



MANGO

2016 SUSTAINABILITY REPORT



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LETTER FROM THE CHAIRMAN

For some years now at MANGO we have been highly active in Social Action and CSR, although we have done so through conviction and with a very low communication profile. There is no doubt that today the world is moving towards transparency, towards managing all our impacts better, towards contributing to a better society. From the Chair of our organisation we see this as an opportunity to contribute positively towards sustainable development and we have set this out in the CSR Take Action Plan 2017-2020, which forms part of our “Compass” Business Plan, the route map of our Group.

Take Action is an ambitious and agreed plan, whose priorities have been established taking into consideration the opinion of the Steering Committee and the Heads of Departments, with approximately 100 employees involved in drafting its initiatives. It represents a major step forward in social responsibility at MANGO, and the opportunity to demonstrate with actions and additional resources that we are capable of achieving our goals in terms of growth, profitability, and to be a modern and chic brand with its own unique style, but also a committed one.

The MANGO results at the close of the 2016 financial year show a turnover of 2.26 billion euros. We are particularly satisfied with the evolution of some of our most recent businesses, MAN, KIDS and VIOLETA, which now account for more than 17% of the total turnover. We are also consolidating our megastores with The Line concept, which have more space for customers and collections, an architectural design and the latest technology. We now have a total of 191 megastores in the main markets. At the close of 2016 we were present in 110 countries with 2,217 physical stores.

Moving on to the digital world, online sales grew by over 25% and now represent 13% of turnover. It is one of the major commitments of our company given its development, which is principally due to the constant improvements in customer service: same day deliveries, the “click-and-collect” in store service, etc.

Reinventing yourself to adapt to the demands of customers is essential. They know what they want and they look for it, so an increasingly faster and more personalised service is what sets us apart. We are achieving all of this thanks to the investment we have made in technology and e-business logistics in recent years and our commitment towards an omnichannel strategy as a core concept.

This year, we have redoubled our efforts to serve our franchisees, one of the basic pillars of our business model, through a new showroom, while we continue to work on improvements to communication tools. Elsewhere, we have opened the new Lliçà automated warehouse for hung garments, which will allow us to increase our service capacity to all stores through the careful handling of delicate garments.

An increasing number of people trust in MANGO. Consequently, we remain firm in our commitment to meet the expectations of our stakeholder groups and in line with the Sustainable Development Goals, throughout the year we have laid the foundations to ensure our growