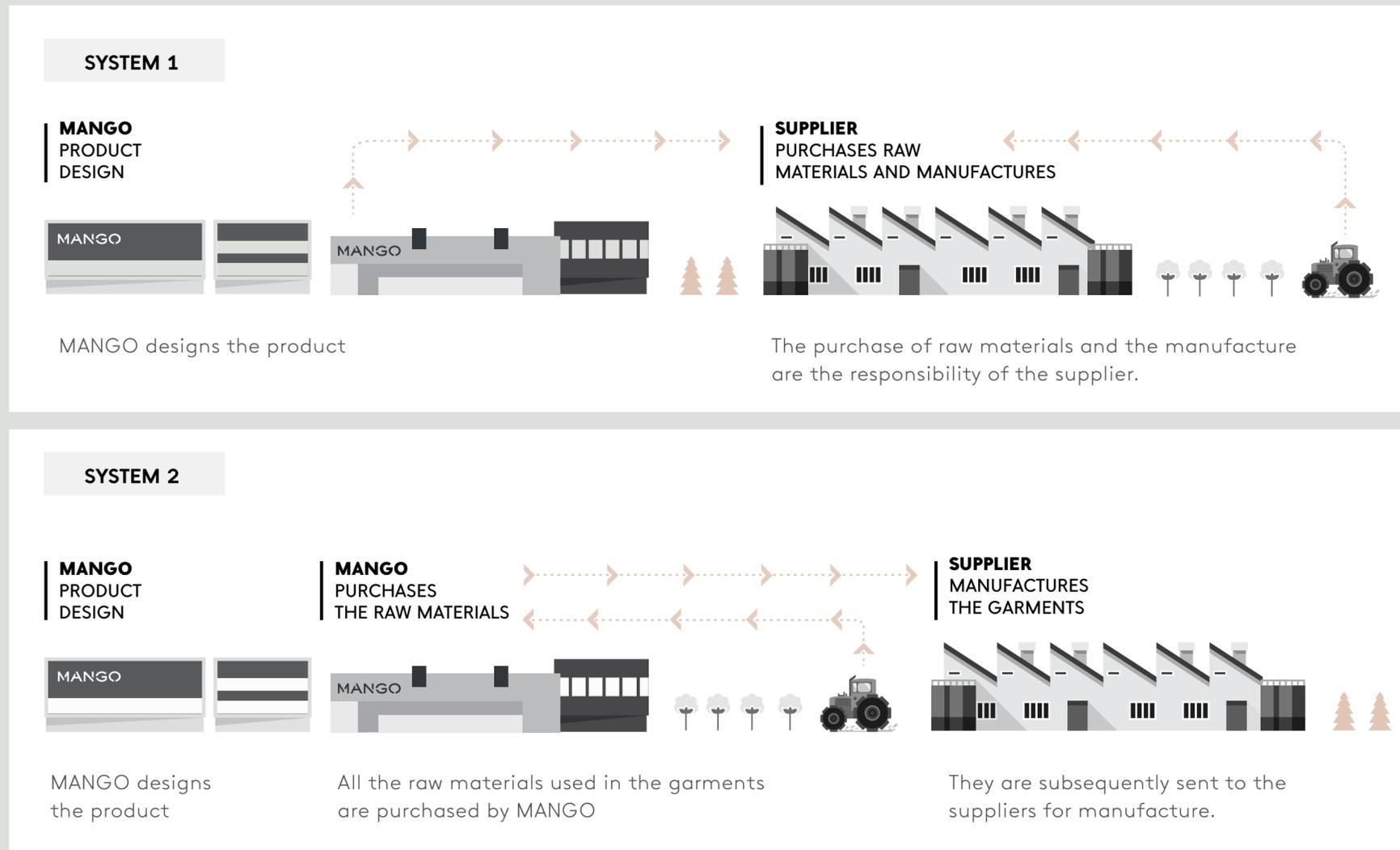
STORE PERSONNEL AND WAREHOUSE WORKERS  
6,671



# Human rights and supply chain

## Efficient management and production systems

MANGO uses two production systems in its supply chain:



The characteristics of the suppliers are exactly the same in both systems. The use of one system or the other basically depends on geographical factors (proximity) and technical factors (specialisation in manufacture), depending on the product requirements.

Collaboration with our suppliers is on a long-term basis, with permanent dialogue, joint analysis and planning of all aspects of production and quality control.

## Quality and Sourcing

Guaranteeing quality in all our garments and accessories is a key objective in order to offer our customers a product that meets all their expectations. This is the responsibility of our team of quality inspectors, who work exclusively for MANGO across seven countries. These are professionals with several years of experience within the sector and specialist training in fabrics, design and even industrial textile machinery.

They conduct approximately 14,000 annual inspections and each model is subjected to at least two inspections throughout the production process. In addition, the quality teams are responsible for conducting technical audits of the factories, in accordance with the internal standards of MANGO. The auditing of these teams helps guide the sourcing team, by suggesting local suppliers and evaluating factories according to technical and quality criteria.

The mission of the Sourcing department is to ensure that MANGO sources its collection with the best possible strategy that will allow the established quality and profitability targets to be met. It also ensures that the Purchasing teams adopt good practices in the execution of their duties, in order to ensure maximum efficiency in our supply chain.

The Sourcing department is also one of the main drivers of the company's digital transformation, detecting and applying the latest technologies available to alter our product development, quality control and sourcing procedures in a disruptive way.



## Supply Chain

Profile of our suppliers

The suppliers may work with more than one factory for the manufacture of our collections. Some of them may be use alternatively at different times, depending on the characteristics of the product. Similarly, none of the suppliers work exclusively for our organisation.

Depending on the type of product, we differentiate between suppliers of garments and accessories (footwear, leather goods, costume jewellery, belts, sunglasses, etc.).



529

GARMENT AND ACCESSORIES SUPPLIERS



411

GARMENT SUPPLIERS



118

ACCESSORIES SUPPLIERS



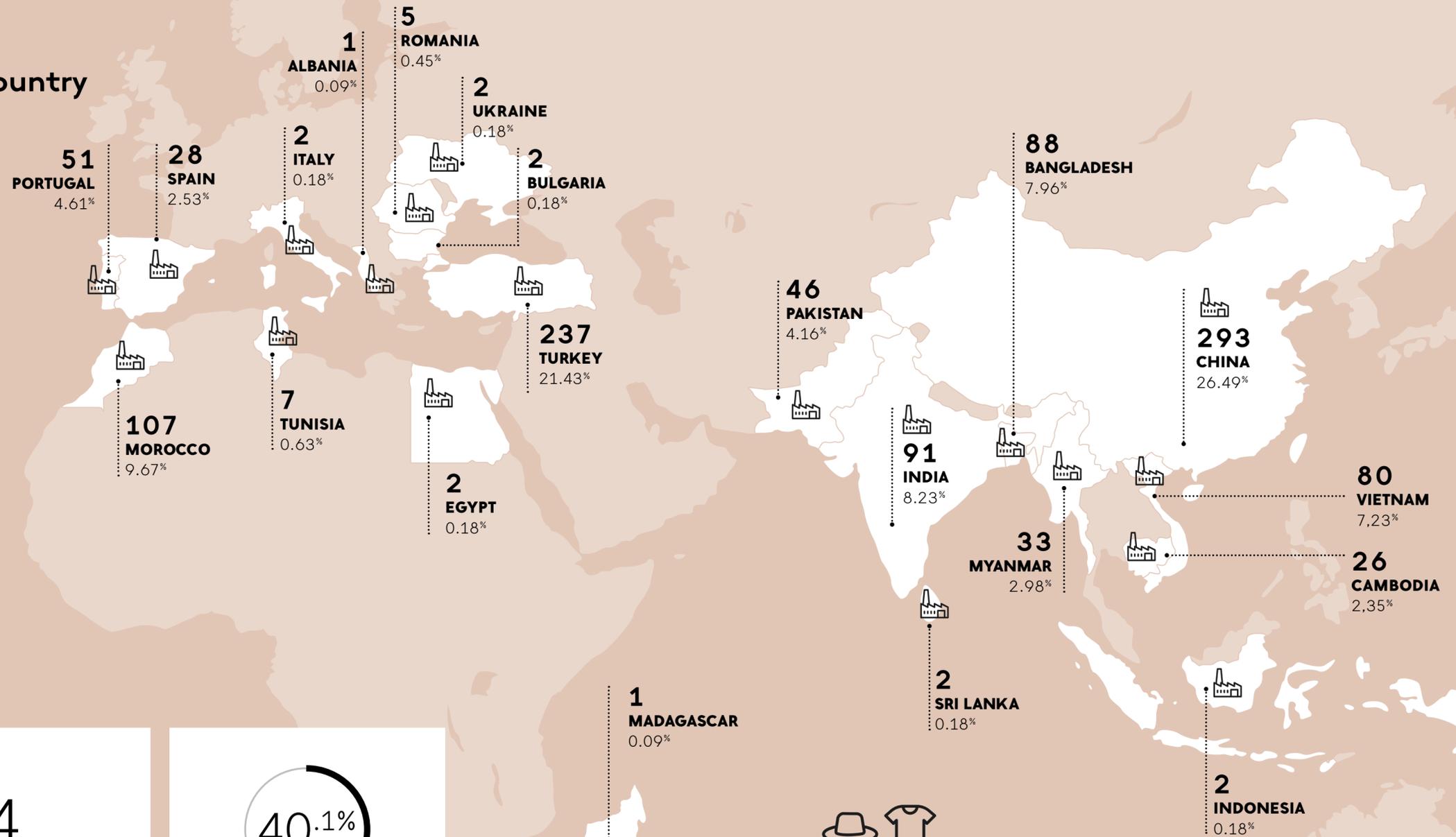
137

NEW SUPPLIERS

## Production factories by country

In terms of production volume, the principal supply market remains Asia, mainly China, followed by Turkey and Morocco, as the main African country.

This country is fundamental to MANGO, given that we have worked with suppliers in this country for many years and they have been the most stable over the years.



**1,106**  
 FACTORIES USED

**444**  
 FACTORIES IN PROXIMITY

**40.1%**  
 OF THE MANUFACTURING IN PROXIMITY

**158,326,643**  
 GARMENTS AND ACCESSORIES MANUFACTURED FOR MANGO

## Suppliers aligned with our commitments

One of our responsibilities at MANGO is the commitment to guarantee respect and protection of human rights within our sphere of influence. This is the basis for working in alignment with the United Nations Guiding Principles on Business and Human Rights and Principle 1 of the Global Compact.



As a key part of our commitment to sustainability, the promotion of sustainable development in our supply chain is essential. For this reason, we consider it of primary importance to place emphasis on establishing responsible management of suppliers that considers environmental and social issues.

Within MANGO, the CSR department collaborates in a cross-departmental way with the Supplier Management & Sourcing and Quality departments, Purchasing teams and other departments involved in the selection of new suppliers, through analysis and prior auditing of the production centres, to ensure that they fulfil the requirements of MANGO prior to the commencement of production.

We prioritise consolidating the relationships of trust with suppliers, ensuring their codes of conduct are in line with our own corporate social responsibility commitments, in order to inculcate and ensure good practices from an employment, social and environmental perspective in the supply chain.

MANGO recognises the significant risks that can arise within the supply chain. For this reason, we are aware of the importance of guaranteeing the human rights of workers involved in the production process, and why we establish clauses relative to

working hours and salaries, non-discrimination, forced and child labour, among others, in our Code of Conduct. Compliance of said Code is verified through social audits conducted by external auditing teams.

The Code of Social, Employment and Environmental Conduct for garments and accessories manufacturers for the MANGO Group is of mandatory compliance, given that it is included in the commercial contract.

This Code 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) that apply (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).

## Code of social, employment and environmental conduct for garments and accessories manufacturers for the MANGO Group

### 1. CHILD LABOUR

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

### 2. FORCED AND OBLIGATORY LABOUR

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

### 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. 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.

### 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.

### 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.

### 6. DISCIPLINARY MEASURES, HARASSMENT AND ABUSE

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

### 7. WORKING HOURS

Manufacturers shall comply with the applicable legislation and industry regulations regarding 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 of two hours of overtime per week envisaged in the legislation.

### 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.

### 9. SUBCONTRACTING

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

### 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.

### 11. COMPLIANCE WITH THE CURRENT LEGISLATION

Manufacturers must also comply with the applicable legislation for matters not envisaged in the above points.

## Other aspects

### COMMUNICATION

A copy of the present Code 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 MANGO 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, and any possible subsequent modifications to the same, by signing and stamping all the pages of one copy, which shall always be available at MANGO.

### AUDITING

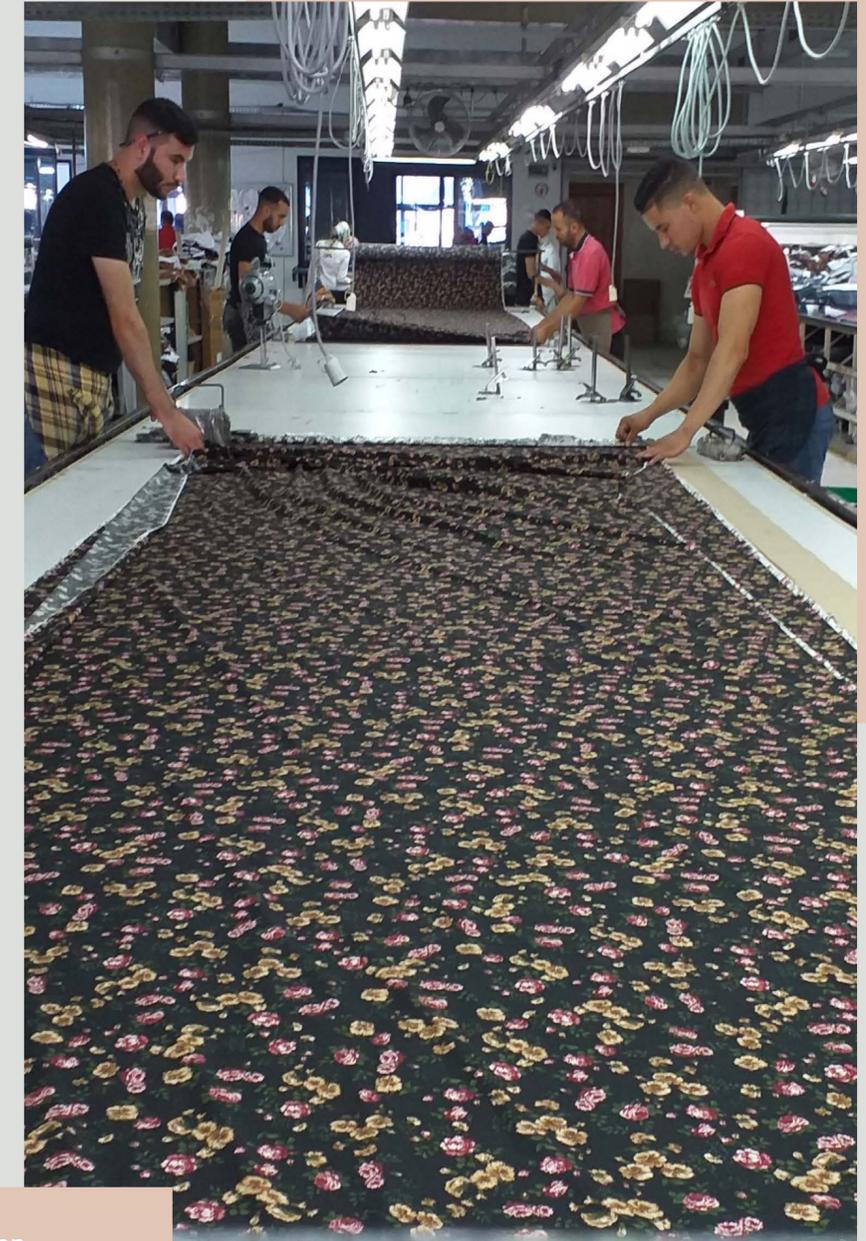
The Code will be periodically audited at the different factories and facilities of the suppliers, both internally and externally. Said auditing may be carried out jointly with other organisations (NGOs, trade unions, etc.).

### 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, the MANGO group will proceed to cancel any relationship with said manufacturer.



Complaints channel in relation to this Code of Conduct:  
lg\_rsc@MANGO.com

## Social audits

Our basic tool for monitoring the implementation of the MANGO Code of Conduct are the social audits which are conducted at the production centres of suppliers. 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 result). In this way, all clothing suppliers are audited to ensure human rights compliance.

### THE SOCIAL AUDIT PROCEDURE IS AS FOLLOWS



Interview with the managers and/or owners of the factory



Exhaustive inspection of the factory installations



Selection of a sample of employees for interview



Inspection of the relevant documents



Closing meeting

Wherever trade union representatives exist in factories, the entire process is carried out jointly with them.



### PERFORMANCE ASPECTS THAT ARE AUDITED

- 1 Child labour
- 2 Forced and obligatory labour
- 3 Health and safety at work
- 4 Freedom of association
- 5 Discrimination
- 6 Disciplinary measures, harassment and abuse
- 7 Working hours
- 8 Remuneration
- 9 Subcontracting
- 10 Environment
- 11 Compliance with the current legislation



Our internal management tools allow us to access the updated database of our 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 CSR have access to this information.

In 2017, MANGO signed up to amfori, the leading worldwide commercial association dedicated to open and sustainable commerce. With amfori Business Social Compliance Initiative (BSCI) we work together to improve the social performance of our 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 our policy of working with strategic allies in our supply chain, in 2018 MANGO signed up to Sedex Global to work together on improving the social performance of our chain, in order to have greater control and scope in all our manufacturing countries.

  <h1>2017</h1> SIGN-UP TO AMFORI	  <h1>2018</h1> SIGN-UP TO SEDEX GLOBAL
--	--

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.

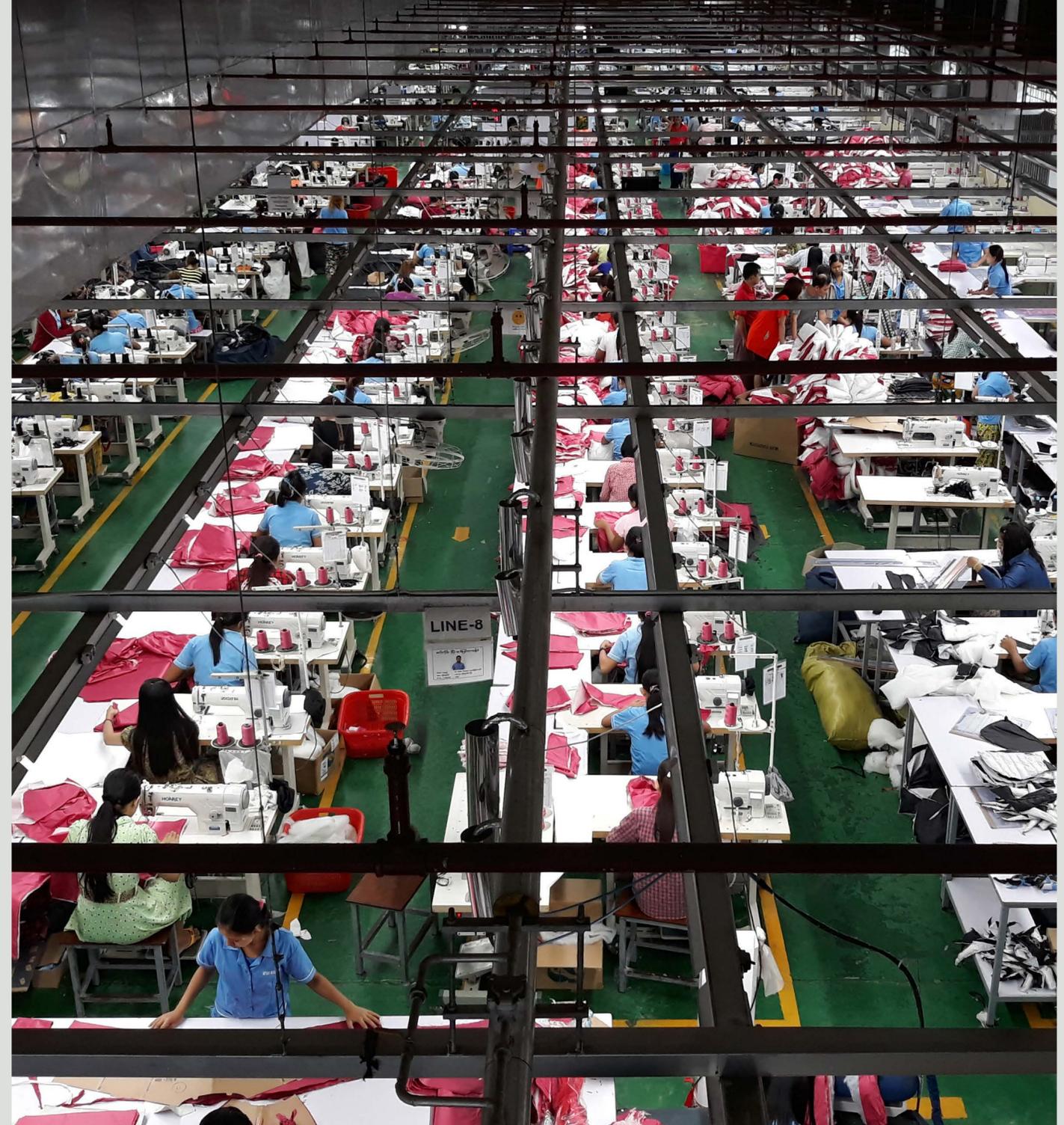
Utilising the BSCI/Sedex Global platforms and working alongside other member brands has its advantages, such as greater bargaining power and cost optimisation. Furthermore, the increase in the number of factories signed up to the amfori and Sedex Global programmes helps reduce audit fatigue for both 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 area of the Corporate Social Responsibility department is in charge of verifying and checking that all production centres have a completed social audit that complies with the MANGO Code of Conduct.

In the event that a factory does not have a previous audit certificate accepted by MANGO, the Audit procedure is launched through external auditors. External audits conducted in factories are carried out by various top-level auditing companies. On certain occasions, the CSR Social Compliance team participates in the external audits or monitors a specific aspect of the Code of Conduct.

Last year, a total of 273 social audits were carried out, 97 within the BSCI or SMETA framework and 176 in accordance with the MANGO Code of Conduct.

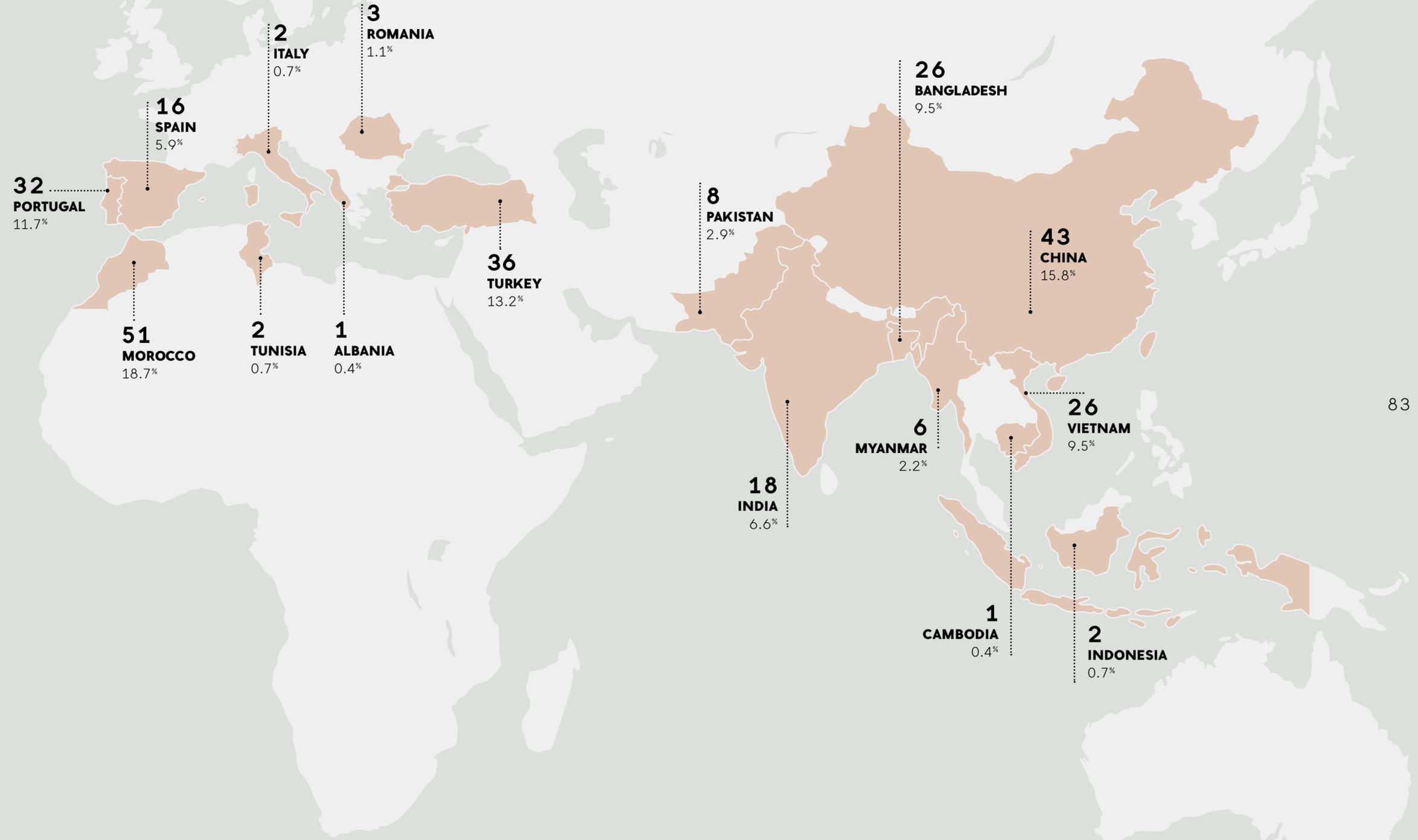


Social audits by country

273  
SOCIAL AUDITS

226  
INITIAL AUDITS

47  
FOLLOW-UP  
AUDITS AND  
CORRECTING  
ACTION PLANS



## Evaluation of results

After conducting the social audits, the results are evaluated following the standardized 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 to E 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 close of 2019, more than 91% of MANGO production factories had been rated according to the Code of Conduct.

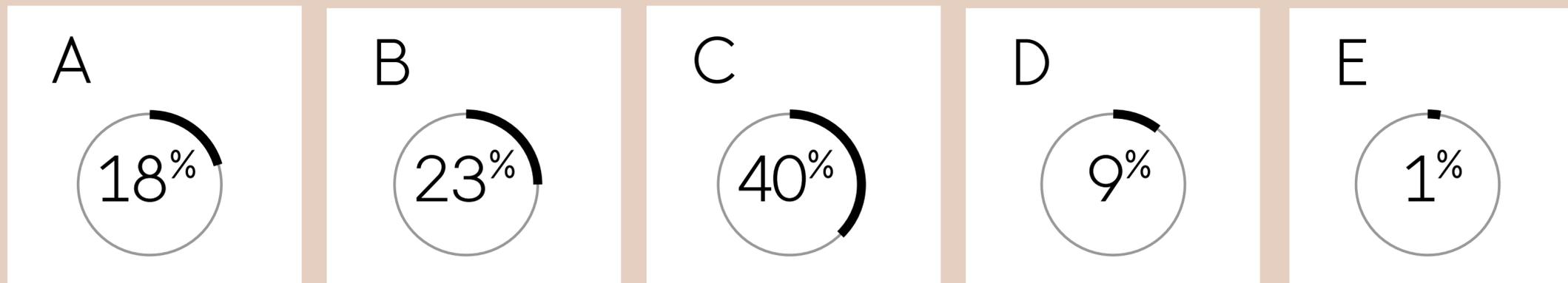
In cases where breach of the Code of Conduct is detected, a plan of action and a calendar will be drawn up for the subsequent inspections in the follow-up audits of the non-conformities. These plans include a commitment to improve on the part of suppliers in order to provide a more sustainable and secure working environment.

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.

If any local trade union reports any incident, the analysis and resolution of the same is carried out jointly between MANGO, the trade union and the organisations involved with whom we have a CSR agreement.

### SCORE ACCORDING TO SOCIAL AUDIT RESULT



## Training for suppliers

Following the training sessions in China and India in 2017, Bangladesh and Turkey in 2018, MANGO has continued with its training programme at source in Spain and Portugal, to which all the suppliers were invited. These training sessions were given directly by the CSR team and Quality team together with some of our local strategic allies.

The main objective is to develop capacity building to improve working conditions and raise awareness in aspects related to human rights throughout the value chain as well as environmental aspects, to improve overall sustainability. This way, a direct dialogue channel is established 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 issues by countries. Next year we are planning to give training sessions in India and Pakistan.

In addition, new suppliers visit the MANGO headquarters where they receive training from the all the departments involved in the manufacturing process of collections. The CSR department offers direct training on the implantation and monitoring of the Code of Conduct.

These training sessions help reduce the number of breaches detected in the social audits, by clarifying procedures and communicating our commitment to improve the production chain.



## Traceability of the supply chain

Year after year we continue to improve the internal management tools in relation to information on the production factories in order to continue improving the traceability of our supply chain.

Our 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 our suppliers have a unified production process, occasionally there are special processes which a certain supply may not possess and which are carried out by other specialist companies, such as embroidery, printing, washing, etc. In such cases, these productions and factories are known and authorised by MANGO.



## Alliances

For MANGO alliances with other organisations are key to ensuring the efficient and responsible management of its supply chain. The strategy is to continue our commitment to alliances in order to achieve our goals, which are also in line with the Sustainable Development Goals.

### AGREEMENT WITH TRADE UNIONS TO IMPROVE CONDITIONS IN THE SUPPLY CHAIN:

#### MANGO – INDUSTRY TRADE UNION (CC.OO):

On 2018 MANGO signed a ground breaking agreement with the General Secretary of the CC.OO. 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 our products and work together towards a more sustainable textile and dressmaking industry.

Principally it focuses on aspects such as freedom to join a trade union, the right to health and social security, guaranteeing a minimum wage and eradicating discrimination in the production factories in our supply chain.

For some years now, we have also provided a list of the garment and accessories factories we work with.

### BANGLADESH TRANSITION ACCORD

Six years after the establishment of the Bangladesh Fire Safety and Construction Accord, significant progress has been made towards a safer and healthier textile industry in Bangladesh. The goal of the Transition Accord is to maintain this progress and continue to move forward.

**IN THE LAST YEAR, MANGO FACTORIES INSPECTED BY BANGLADESH ACCORD EXPERTS REFLECT A REMEDIATION AVERAGE OF 97%.**



### MIGRANT WORKERS IN TURKEY

In late 2018 MANGO signed an agreement with United Work, an NGO which has developed a social project to support the Syrian refugees who work in Turkey. This project was launched by the Dutch government with ILO (International Labour Organisation) funds.

This initiative will allow our suppliers in Turkey to recruit migrant workers within the Turkish legal framework. United Work offers them advisory services, assistance for work permits, adaptation and training modules and access to the employment market.



### AMFORI WOMAN EMPOWERMENT

MANGO is participating in the amfori Woman Empowerment project, which offers training to women in India and Bangladesh (Shobola project).

Through training, this project empowers women in the production line to advance their professional careers and raises awareness about issues relating to gender, sexual harassment and discrimination by workers and managers. These awareness activities promote gender equality and the empowerment of women and girls.



# Good governance

MANGO is a family company where the communication is direct and constant between the management bodies.



We are aware of the need to guarantee loyal competition and to protect against any type of attack contrary to the interest of the company, the industry and society as a whole.

MANGO promotes professional, ethical and responsible conduct in the execution of its professional activities anywhere in the world as a key part of its business culture.

Relations with third parties, whether public or private entities or individuals, are always managed independently, transparently and free from any situation of bribery or corruption (money laundering, situations of conflict of interest, etc). Any breach in this respect can be reported through the complaints channel following the procedure set out in the company's Code of Ethics and Responsible Behaviour.

To prevent any situation that deviates from the general framework of the company's good governance in any of its professional relationships, whether internal or in relation to external collaborators, there is an

organisational structure of several committees that constantly supervise that policies and procedures are developed within the framework of the company's Code of Ethics and Responsible Conduct.

In 2015 a Steering Committee was created in order to facilitate communication between the Board of Directors and the Executive Committee. This governing body is part of the company's goal to continue to increase the professionalism of the management to meet the growth needs and strengthen the two key areas of the Group: product and retail, in addition to decision making on financial, environmental and social issues.

Both the Board Members and those of the Executive Committee occupy executive positions within the organisational structure and have a wealth of experience in their respective fields. The remuneration of the two management bodies has a fixed component and a variable component based on targets reached.

MANGO has an internal auditing department which continually evaluates all spheres of the organisation. Said department reports directly to the Directors of the Group. There is also a conflict resolution service to identify, mediate in and resolve by independent means any interpersonal conflicts, wherever necessary.

# Society and customers

## 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 persons. This is why MANGO applies a chemical substances standard which our suppliers must comply with so that our products are free of hazardous substances.

The quality and safety standards at MANGO are very demanding and are applied to all stages of the production process, from development of the product concept, the purchase of materials and the manufacture to its consumption. We also have procedures and regulations which ensure strict compliance with the applicable legislation and other relevant recommendations.

At MANGO we have always ensured compliance with all legislation which, with regard to hazardous substances, is applicable in the different countries in which we market our products: garments, footwear and all types of accessories.

The corresponding legal parameters regulated for the safety of children's collections are also applied.

Since 2001, we have implanted a system of controlling hazardous substances which places high quality standards on our suppliers and their factories, which is reflected in the end product.

All suppliers sign a document, as part of the commercial contract, on the MANGO regulation concerning the use of hazardous products and substances during manufacture. Once production has begun and prior to its shipment, a sample of each model/colour is taken and sent to a laboratory for exhaustive analysis.

In addition, an internal "re-check" of substances procedure has been developed, which consists of taking random production samples as soon as they arrive at our warehouses. Since 2016 we have carried out the "re-check" on all dyed garments.

100% of our collections are analysed in accordance with the MANGO standard on the use of chemical substances and applicable children's safety tests.



PARAMETERS	APPLICABLE LIMITS	AREA OF APPLICATION	TARGET LIMITS	TESTING METHODS
Alkylphenols (1)	100 ppm	Textiles and leather Textiles and leather	0.2 ppm	Solvent Extraction, GC-MS (AP) & LC-MS (APEO) analysis.
Antimony	5 ppm	Polyester textiles Polyester textiles	1.0 ppm	ISO 105-E04 acid perspiration extraction & ICP analysis.
Arsenic	Not detected (0.06 ppm)	All products	0.06 ppm	ISO 105-E04/ acid perspiration extraction & ICP analysis. (Extractable)
Azoic dyes (Arylamines)(2)	20 ppm	All products	0.1 ppm	EN 14362-1:2012. ISO 17234-1:2010; ISO 17234-2:2011 @ Leather. EN 14362-3-GB/T 17592- GB/T 23344 (4-aminozobenzene)
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, including synthetic leather	1.0 ppm	EN 1122-2001/ Acid Digestion followed by ICP analysis. (Total)
	75 ppm	Natural synthetic leather, metal products		
Chrome (VI)	3 ppm	Leather products	1.0 ppm	DIN 53314-1996 UNE EN 17075:2017
Dimethylfumarate (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
	16 ppm	All textiles and leather for babies		
	75 ppm	All textile and leather products that come into direct contact with the skin		
Formaldehyde	75 ppm	All textile and leather products that come into direct contact with the skin	5 ppm	Textiles: JIS L1041: 2000/ EN ISO 14184-1:2011 Leather: ISO 17226-1
	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		
Mercury	Not detected (0.006 ppm)	All products	0.006 ppm	ISO 105-E04 acid perspiration extraction & ICP analysis. (Extractable)
Nickel	Not detected (0.2 µg/cm <sup>2</sup> week)	Metals which may be ingested in the human body	0.2 µg/cm <sup>2</sup> /week	UNE-EN 12472:2006 + A1: 2010 UNE-EN 1811:2011 + A1 :2015 UNE-EN 16128:2011
	0.5 µg/cm <sup>2</sup> /week	PFor 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-MS analysis.
PFCs (Perfluorocarbons)	1 µg/m <sup>2</sup> PFOS	Textile products	0.001 ppm	Solvent Extraction & GC-MS analysis.
	Others: <sup>(7)</sup> 0.1 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		
Phthalates (8)	One: 500 ppm Sum≤ 1000 ppm	PVC, 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	1 ppm	Synthetic fibres, plastic items and materials with coverings	0.5	Solvent Extraction & GC-MS analysis. 100
	0.5 ppm	Synthetic fibres, plastic items and materials with coverings for babies, in direct contact with the skin		
Short chain chlorinated paraffins	Not detected (100 ppm)	Textiles and leather	0.3 ppm	Solvent Extraction & GC-CE analysis.

This standard, drafted by the Aitex technicians specialising in this field, is a detailed manual of each substance that is analysed, detailing testing methods, toxicology and applicable legislation.

It is reviewed twice-yearly and updated in accordance with changes in the legislation and other MANGO recommendations concerning chemical substances. The applicable limits are more restrictive than the current legislation and includes the REACH regulation and the annex of Substances of Very High Concern (SVHC), among others.

Prior to commencement of a new season, all our suppliers receive an updated version of the standard to take into consideration when purchasing the materials for the final production, therefore guaranteeing the product at source.

There is also a training plan for new suppliers on the key aspects of this policy. Compliance with the same is a pre-requisite in order to be able to work with MANGO as a supplier.



INSTITUTO TECNOLÓGICO TEXTIL – AITEX

Aitex is a leading Spanish laboratory which has contributed to the drafting of the standard where all the analyses of garments are conducted in order to guarantee the standardisation of the testing methods and to allow the supervision and management of the results. This internationally acclaimed laboratory is the only laboratory in Spain that is part of the Swiss Oeko-Tex organisation.



[www.aitex.es](http://www.aitex.es)

**FINAL INCIDENTS DETECTED FROM ALL GARMENT AND ACCESSORIES COLLECTIONS**

All of them were managed individually, implementing the appropriate measures in each case.

TYPE OF SUBSTANCE	2019 TOTALS
Arylamines	3
Cadmium	3
Phenols	22
Organic tin compounds	5
Phthalates	4
Formaldehyde	7
Polycyclic aromatic hydrocarbons	1
Nickel	1
Lead	14

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.



## Customers

We are orienting the company towards the customer. This is one of the strategic pillars of MANGO.

Today's customer is much better informed than previously, and therefore much more demanding. They also interact with the brand in many more points of contact: stores, social media, etc.

The major challenge is to ensure that the customer experience, irrespective of the channel, is a memorable one. In order to achieve this, it is essential to have better communication with the customer and understand how and when they interact with the brand.

Therefore, in 2018, we created the Customer Department, whose primary goal is to mentor the entire organisation and place greater emphasis on the Customer.

This department must also be responsible for designing and implementing initiatives that make it possible to know and understand our customers better in order to design personalised experiences that will help us gain their loyalty.



**CUSTOMER'S VOICE**

A clear example of this determination to know and understand the needs of our customers better is the launch of the Customer Voice programme.

This initiative allows us to better understand the quality of the shopping experience of our customers. Based on the information captured in the satisfaction surveys answered by our customers, we can design and/or prioritize initiatives of various kinds, with the aim of constantly improving their shopping experience, both in the physical store and online.

During 2019, together with the launch of the loyalty programme in France, the Customer Voice programme has also been implemented in this country. The company's objective is to extend it to other countries.

**E-RECEIPT**

In mid-2017 we launched this service in selected stores in Spain and the UK. This service allows the customer to receive the purchase receipt at their e-mail address. Therefore, if they wish to exchange or return a garment, they can simply consult the receipt in their inbox. At the same time, if the customer has an account on our website, they can consult their history in the "My Purchases" section.

Since then, this service has been implemented in more countries, being available in 8 countries by the end of 2019, where it has been positively received given its convenience and the support of our customers towards initiatives that result in reduced paper consumption.

Looking ahead to 2020, we will continue to expand the e-Receipt to more markets in order to facilitate access to information on our customers' purchases, and to do away with paper receipts in all transactions.

**MANGO likes you**

In the first half of 2019 MANGO Likes You, the new MANGO loyalty programme, was launched in Spain and France. The aim of this club is to create closer ties with customers through experiences related to the brand's themes: sustainability, culture and community.

Customers can accumulate Likes (points) through the purchases they make at MANGO and through other initiatives (if they bring clothes to our stores for recycling, for example).

These accumulated Likes can later be redeemed for discounts on new garments in the collection or transferred to various NGOs, for example, the Vicente Ferrer Foundation or Médicins Sans Frontières to collaborate in charity projects. Alternatively, the Likes can be redeemed, if preferred, for cinema tickets or Premium subscriptions to Spotify or HBO.

MANGO Likes You is a totally omnichannel loyalty club and allows MANGO to optimise all the initiatives and projects implemented by the Customer department.

**CLICK&COLLECT**

Customers who purchase online and select click & collect, will receive a notification to collect their order in the selected store on the same day, subject to stock availability. With this service, MANGO is improving the customer experience so they can enjoy their purchase before they expected to.

This initiative, which has been available in the UK since October 2017, was launched in the first half of 2019 in Spain, Ireland, Portugal, the Netherlands, Hungary, Croatia and France.

SHIP FROM STORE

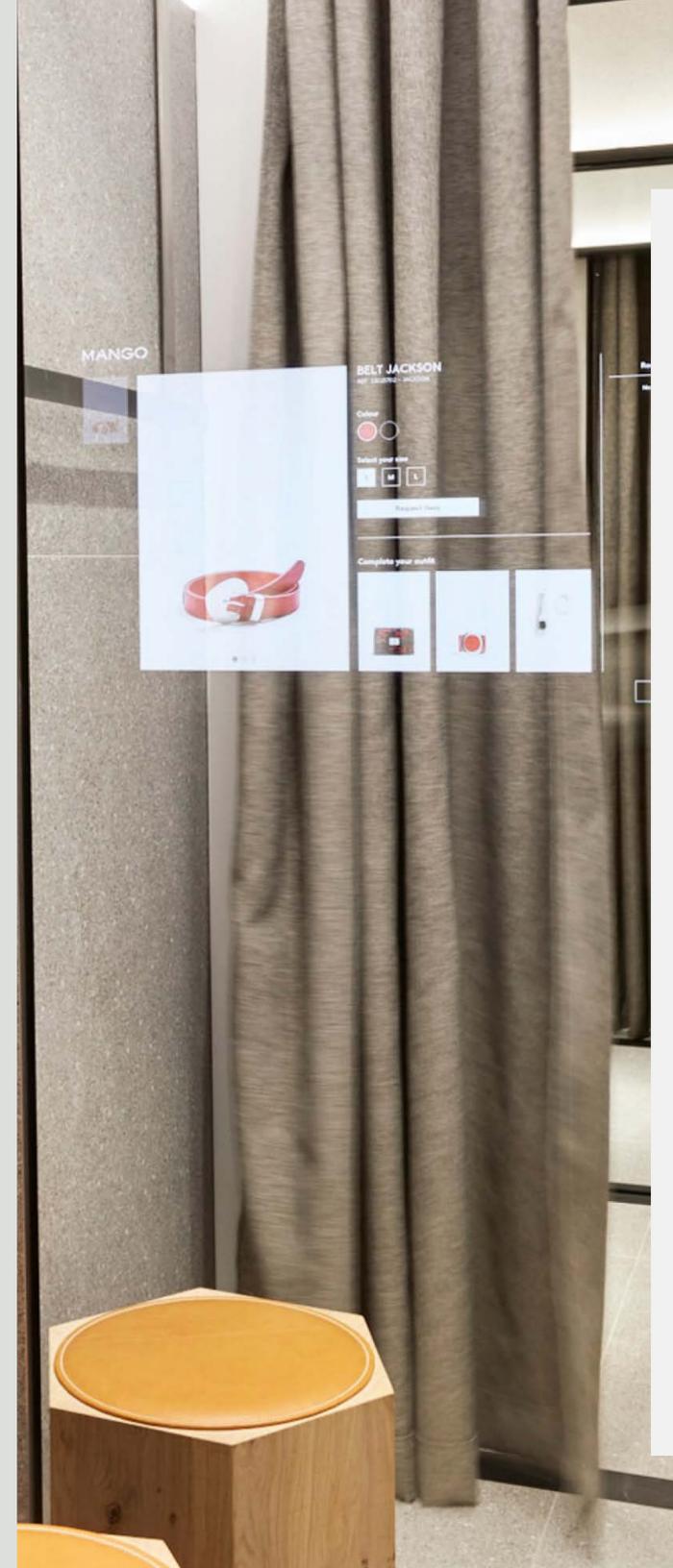
Online customers in London have the option to receive their order at their home address on the same day or the following day if the Oxford Street store has the product in its stockroom. This service is currently available at the Oxford Street store in London.

With this service, and the click & collect service, MANGO is committing to the integration of the online and offline channels, which not only involves reduced delivery times for customers but also an improvement in stock optimisation.

CUSTOMISATION OF GARMENTS

Our customers can now customise shirts, polo shirts, jackets and suit jackets as well as different accessories from the MANGO Man collection by choosing between embroidery of initials and icons. They can choose from different fonts and an extensive catalogue of icons to customise the garment and make it unique and special.

Currently the 'Customisation' area is available in stores in several cities in Spain such as Barcelona, Madrid, Malaga, San Sebastian, Seville and Valencia and online in several countries including Spain, Italy, France, the UK, the Netherlands and Portugal.



DIGITAL FITTING ROOM

We currently have approximately 60 digital fitting rooms in eight of our most emblematic stores in cities such as New York, Madrid (Serrano and Preciados), Barcelona (Palmera), Lyon, Lisbon (Restauradores), London (Westfield) and Warsaw.

The digital fitting room consists of a touch screen installed on the fitting room mirrors. It works by scanning the product barcodes and offers three features without having to leave the fitting room:



It offers the customer to request a different size or colour to the one they have in the fitting room.



It suggests garments that can be combined with the scanned garment to complete an outfit.



It requests the attention of store staff without having to leave the fitting room.

Store personnel receive the requests via a smart watch, allowing them to respond to the customer's needs much more quickly.

Customers have warmly welcomed the initiative, which they consider innovative and very practical.

**YOUR CHOICES MAKE US: CO-CREATION**

MANGO is also committed to co-creation with its customers. Our Instagram followers, who now number over eleven million, have been able to participate in the creation of the Spring-Summer 2020 collection. Through this initiative, we want our customers to participate in the decision-making process of designs and to help us select which products will be available in our stores.

**QR CODE SCANNING**

We also offer customers the option to scan the QR codes on our garment to access more product information, personalised product recommendations or consult the total outfit, in order to improve their experience in the physical stores by using their mobile device.

**FASHION ASSISTANT**

The new feature of the MANGO APP is a chatbot which helps users find articles through image recognition or voice search, in this way offering a unique and personalised experience.

This service is available by activating the Fashion Assistant on the MANGO APP, on both the iOS and Android platforms. Users can send a photo in which a garment they like appears and we will suggest similar garments available at MANGO and offer the user the option to purchase the garment directly from the APP or consult its availability in their nearest store.



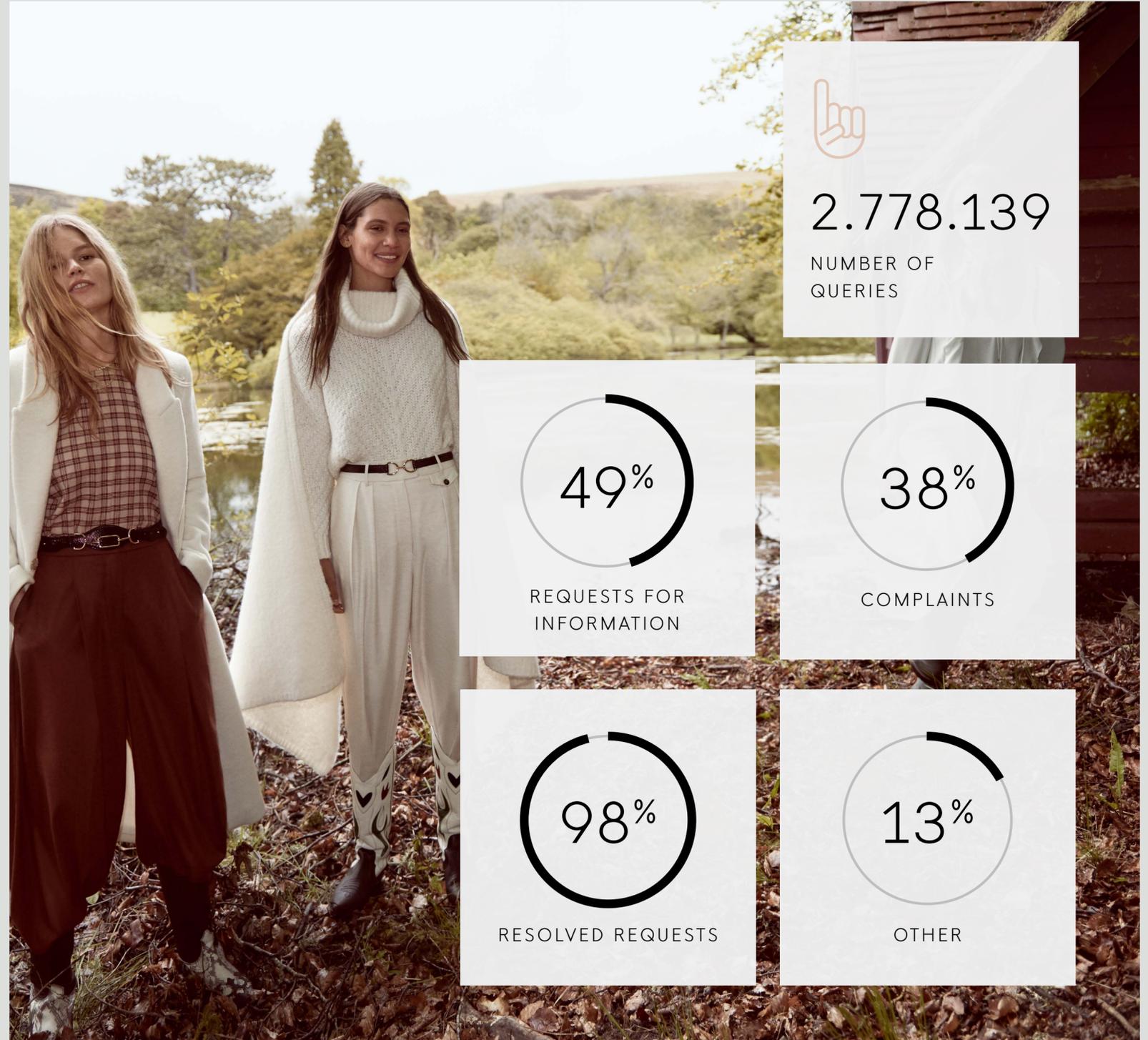
## Customer service: a priority for MANGO

Offering our customers good service is key to them enjoying a good shopping experience. We must ensure that our customers feel well looked after and advised by our store staff in our physical stores. We are very aware of the daily challenge of offering our customers an excellent service.

In addition to the stores, customers have various channels of communication through which they can contact us. At our headquarters, we have a specialised department to deal with any query or suggestion in more than 20 different languages.

The management of personal information is part of commitment to customers, who demand trust in their relations with the organisation. Therefore we see the data protection of our customers as much more than a legal obligation. It is a moral obligation and a prerequisite for success. For this reason, all information with regard to personal data used in our organisation is protected in accordance with the stipulations of the different applicable laws and regulations.

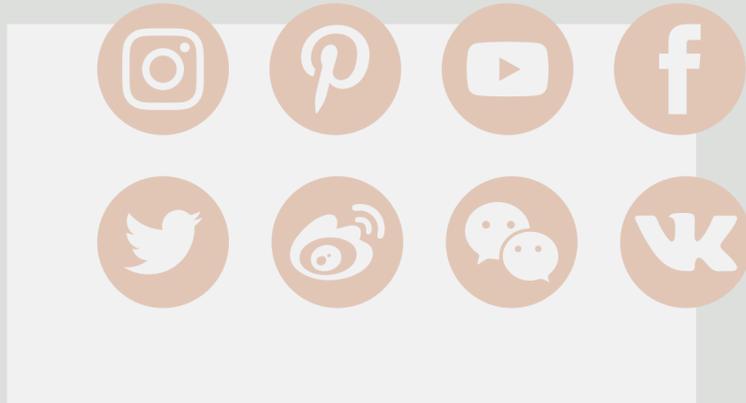
The customer service teams are the only direct interlocutors with the customer for the management of the queries made. In the case of claims, complaints or compliments, these are sent to the departments involved so that they are aware of them. If they request information with specific details, the customer service teams contact the corresponding departments within the company to provide them with more specific information to satisfy the customer's query.



## Presence on social media

Social media plays a key role in the communication strategy of MANGO. It allows the brand to maintain two-way communication with millions of its followers throughout the world and is a key channel for sharing exclusive content which helps connect the brand with its fans on an emotional level.

To achieve this, we create and adapt content to satisfy the expectation of the users of all the social networks on which is has a presence.



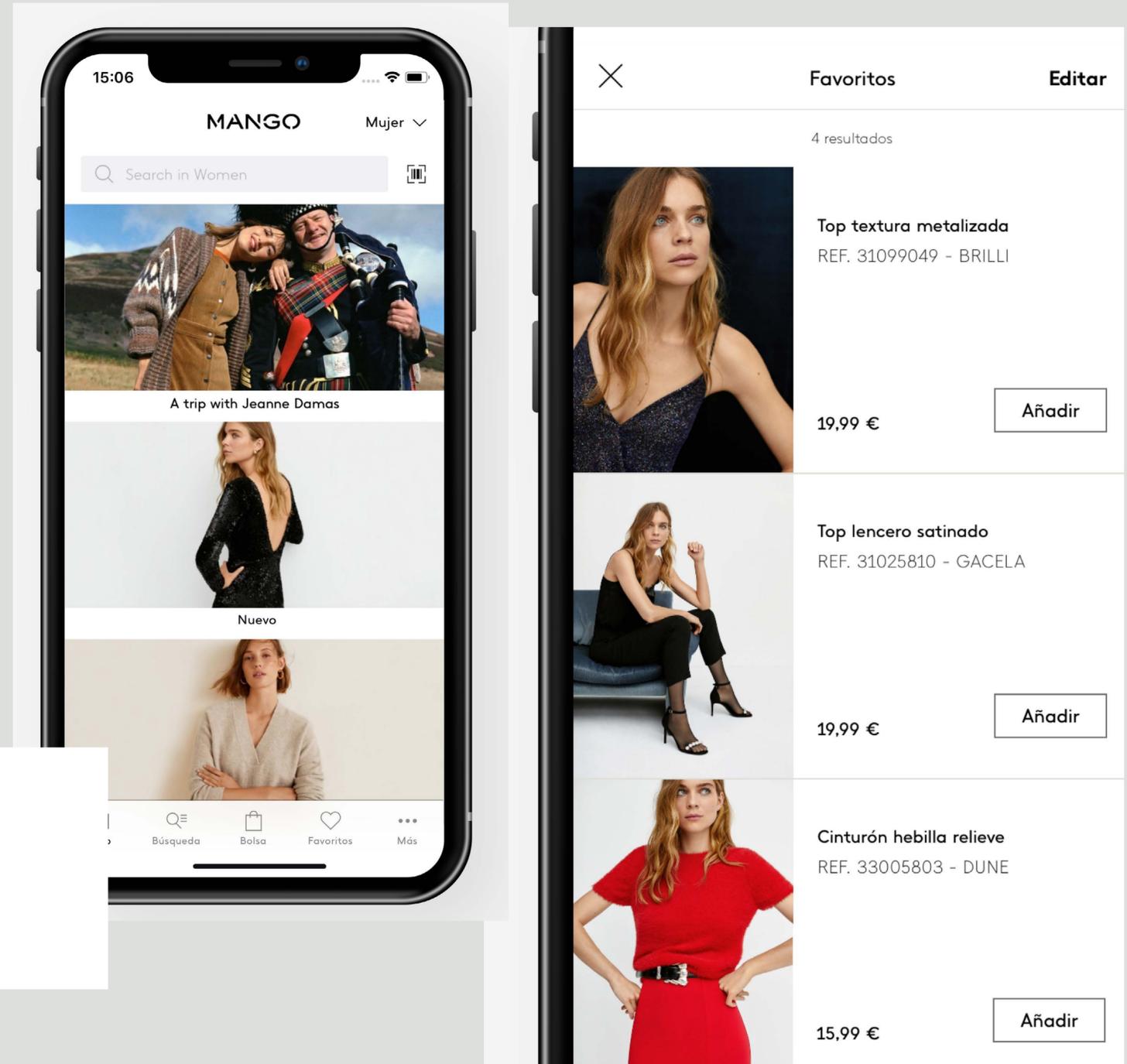
## E-commerce continues to grow and strengthen the digital transformation

In 2019, the growth trend continued, consolidating the digital transformation through e-commerce, with online sales accounting for almost one in four of company sales (23%), with a growth of 24% in 2019 compared to 2018. These excellent results further consolidate MANGO as a benchmark company in the digital channel.

The growth this year has been caused by the increase in all e-commerce KPI's: more visits to the website, improvements in the conversion rates on all devices, as well as a very high growth of the MANGO App both in downloads and use, making it one of the main digital channels for traffic and sales.

In 2019 we also highlight the opening of a new international e-commerce market, Ukraine, which reinforces omnichannel retailing in a market where the brand has a large number of loyal customers, offering an online shopping experience totally localised to the market. This opening is a move towards one of the company's key focuses: to guarantee an omnichannel experience in every market in which we are present.

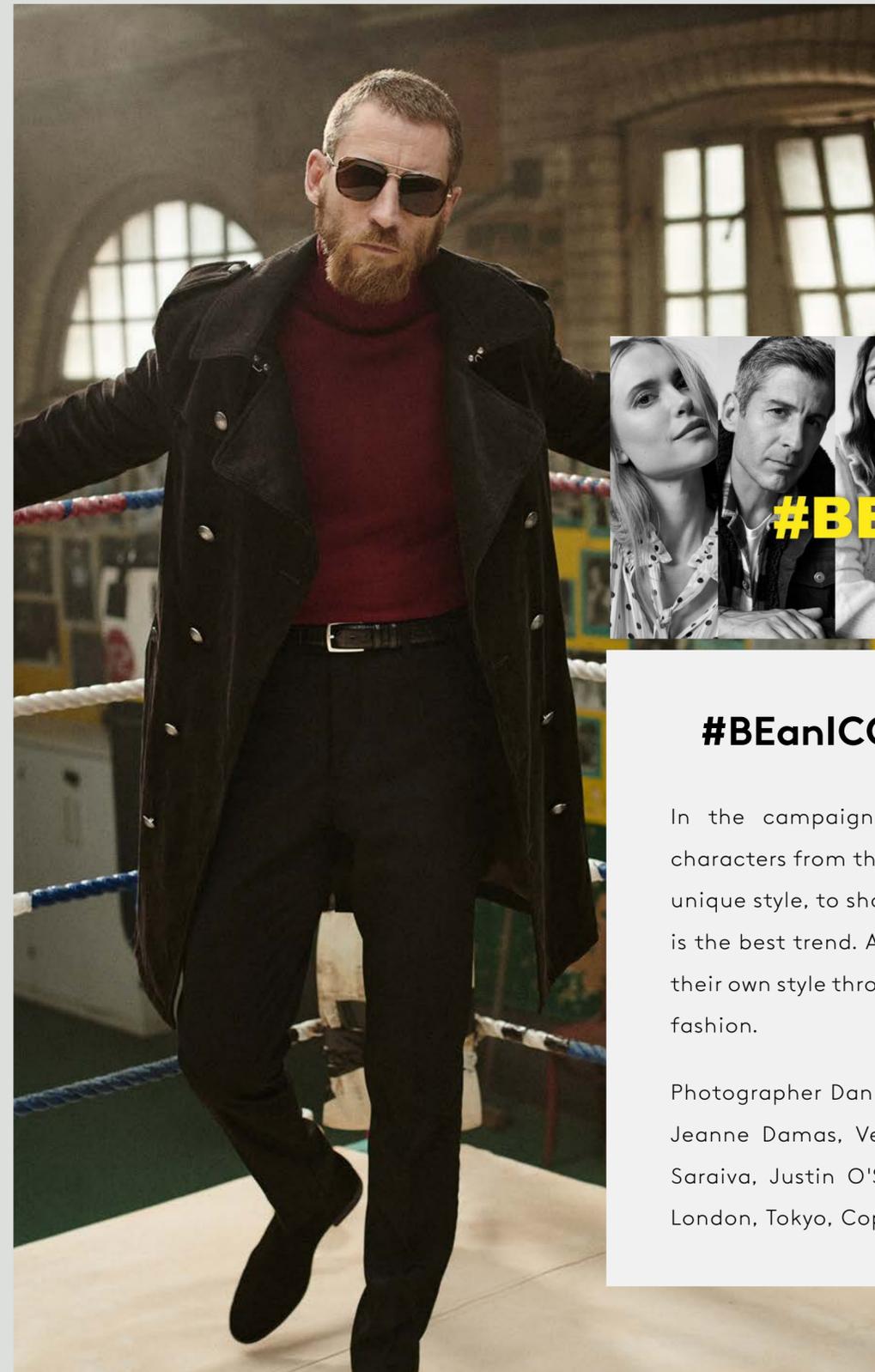
23%  
ONLINE SALES



## Campaigns

### The new MANGO Autumn/Winter 2019 campaign

The mixed campaign "Shared Moments" gave continuity to the concept of togetherness present in previous communications and emphasises the community spirit of the brand. Glen Luchford captured the message through a video and images that extolled the intimacy and naturalness of the moments shared by Anna Ewers, Rebecca Leigh Longendyke, Kaya Wilkins, Mathias Lauridsen and Hugo Sauzay, giving character to a story of a winter setting in which the landscapes of Scotland served as a backdrop.



### #BEanlCON

In the campaign #BEanlCON Mango collaborated with six characters from the world of fashion and culture known for their unique style, to show that when it comes to dressing, personality is the best trend. A brand message that invites people to define their own style through their collections in a global and unlimited fashion.

Photographer Dan Martensen captured intimate moments with Jeanne Damas, Veronika Heilbrunner, Pernille Teisbaek, André Saraiva, Justin O'Shea and Shuhei Nishiguchi in the cities of London, Tokyo, Copenhagen and Paris.



## Our cards

### MANGO CARD (SPAIN)

A completely free of charge card offering an immediate 10% discount on the first purchase. Among other advantages, it allows card users to recover 1% of all the purchases they have made outside MANGO. This cash-back is applied on their next purchase in any MANGO store and at any time of the year.

The card also offers exceptional methods of payment in instalments (6 months interest-free without commissions) and the possibility of benefiting from exclusive promotions, gifts and attending brand events, showrooms, etc. In addition, MANGO collaborates with over twenty beauty and leisure firms, allowing cardholders to enjoy exclusive offers and discounts.

### MANGO GIFT CARD

Offers our customers a different way to give fashion as a gift. It can be acquired from any MANGO, MANGO Man, MANGO Kids and Violeta by MANGO store and customers can choose the desired amount to suit any occasion. The virtual MANGO Gift Cheque for use in our online store is available and the Omnichannel Gift Card in Spain (for use both in physical and online stores).

## Society

We are helping to generate a positive impact on society through our social action

MANGO's Social Action basically seeks to support entities (foundations, NGOs, associations) that are dedicated to the social and cooperation spheres and whose commitment is in line with our values.

We monitor all of them personally and continuously to ensure transparency in the implementation of these projects.

Our collaboration focuses on the following areas of action:

- Financing of infrastructures directly related to projects in the field of family, health and education.
- Integration through training
- Social and health care
- Medical Research
- Humanitarian emergency



## Economic collaborations

### FERO FOUNDATION

(Cancer study and research foundation)

MANGO is participating in the creation of a scientific programme on computational biology (COMBIO). This is a new basic installation in computational biology to complement and support the research groups of the Translational Research Institute of the Vall d'Hebron Institute of Oncology (VHIO), Barcelona

### AECC SPANISH FOUNDATION AGAINST CANCER

MANGO is financing a grant awarded by the association, in this case in the research project of Miguel Segura (Vall d'Hebron University Hospital Foundation Research Institute VHIR, Barcelona) which explores a new mechanism to attack a type of paediatric cancer - neuroblastoma - using a mechanism that works in adults. Barcelona, Spain.

### VICENTE FERRER FOUNDATION

MANGO continues in the third phase of the project of a production and training centre in textile crafts for 80 disabled women in Anantapur, India.

### JOSEP CARRERAS FOUNDATION AGAINST LEUKAEMIA

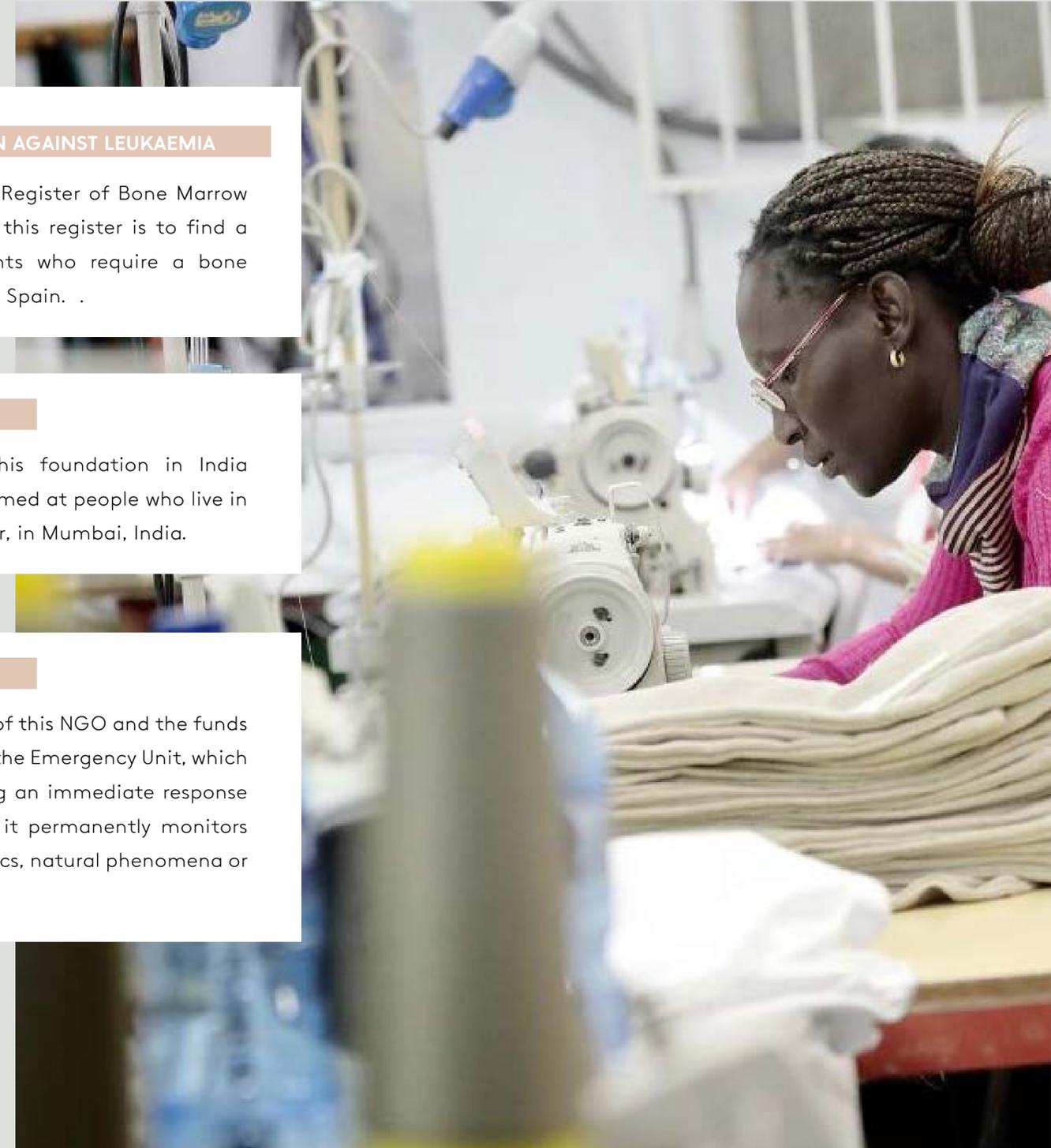
MANGO collaborates with its Register of Bone Marrow Donors (REDMO). The aim of this register is to find a compatible donor for patients who require a bone marrow transplant. Barcelona, Spain.

### VITA MUNDI FOUNDATION

MANGO collaborates with this foundation in India through a food programme aimed at people who live in a slum district of Ganeshnagar, in Mumbai, India.

### MÉDICINS SANS FRONTIÈRES

MANGO is a strategic partner of this NGO and the funds assigned to it directly support the Emergency Unit, which has the challenge of providing an immediate response to any emergency, for which it permanently monitors alerts, whether due to epidemics, natural phenomena or armed conflicts.



**BARRAQUER FOUNDATION**

MANGO finances the medical equipment needed for the assistance expeditions that the Elena Barraquer Foundation carries out in Africa. This year, 2,639 people have been operated on.

**ACTIVE AFRICA FOUNDATION**

MANGO is collaborating in the construction of classrooms in two public schools, the maintenance of an orphanage and the funding of food programmes and the purchase of an ambulance for Likuni Mission Hospital, Malawi, Africa.

**AGH FOUNDATION**

MANGO is collaborating with this foundation in a project located in the mission of Brazani, Mangóla, by financing and maintaining two projects: a textile training centre for women and a primary school, Tanzania, Africa.

**ARED FOUNDATION**

In collaboration with this foundation, MANGO is funding industrial dressmaking scholarships for women in the process of social reinsertion. Barcelona, Spain.

**HOMAC FOUNDATION**

MANGO collaborates by offering a dressmaking course in the Awasa prison for women taught by the Comboni Missionary Sisters. In addition, food is being provided at a pre-school in Dódola and nine oxygen concentrators have been purchased for the Attat rural hospital of the Medical Sisters in Ethiopia, Africa.

**COMBONI MISSIONARY SISTERS**

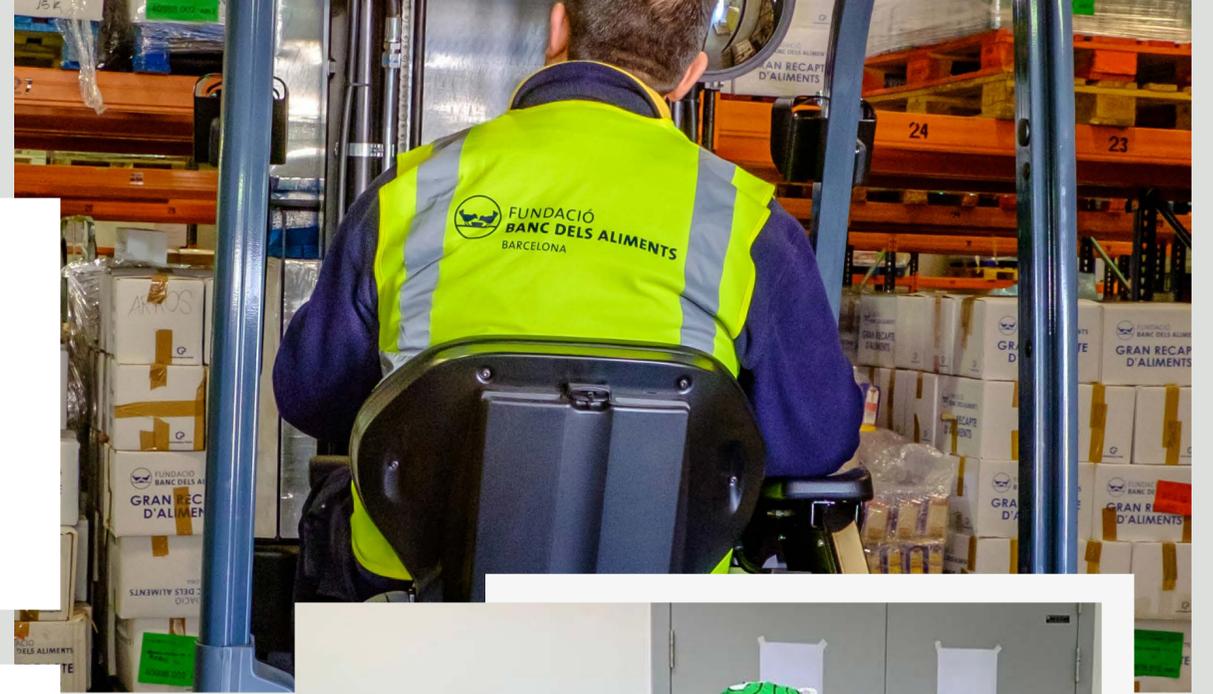
MANGO is financing school scholarships, a programme for women with HIV, a project for the promotion of women and a welfare fund for the most needy who attend the missionaries. Cabo Delgado, Mozambique, Africa.

**PABLO HORSTMANN FOUNDATION**

Pablo Horstmann Foundation. MANGO is financing the medical care of two paediatricians for the Pablo Horstmann Paediatric Hospital in Lamu. Kenya, Africa.

**FOOD BANK FOUNDATION**

MANGO finances the purchase of food for the entities affiliated to the Bank. Barcelona, Spain.



DREAMING AWAKE FOUNDATION

MANGO joins the Volunteer Day with children living in tutored centres and shelters in Barcelona, where MANGO employees also collaborate as volunteers. Barcelona, Spain.

PORT AVENTURA DREAMS FOUNDATION

MANGO has signed up to PortAventuraDreams' dream of building a Village within the Port Aventura theme park for children with serious illnesses and their families. The project offers free stays to seriously ill children and their families for one week. Tarragona, Spain.

IBO FOUNDATION

MANGO is funding the reconstruction of latrines, cisterns, an elevated tank, a well and a pump at a public primary and secondary school. Ibo, Mozambique, Africa.

EL XOP FOUNDATION

MANGO finances the rehabilitation and adaptation of toilets of the day centre for disabled people. Barcelona, Spain.

OGRNCILERE YARDIM DERNEGI

This project, developed in Turkey, finances scholarships for young people without resources in Istanbul.

INVEST FOR CHILDREN

MANGO collaborates with this foundation, which works to achieve a better life for people with intellectual disabilities.

BIO MEDICAL RESEARCH FOUNDATION

(crowdfunding)

MANGO, through the online platform migranodearena.org, collaborated in a solidarity crowdfunding project, dedicated to bio-medical research.

TEAMING PROJECT

MANGO's employees who voluntarily agree can donate 1 Euro of their salary to the project they choose by majority vote. These micro-donations were earmarked in 2019 for a children's cancer research project at the Sant Joan de Déu Hospital in Barcelona.



## Solidarity products

### FERO FOUNDATION T-SHIRTS

MANGO has launched a series of t-shirts to collaborate with a programme to support the Oncology Research Foundation in its research in the fight against breast cancer. MANGO also launched two t-shirts and a swimsuit, the profits of which were donated to prostate cancer research.



In addition, in 2019 other types of collaborations were carried out, including:

### PRINCESA DE GIRONA FOUNDATION

which offers a space for young people where activities are organised to respond to the most urgent needs of those who are in the process of improving their professional development.

### BARCELONA GLOBAL ASSOCIATION

whose mission is to contribute to making Barcelona one of the best cities in the world for talent and economic activity.

### PRINCESA DE ASTURIAS FOUNDATION

a private non-profit institution, whose objectives are to contribute to the exaltation and promotion of scientific, cultural and humanistic values as universal heritage

We also collaborate with the academic world with IESE International Foundation and through the MANGO CSR Chair. The aim of these collaborations is to promote research and training of students in the development of their skills, instilling values in their talent and good practices in their professional future.

## The MANGO corporate social responsibility chair

In 2006 we created the Mango Corporate Social Responsibility Chair, 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.

Its main goal is to increase the knowledge of corporate social responsibility (CSR) and analyse the sustainability of our 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 projects, activities and other details may be consulted on its webpage:

<http://esci.upf.edu>



## RESEARCH PROJECTS AND WORKING DOCUMENTS

The aim of the projects is to analyse the relevant aspects in terms of sustainability and are the main activity of the Chair. These are conducted by teams specialising in each area and are published in the form of working documents.

Among the projects carried out during 2019, it is worth mentioning a study on the profile of university chairs in social responsibility in Spain, in order to present a snapshot of the current teaching, research and knowledge transfer panorama in the sphere of social responsibility and corporate sustainability. As part of the project, a meeting of the members of the various existing chairs will be organised in the beginning of 2020 to exchange experiences, identify synergies and deal with common challenges.

Another project undertaken in 2019 was the study on gender equality in the different areas of audit activity, in collaboration with the Col·legi de Censors Jurats de Comptes de Catalunya. Based on the observation that a significant number of women leave their professional careers in auditing firms, the possible reasons were analysed by conducting a survey among the professionals of these companies in the region of Catalonia. On the one hand, the percentage of men and women at the different professional levels and according to the different sizes of companies was analysed and, on the other, the reasons that may explain the abandonment of the professional career by women were identified, so that specific measures and actions can be taken to avoid this situation.

## SOCIAL IMPACT OF THE ACTIONS OF THE MANGO'S CSR DEPARTMENT

Among the activities launched during 2019, we can highlight the measurement of the social impact produced in the implementation and verification of a code of conduct for social responsibility in suppliers of a textile supply chain. Through the application of the integrated social value calculation (ISV) methodology, an estimate of the value generated to suppliers located in multiple producing countries was made. The ISV represents a new indicator that allows the value generated for certain stakeholders or society as a whole to be expressed in monetary terms. The ultimate objective is to provide information about the perception of this value and to establish a guideline that is applicable to the companies and organisations that implement these monitoring and control systems through codes of conduct.

Also, in this area, it is worth highlighting the implementation of the measurement of the integrated social value calculation (ISV) in other areas related to the environment in textile companies, specifically in the area of reusing and recycling garments.

## SOCIAL AUDITING MANUAL

In 2015, the Chair initiated a project involving the drafting of a social auditing manual applicable to any business sector and size of company, which includes the main aspects to include in such audits. As a complement to the manual, we have been progressively drafting specific dossiers of the major manufacturing countries. These dossiers include the applicable legislation and good practices beyond it. Both the manual and the dossiers are constantly updated.

In 2019, as every year, the information collected in all the documents prepared to date (Morocco, Turkey, Vietnam, China and Portugal) has been updated, with special emphasis on the document for Turkey, since it was the oldest one to be completely revised (content, details, etc.), beyond the updating of basic information.

COLLABORATION WITH SOCIETY

In addition, during 2019, the Chair participated in all the projects, events, meetings and conferences organised by companies and institutions in which its collaboration was requested.

ADVISORY COUNCIL

The aim of the Advisory Council is to advise the MANGO 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.

The total contribution to society in the different projects mentioned above amounts to € 2,478,055.

**Non-economic collaborations and volunteering**

During 2019, MANGO donated non-marketable clothing to various organisations for charitable purposes. In addition, throughout the year, MANGO employees are given the opportunity to actively participate in different social campaigns, charity events and other types of collaboration with social aims, such as blood donation campaigns, Christmas food and toy collection campaigns, etc. In addition, MANGO employees participate as volunteers in the Food Bank, helping with the classification of food for its correct distribution.



# Financial results

As a sustainable company, we aim to ensure financial profitability, solidity and solvency.

Our way of working is based on the principles of transparency and good governance and we make every effort to create value within the organisation through the efficient and responsible management of our financial resources.

We comply with tax regulations and record all accounting operations in our financial statements in a completely transparent manner, which are based on the applicable regulations corresponding to each country.

## KEY FIGURES

breach of legislation could result in economic and administrative penalties, as well as a risk to our reputation.

The financial management of the organisation, which also depends on the economic situation in the sector and the country, has a major impact on our stakeholder groups, and specifically on employees and suppliers. It affects aspects such as the purchase of products and services, the commercial network and the company strategy, among others.

The annual accounts of the MANGO group (Consolidated Group) have been drafted in accordance with 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 jointly audited by two auditing companies, for the purpose of providing greater transparency. The companies which conducted said joint auditing were: PricewaterhouseCoopers Auditores, S.L. and Auren Consultores SP, SLP.

The figures shown are taken from consolidated financial statements and other accounting registers and the group management. All amounts, unless otherwise stated, are expressed in thousands of euros.

RESULTS	2017	2018	2019
Net turnover	2,193,634	2,233,089	<b>2,374,412</b>
EBITDA	114,840	135,137	<b>194,605</b>
Gross profit	(44,083)	(28,240)	<b>40,730</b>
Net profit	(33,166)	(35,674)	<b>20,766</b>

BALANCE	2017	2018	2019
Equity	620,342	594,395	<b>613,444</b>
Total balance	2,032,287	1,811,699	<b>1,733,546</b>
Percentage of equity out of total balance	30.53%	32.80%	<b>35.38%</b>

DIRECT FINANCIAL VALUE GENERATED AND DISTRIBUTED	2017	2018	2019
Financial value created	2,298,976	2,291,228	<b>2,383,905</b>
Financial value distributed	2,203,626	2,191,750	<b>2,243,073</b>
Financial value retained	95,350	99,478	<b>140,832</b>

## Economic performance indicators

The figures shown below correspond to the consolidated group MANGO MNG HOLDING, S.A.U. and subsidiary companies.

SALES BY TYPE OF BUSINESS	2017	2018	2019
Sales in company stores	1,610,205	1,643,369	<b>1,741,287</b>
Sales to franchises	583,429	589,720	<b>633,125</b>
<b>NET TURNOVER</b>	<b>2,193,634</b>	<b>2,233,089</b>	<b>2,374,412</b>

SALES BY GEOGRAPHICAL REGIONS	2017	2018	2019
Spain	525,443	504,993	<b>594,830</b>
European Union	940,339	996,270	<b>997,122</b>
Rest of the world	727,852	731,826	<b>782,460</b>
<b>NET TURNOVER</b>	<b>2,193,634</b>	<b>2,233,089</b>	<b>2,374,412</b>

COST OF SALES AND GROSS PROFIT	2017	2018	2019
Gross Margin	56.1%	58.59%	<b>57.55%</b>

SUPPLIERS OF CAPITAL	2017	2018	2019
Short-term debts with financial institutions	(128,125)	(71,996)	<b>(81,292)</b>
Long-term debts with financial institutions	(655,683)	(397,000)	<b>(346,039)</b>
<b>TOTAL DEBT</b>	<b>(783,808)</b>	<b>(468,996)</b>	<b>(427,331)</b>
Equity and short-term investments	368,714	154,647	<b>243,141</b>
<b>TOTAL NET DEBT</b>	<b>(415,094)</b>	<b>(314,349)</b>	<b>(184,190)</b>
<b>TOTAL BALANCE</b>	<b>2,032,287</b>	<b>1,811,699</b>	<b>1,733,546</b>
<b>NET DEBT/BALANCE (%)</b>	<b>(20.42%)</b>	<b>(17.35%)</b>	<b>(10.62%)</b>

## Changes in reserves

STATEMENT OF CHANGES IN EQUITY	SHARE CAPITAL	ISSUE PREMIUM	OTHER RESERVES	FINANCIAL YEAR PROFIT	ADJUSTMENT FOR CHANGE IN VALUE	TOTAL
Balance at start of financial year 2019	22,233	139,778	457,952	(35,674)	10,106	594,395
Distribution 2018 financial year	0	0	(35,674)	35,674	0	0
Profit 2019 financial year	0	0	0	20,766	0	20,766
Dividends	0	0	0	0	0	0
Other overall profit for financial year	0	0	5,429	0	(6,340)	(911)
Variation due to changes in consolidation perimeter	0	0	(806)	0	0	(806)
Other changes in net assets	0	0	0	0	0	0
<b>BALANCE AT CLOSE OF 2019 FINANCIAL YEAR</b>	<b>22,233</b>	<b>139,778</b>	<b>426,901</b>	<b>20,766</b>	<b>3,766</b>	<b>613,444</b>

## Subsidiary companies included in the consolidation perimeter

	DATE OF INCORPORATION (day/month/year)	ADDRESS	% HOLDING	ACTIVITY
PUNTO-FA, S.L. (*)	13.12.1989	Barcelona	99.99%	Fashion retail
DIKNAH, S.L.U.	06.02.1989	Barcelona	100%	Asset management
PUNTO-MI, S.L.U. (*)	18.10.1990	Barcelona	100%	Fashion retail
MANGO FRANCE, S.A.R.L. (*)	15.11.1995	Paris	99.99%	Fashion retail
MANGO DEUTSCHLAND GMBH (*)	13.09.1996	Dortmund	71.21% / 28.79%	Fashion retail
MANGO TR. TEKSTILTIC LTD. STI. (*)	21.07.1997	Estambul	99.95%	Fashion retail
MNG MANGO UK LTD. (*)	22.04.1997	Londres	100%	Fashion retail
MANGO NEDERLAND B.V. (*)	13.11.1997	Rotterdam	100%	Fashion retail

SUBSIDIARY COMPANY	DATE OF INCORPORATION (day/month/year)	ADDRESS	% HOLDING	ACTIVITY
MANGO HONG KONG LIMITED (*)	29.10.2003	Hong Kong	99.00%	Fashion retail
MANGO SVERIGE AB (*)	02.07.2004	Stockholm	100%	Fashion retail
MANGO MNG USA INC	03.03.2005	Nueva York	100%	Share management
MANGO NY INC	09.03.2005	Nueva York	100%	Fashion retail
DISTEX USA INC	03.03.2005	Nueva York	100%	Fashion retail
TEXDIS USA INC (*)	03.03.2005	Nueva York	100%	Asset management
MANGO GARMENTS AND ACCESSORY TRADING LTD (*)	29.06.2006	Shenzhen	100%	Fashion retail
MNG JAPAN LTD.	27.07.2006	Tokyo	100%	Fashion retail

SUBSIDIARY COMPANY	DATE OF INCORPORATION (day/month/year)	ADRESS	% HOLDING	ACTIVITY
MANGO (CZ) S.R.O. (*)	29.12.1999	Praga	99.91%	Fashion retail
MANGO MERITXELL, S.L.	19.06.1998	Escaldes Engordany	100%	Fashion retail
MNG MANGO BELGIQUE SPRL. (*)	29.01.1999	Bruselas	99.99%	Fashion retail
MANGO ÖSTERREICH HANDELS, GMBH (*)	31.08.1999	Viena	100%	Fashion retail
CONSOLIDATED ARTIST, B.V.	27.01.1998	Rotterdam	100%	Asset management
MANGO SUISSE, S.A. (*)	10.06.1999	Lausanne	100.00%	Fashion retail
MANGO ITALIA S.R.L. (*)	26.09.2005	Milan	100.00%	Fashion retail
MANGO HUNGARY KFT (*)	11.10.1999	Budapest	100%	Fashion retail
MANGO POLSKA SP. Z.O.O. (*)	08.11.1999	Varsovia	100%	Fashion retail
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	Lisboa	100%	Fashion retail
MANGO SLOVENSKO, S.R.O (*)	26.02.2007	Bratislava	99.91%	Fashion retail
MANGO GARMENTS HELLAS, S.A	28.02.2007	Atenas	100%	Fashion retail
MANGO RUSSIA (*)	15.03.2007	Moscú	100%	Fashion retail
S.A.S MANGO HAUSSMAN (*)	23.03.2007	París	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	Bucarest	100.00%	Fashion retail
MANGO GARMENTS AND ACCESSORY (CHINA) LTD (*)	12.01.2011	Shanghai	100.00%	Fashion retail
MANGO SINGAPORE GARMENTS PTE. LTD (*)	27.07.2011	Singapur	100.00%	Management and consulting services
DARDANELOS INVERSIONES, S.A.	07.10.2011	Barcelona	100.00%	Asset management
TOPKAPI INVERSIONES, S.A.	30.06.2011	Madrid	100.00%	Asset management

SUBSIDIARY COMPANY	DATE OF INCORPORATION (day/month/year)	ADRESS	% HOLDING	ACTIVITY
FOURSOME, S.A.	15.07.2011	Madrid	100%	Asset management
INVESTMENT AKNAM, S.A.	10.06.2011	Barcelona	100%	Asset management
INVESTMENTS ANSAVE, S.A.	15.07.2011	Barcelona	100%	Asset management
KAYSERI INVERSIONES, S.A.	15.07.2011	Madrid	100%	Asset management
DEREK INVESTMENT, S.A.	29.09.2011	Barcelona	100%	Asset management
INVERSIONES GIRALDA, S.A.	16.11.2012	Madrid	100.00%	Asset management
AFYON INVESTMENTS, S.A.	16.11.2012	Barcelona	100.00%	Asset management
MANGO EGYPT LLC (*)	09.04.2012	El Cairo	99.99%	Management and consulting services
TEXTILE EGYPT TRADING JSC	24.01.2012	El Cairo	99.98%	Real estate and financial services
MANGO KOREA LTD	03.04.2012	Seoul	100%	Fashion retail
MANGO MODA D.O.O.	24.01.2013	Zagreb	100%	Fashion retail
MANGO SRB D.O.O BEOGRAD	30.04.2013	Belgrado	100%	Fashion retail
MANGO LUXEMBOURG, S.A.R.L.	13.05.2013	Luxemburgo	100%	Fashion retail
MANGO UKRAINE TOV	06.08.2013	Kiev	100%	Fashion retail
MANGO OPERACIONES MEXICO S DE RL DE CV	06.02.2014	Registro DF	99.99%	Fashion retail
MEXDIC SERVICIOS DE GESTION S DE RL DE CV	26.02.2014	Registro DF	99.99%	Fashion retail
VLT MODA TEKSTIL IC VE DIS TIC	10.02.2014	Estambul	100%	Fashion retail
MANGO BULGARIA EOOD	19.02.2014	Sofia	100%	Fashion retail
IMPORTACIONES MNG S DE RL DE CV	10.06.2015	Registro DF	100%	Real estate and financial services
MANGO ON LINE CANADA CORPORATION	14.03.2017	Montreal	100%	Fashion retail
KDS MODA TEKSTIL TICARET, LTD	18.03.2019	Montreal	100.00%	Fashion retail

## Results, taxes and subsidiaries received

SUBSIDIARY COMPANY	PROFIT BEFORE TAX 2019	CORPORATE TAX PAID 2019	SUBSIDIES RECEIVED 2019
GERMANY	-3,208,307,21	1,414,838,75	
ANDORRA	710,047,69	35,777,77	
AUSTRIA	-250,660,72	109,402,00	1,070,00
BELGIUM	409,584,76	332,01	
BULGARIA	54,648,12	16,270,94	
CANADA	272,855,99	0,00	
CHINA	455,384,96	0,00	90,587,80
SOUTH COREA	44,660,65	26,217,24	
CROATIA	-661,426,04	7,605,85	
DENMARK	26,637,94	0,00	
EGYPT	24,523,31	0,00	
SLOVAKIA	54,190,78	47,373,15	
SPAIN	59,647,968,51	221,702,66	418,194,67
USA	-690,430,03	649,975,14	
FINLAND	28,291,55	0,00	
FRANCE	2,559,210,37	0,00	180,249,87
GREECE	312,776,66	180,821,80	
HONG KONG	-1,672,153,75	0,00	
HUNGARY	210,984,37	16,530,71	

SUBSIDIARY COMPANY	PROFIT BEFORE TAX 2019	PROFIT BEFORE TAX 2019	SUBSIDIES RECEIVED 2019
IRELAND	125,068,45	32,860,00	
ITALY	1,334,155,96	311,792,00	
LUXEMBOURG	10,179,18	6,570,00	
MEXICO	1,598,792,66	579,723,01	
NORWAY	556,438,79	52,043,85	
NETHERLANDS	-165,288,60	0,00	
POLAND	-526,631,90	0,00	
PORTUGAL	-734,830,15	-121,757,46	
UNITED KINGDOM	-1,789,597,39	0,00	
CZECH REPUBLIC	211,542,87	167,647,28	
ROMANIA	-124,947,80	0,00	
RUSSIA	1,812,519,67	188,152,40	
SINGAPORE	437,184,41	18,228,98	
SWEDEN	155,457,31	0,00	
SWITZERLAND	771,052,86	-62,944,16	
TURKEY	310,379,87	104,156,34	
UKRAINE	-654,585,40	34,473,71	
<b>TOTAL</b>	<b>61,655,678,73</b>	<b>4,037,793,97</b>	<b>690,102,34</b>

# 05

## Contact details

Any suggestion, contribution or comment by users or stakeholders of MANGO on the content of the same, or on aspects relating to our corporate social responsibility, can be made via the following e-mail address:



[lg\\_rsc@mango.com](mailto:lg_rsc@mango.com)



**ADDRESS OF OUR CENTRAL HEADQUARTERS  
MANGO MNG HOLDING, S.A.U.**

c/ Mercaders 9-11,  
Polígono Industrial Riera de Caldes  
E-08184 Palau-solità i Plegamans  
Barcelona, Spain

# 06 Index



INDEX OF GRI STANDARDS CONTENTS | 117  
INDEX OF NFIS CONTENTS | 122  
INDEX OF SDG CONTENTS | 125

# GRI STANDARDS INDEX OF CONTENTS

INDICATOR	INDICATOR DESCRIPTION	SECTION	PAGE	PRINCIPLES OF THE GLOBAL COMPACT
<b>1. ORGANISATION PROFILE</b>				
102-1	Name of the organisation	1.1 About MANGO: The Group	8	
102-2	Activities, brands, products, and services	1.1 About MANGO: The Group	8	
102-3	Location of headquarters	1.1 About MANGO: The Group	8	
102-4	Location of operations	1.1 About MANGO: The Group	8	
102-5	Ownership and legal form	1.1 About MANGO: The Group	8	
102-6	Markets served	4.1 Environmental aspects	42	
102-7	Scale of the organisation	Key data / 4.2 Social and employee aspects / 4.6 Financial results	6,52-53,110-114	
102-8	Information on employees and other workers	4.2 Social and employee aspects	52-53,68-72	Principle 6
102-9	Supply chain	1.1 About MANGO: The Group	8,13	
102-10	Significant changes to the organisation and its supply chain	1.1 About MANGO: The Group. 2. About the report. 3.2 Stakeholders and material aspects matrix	8,13,15,22-26	
102-11	Precautionary Principle or approach	4.1 Environmental aspects	29	
102-12	External initiatives	3.1 Our CSR and material aspects. 4.1 Environmental aspects. 4.3 Human rights and supply chain. 4.5 Society and customers	21,30,32,34-36,39,49-50,81,87,103-109	
102-13	Membership of associations	3.1 Our CSR and material aspects 4.1 Environmental aspects. 4.3 Human rights and supply chain. 4.5 Society and customers	21,30,32,34-36,39,49-50,81,87,103-109	
<b>2. STRATEGY</b>				
102-14	Statement from senior decision-maker	Letter from the general manager	4,5	
102-15	Key impacts, risks, and opportunities	3.1 Our CSR and materiality 4.1 Environmental aspects. 4.2 Social and employee aspects. 4.5 Society and customers	19,28,60,89-92	
<b>3. ETHICS AND INTEGRITY</b>				
102-16	Values, principles, standards, and norms of behaviour	1.4 Values. 3.1 Our CSR and material aspects	12,19-20	Principle 10
<b>4. GOVERNANCE</b>				
102-18	Governance structure	1.2 Corporate governance. 4.4 Good governance	9,88	
<b>5. STAKEHOLDER ENGAGEMENT</b>				
102-40	List of stakeholder groups	3.2 Stakeholders and material aspects matrix	22-26	
102-41	Collective bargaining agreements	4.2 Social and employee aspects	62-63	Principle 3
102-42	Identifying and selecting stakeholders	3.2 Stakeholders and material aspects matrix	22-26	
102-43	Approach to stakeholder engagement	3.2 Stakeholders and material aspects matrix	22-26	
102-44	Key topics and concerns raised	3.2 Stakeholders and material aspects matrix	22-26	

6. REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	4.6 Financial results	112-113
102-46	Defining report content and topic Boundaries	3.2 Stakeholders and material aspects matrix	15,22-26
102-47	List of material topics	3.2 Stakeholders and material aspects matrix	22-26
102-48	Restatements of information	2. About the report	15-16
102-49	Changes in reporting	2. About the report. 3.2 Stakeholders and material aspects matrix	15-16, 22-26
102-50	Reporting period	2. About the report	15
102-51	Date of most recent report	2. About the report	16
102-52	Reporting cycle	2. About the report	15-16
102-53	Contact point for questions regarding the report	5. Contact details	115
102-54	Claims of reporting in accordance with the GRI Standards	Letter from the general manager. 2. About the report	4-5,15-16
102-55	GRI content index	6.1. GRI standards index of contents	116-124
102-56	External verification	2. About the report	16-17

7. MATERIAL ASPECTS				
		MATERIAL ASPECT	WHERE DOES THE IMPACT OCCUR?	MANGO'S INVOLVEMENT IN THE IMPACT
103-1 b)	Coverage of the material aspect and its impact and involvement	<b>GOOD GOVERNANCE</b>		
		Anti-Corruption	Inside and outside the organisation	Direct and indirect
		<b>ENVIRONMENTAL PERFORMANCE</b>		
		Emissions	Inside and outside the organisation	Direct and indirect
		Materials	Inside and outside the organisation	Direct and indirect
		Environmental Compliance	Inside the organisation	Direct
		<b>SOCIAL PERFORMANCE</b>		
		Employment	Inside the organisation	Direct
		Health and safety at work	Inside the organisation	Direct
		Training and education	Inside the organisation	Direct
		Diversity and equal opportunities	Inside the organisation	Direct
		Non-Discrimination	Outside the organisation	Direct
		Child labour	Outside the organisation	Direct and indirect
		Forced or compulsory labour	Outside the organisation	Direct and indirect
Human rights evaluation	Outside the organisation	Direct		
Social evaluation of suppliers	Outside the organisation	Direct		
Customer health and safety	Inside and outside the organisation	Direct and indirect		
103-1 c)	Specific limitation regarding the aspect boundary	There have been no limitations on the coverage of material aspects		

INDICATOR	INDICATOR DESCRIPTION	SECTION	PAGE	PRINCIPLES OF THE GLOBAL COMPACT
<b>ENVIRONMENTAL PERFORMANCE</b>				
<b>EMISSIONS</b>				
103-1a	Explanation of the material aspect	4.1 Environmental aspects	45-47	
103-2	The management approach and its components	4.1 Environmental aspects	45-47	
103-3	Evaluation of the management approach	4.1 Environmental aspects	45-47	
305-1	Direct (Scope 1) GHG emissions	4.1 Environmental aspects	45	Principle 7 and 8
305-2	Energy indirect (Scope 2) GHG emissions	4.1 Environmental aspects	45	Principle 7 and 8
305-3	Other indirect (Scope 3) GHG emissions	4.1 Environmental aspects	45	Principle 7 and 8
<b>ENVIRONMENTAL COMPLIANCE</b>				
103-1a	Explanation of the material aspect	4.1 Environmental aspects		Environmental compliance is necessary to ensure the absence of negative impacts in relation to sustainability. In addition, the failure to comply with the law may result financial and administrative penalties, as well as a reputational risk.
103-2	The management approach and its components	4.1 Environmental aspects	28-29,48	
103-3	Evaluation of the management approach	4.1 Environmental aspects	28-29,48	
307-1	Non-compliance with environmental laws and regulations	4.1 Environmental aspects	48	Principle 8
<b>MATERIALS</b>				
103-1a	Explanation of the material aspect	4.1 Environmental aspects	30-39	
103-2	The management approach and its components	4.1 Environmental aspects	30-39	
103-3	Evaluation of the management approach	4.1 Environmental aspects	30-39	
301-1	Materials used by weight or volume.	4.1 Environmental aspects	35,39	
<b>SOCIAL AND EMPLOYMENT PERFORMANCE</b>				
<b>EMPLOYMENT</b>				
103-1a	Explanation of the material aspect	4.2 Social and employee aspects	52,58	
103-2	The management approach and its components	4.2 Social and employee aspects	52,58	
103-3	Evaluation of the management approach	4.2 Social and employee aspects	52,58	
401-3	Parental leave	4.2 Social and employee aspects	59	Principle 6

INDICATOR	INDICATOR DESCRIPTION	SECTION	PAGE	PRINCIPLES OF THE GLOBAL COMPACT
<b>OCCUPATIONAL HEALTH AND SAFETY</b>				
103-1a	Explanation of the material aspect	4.2 Social and employee aspects	60-61	
103-2	The management approach and its components	4.2 Social and employee aspects	60-61	
103-3	Evaluation of the management approach	4.2 Social and employee aspects	60-61	
403-3	Workers with high incidence or high risk of work-related diseases	4.2 Social and employee aspects	61	
<b>TRAINING AND EDUCATION</b>				
103-1a	Explanation of the material aspect	4.2 Social and employee aspects	63-65	
103-2	The management approach and its components	4.2 Social and employee aspects	63-65	
103-3	Evaluation of the management approach	4.2 Social and employee aspects	63-65	
404-2	Programmes for upgrading employee skills and transition assistance programmes	4.2 Social and employee aspects	63-65	
<b>DIVERSITY AND EQUAL OPPORTUNITIES</b>				
103-1a	Explanation of the material aspect	4.2 Social and employee aspects	52,67	
103-2	The management approach and its components	4.2 Social and employee aspects	52,67	
103-3	Evaluation of the management approach	4.2 Social and employee aspects	52,67	
405-1	Diversity of governance bodies and employees	4.2 Social and employee aspects	9,52-53,68-72	Principle 6
<b>NON-DISCRIMINATION</b>				
103-1a	Explanation of the material aspect	1.4 Values. 4.2 Social and employee aspects. 4.3 Human rights and supply chain	12, 56, 78-83	
103-2	The management approach and its components	1.4 Values. 4.2 Social and employee aspects . 4.3 Human rights and supply chain	12, 56, 78-83	
103-3	Evaluation of the management approach	1.4 Values. 4.2 Social and employee aspects. 4.3 Human rights and supply chain	12, 56, 78-83	
406-1	Incidents of discrimination and corrective actions taken	No cases of discrimination were recorded during the period covered by the report.		
<b>CHILD LABOR</b>				
103-1a	Explanation of the material aspect	4.3 Human rights and supply chain	73-79	
103-2	The management approach and its components	4.3 Human rights and supply chain	73-79	
103-3	Evaluation of the management approach	4.3 Human rights and supply chain	73-79	
408-1	Operations and suppliers at significant risk for incidents of child labour	No cases of child labour have been recorded during the reporting period		Principle 5

INDICATOR	INDICATOR DESCRIPTION	SECTION	PAGE	PRINCIPLES OF THE GLOBAL COMPACT
<b>FORCED OR COMPULSORY LABOUR</b>				
103-1a	Explanation of the material aspect	4.3 Human rights and supply chain	73-79	
103-2	The management approach and its components	44.3 Human rights and supply chain	73-79	
103-3	Evaluation of the management approach	4.3 Human rights and supply chain	73-79	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	No cases of forced labour were recorded during the period covered by the report. In accordance with the audit protocol, all production sites are audited to detect possible non-compliance in this area		Principle 4
<b>HUMAN RIGHTS EVALUATION</b>				
103-1a	Explanation of the material aspect	4.3 Human rights and supply chain	73-79	
103-2	The management approach and its components	4.3 Human rights and supply chain	73-79	
103-3	Evaluation of the management approach	4.3 Human rights and supply chain	73-79	
412-1	Operations that have been subject to human rights reviews or impact assessments	4.3 Human rights and supply chain	83-84	Principle 1 and 2
<b>SOCIAL EVALUATION OF SUPPLIERS</b>				
103-1a	Explanation of the material aspect	4.3 Human rights and supply chain	73-79	
103-2	The management approach and its components	4.3 Human rights and supply chain	73-79	
103-3	Evaluation of the management approach	4.3 Human rights and supply chain	73-79	
414-1	New suppliers that were screened using social criteria	4.3 Human rights and supply chain	75-76	Principle 2
<b>CUSTOMER HEALTH AND SAFETY</b>				
103-1a	Explanation of the material aspect	4.5 Society and customers	89-92	
103-2	The management approach and its components	4.5 Society and customers	89-92	
103-3	Evaluation of the management approach	4.5 Society and customers	89-92	
416-1	Assessment of the health and safety impacts of product and service categories	4.5 Society and customers	92	
<b>ANTI-CORRUPTION</b>				
103-1a	Explanation of the material aspect	4.5 Society and customers	19-20, 88	
103-2	The management approach and its components	4.5 Society and customers	19-20, 88	
103-3	Evaluation of the management approach	4.5 Society and customers	19-20, 88	
205-3	Confirmed incidents of corruption and actions taken	In the reference period of this report there have been no cases of corruption.		Principle 10

## NFIS index of contents

SCOPE	NON-FINANCIAL REPORTING ISSUES	RELATED GRI STANDARDS	SECTION	PAGE
<b>BUSINESS MODEL</b>	Description of the group's business model	102-1 / 102-2 / 102-3 / 102-4 / 102-6 / 102-7	1.1. The group	8
<b>POLICIES</b>	Description of the group's non-financial policies and their results	103 Management approaches to each material area within the Economic, Environmental and Social Dimensions	01 About Mango – 03. Our CSR and material aspects. 04. Our sustainability model	8,12, 19-26, 28-29
<b>RISKS</b>	The main risks associated with the group's activities, business relationships, products or services that may have negative effects and how the group detects and manages such risks	102-15	3.1 Our CSR and material aspects / 4.1 Environmental aspects / 4.2 Social and employee aspects / 4.5 Society and customers	19, 28, 60, 89-92
<b>GENERAL INFORMATION</b>				
	Detailed information on the current and foreseeable effects of the company's activities on environment and, where appropriate, health and safety, environmental evaluation or certification procedures; resources dedicated to the prevention of environmental risks and application of the principle of precaution; the amount of provisions and guarantees for environmental risks	103 Management approach to each material area within the environmental dimension	4.1 Environmental aspects	29,48
<b>POLLUTION</b>				
	Measures to prevent, reduce or repair carbon emissions that seriously affect the environment; taking into account any form of air pollution specific to a activity, including noise and light pollution	103 Emissions / Biodiversity management approach	4.1 Environmental aspects	45-47
<b>CIRCULAR ECONOMY AND WASTE PREVENTION AND MANAGEMENT</b>				
	Measures for prevention, recycling, reuse, other forms of recovery and elimination of waste	103 Effluent and waste management approach	4.1 Environmental aspects	33, 48-50
	Actions to combat food waste	-	Not material	
<b>ENVIRONMENTAL ASPECTS</b>				
	Water consumption and water supply in accordance with local constraints	-	No material	
	Consumption of raw materials and measures taken to improve the efficiency of their use	103 Materials management approach. 301-1 / 301-2	4.1 Environmental aspects	32-39
	Direct and indirect energy consumption, measures taken to improve energy efficiency and use of	103 Energy management approach 302-1	4.1 Environmental aspects	40-43
<b>RENEWABLE ENERGY</b>				
	The important elements of greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces;	103 Emissions management approach 305-1 / 305-2 / 305-3	4.1 Environmental aspects	45-47
	Measures taken to adapt to the consequences of climate change	103 Emissions management approach	4.1 Environmental aspects	45-47
<b>CAMBIO CLIMÁTICO</b>				
	The voluntary medium- and long-term reduction targets set to reduce emissions of greenhouse gases and the means implemented to that end.	103 Emissions management approach	4.1 Environmental aspects	45-47
<b>PROTECTION OF BIODIVERSITY</b>				
	Measures taken to preserve or restore biodiversity; Impacts caused by activities or operations in protected areas.	103 Biodiversity management approach	4.1 Environmental aspects	48

<b>SOCIAL AND STAFF RELATED ASPECTS</b>	<b>EMPLOYMENT</b>			
	Total number and distribution of employees by gender, age, country and professional classification;	103 Employment management approach 102-8 / 405-1	4.2 Social and employee aspects	53,68
	Total number and distribution of employment contract modalities	102-8	4.2 Social and employee aspects	69-72
	Average annual number of permanent contracts, temporary contracts and partial time contracts by gender, age and professional classification	102-8 / 405-1	4.2 Social and employee aspects	69-72
	Number of layoffs by gender, age and professional classification	401-1	4.2 Social and employee aspects	54
	Average salaries and their evolution disaggregated by gender, age and classification professional or equal value;	103 Diversity and Equality management approach opportunities	4.2 Social and employee aspects	55-56
	Wage gap, remuneration for equal or average jobs in the company	405-2	4.2 Social and employee aspects	55
	The average remuneration of directors and executives, including variable remuneration and allowances, compensation, payment to long-term savings schemes and any other perception, disaggregated by gender.	103 Diversity and Equality management approach opportunities	4.2 Social and employee aspects	56
	Implementation of labour disconnection policies	03 Employment management approach	4.2 Social and employee aspects	56
	Employees with disabilities	405-1	4.2 Social and employee aspects	56, 67
<b>SOCIAL AND STAFF RELATED ASPECTS</b>	<b>WORK PLANNING</b>			
	Organisation of working time	03 Employment management approach	4.2 Social and employee aspects	57
	Number of hours of abstention	403-2	4.2 Social and employee aspects	57
	Measures to facilitate the enjoyment of conciliation and to encourage the co-responsible exercise of it on the part of both parents.	03 Employment management approach	4.2 Social and employee aspects	58
	<b>HEALTH AND SAFETY</b>			
	Health and safety conditions at work;	103 Occupational Health and Safety management approach	4.2 Social and employee aspects	60
	Workplace accidents, in particular their frequency and severity, Occupational diseases, disaggregated by gender.	403-2 / 403-3	4.2 Social and employee aspects	61
	<b>SOCIAL RELATIONS</b>			
	Organisation of social dialogue, including procedures to inform and consult staff and negotiate with them;	103 Worker-Business Relations management approach	4.2 Social and employee aspects	62
	Percentage of employees covered by collective bargaining agreements by country	102-41	4.2 Social and employee aspects	63
	The balance of collective agreements, particularly in the field of health and safety at work.	403-4	4.2 Social and employee aspects	62-63
	<b>TRAINING</b>			
	The policies implemented in the training field;	103 Training and teaching management approach 404-2	4.2 Social and employee aspects	63-65
	The total number of training hours by professional category.	404-1	4.2 Social and employee aspects	65
	<b>UNIVERSAL ACCESSIBILITY FOR PEOPLE WITH DISABILITIES</b>			
	103 Diversity and Equality of opportunities and Non-discrimination management approach	4.2 Social and employee aspects	66	

<b>EQUALITY</b>			
	Measures taken to promote equal treatment and opportunities between women and men;		4.2 Social and employee aspects 67
	Equality plans (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men), measures taken to promote employment, protocols against sexual harassment and by gender, the integration and universal accessibility of persons with disabilities;	103 Diversity and Equality of opportunities and Non-discrimination management approach	4.2 Social and employee aspects 56, 67
	The policy against all types of discrimination and, where appropriate, the management of diversity.		4.2 Social and employee aspects 67
<b>HUMAN RIGHTS</b>			
	Application of human rights due diligence procedures. Prevention of the risks of human rights violations and, where appropriate, measures to mitigate, manage and remedy possible abuses	103 Human Rights Evaluation management approach, No Discrimination, Child labour and Forced or compulsory labour 102-16 / 102-17 / 412-1	4.3 Human rights and supply chain 73-87
	Complaints about cases of human rights violations;	406-1	3.1 Our CSR and material aspects GRI standards index of contents 20, 120
	Promotion of and compliance with the provisions of the fundamental conventions of the International Labour Organisation related to the respect for freedom of association and the right to collective bargaining;	103 Management approach to freedom of association and collective bargaining	4. 3 Human rights and supply chain 77-78
	The elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour.	103 Non-Discrimination management approach 406-1 / 408-1 / 409-1	4. 3 Human rights and supply chain 78-85
<b>CORRUPTION AND BRIBERY</b>			
	Measures taken to prevent corruption and bribery and to combat money laundering	103 Anti-Corruption management approach 102-16 / 102-17 / 205-3	4.4 Good governance 88
	Contributions to foundations and non-profit organisations.	413-1	4.5 Society and customers 102-109
<b>COMPANY'S COMMITMENT TO SUSTAINABLE DEVELOPMENT</b>			
	The impact of company's activity on employment and local development; the impact of the activity of the company in the local populations and in the territory;	103 Local Community and indirect economic Impact management approach 23-1 / 413-1	4.5 Society and customers 102-109
	The relations maintained with the actors of the local communities and the forms of dialogue with them;	102-43	4.5 Society and customers 102-109
	The actions of association or sponsorship.	102-12 / 102-13	3.1 Our CSR and material aspects. 4.1 Environmental aspects. 4.3 Human rights and supply chain. 4.5 Society and customers 21,30,32,34-36,39,49-50, 81, 8, 103-109
<b>SUBCONTRACTING AND SUPPLIERS</b>			
	The inclusion in the procurement policy of social issues, gender equality and environmental; Consideration in the relations with suppliers and subcontractors of their social and environmental responsibility;	103 Management approach to environmental and social evaluation of suppliers. 102-9 / 414-1	1.1 About Mango 4.3 Human rights and supply chain 13. 78-85
	Monitoring and audit systems and their results.		4.3 Human rights and supply chain 82-84
<b>CONSUMERS</b>			
	Measures for the health and safety of the consumers;	103 Product Health and Safety management approach. 416-1	4.5 Society and customers 89-92
	Claim systems, complaints received and their resolution.	103 Marketing and Labelling and Customer Privacy management approach	4.5 Society and customers 97
<b>TAX INFORMATION</b>			
	Profits obtained country by country. Taxes on profits paid	103 Economic performance management approach	4.6 Financial results 114
	Public subsidies received	201-4	4.6 Financial results 114

SDG INDEX OF CONTENTS

PÁGINA

1		End poverty in all its forms everywhere	102-109
2		End hunger, achieve food security and improved nutrition and promote sustainable agriculture	102-109
3		Ensure healthy lives and promote well-being for all at all ages	60-61, 89-92, 102-109
4		Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	63-65
5		Achieve gender equality and empower all women and girls	56,57
7		Ensure access to affordable, reliable, sustainable and modern energy for all	46-47
8		Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	110-114
12		Ensure sustainable consumption and production patterns	30-38, 49,51
13		Take urgent action to combat climate change and its impacts	45-48
17		Strengthen the means of implementation and revitalise the global partnership for sustainable development	21,81,87,102-109

MANGO

DESIGN

**MANGO**

**REPORTIA**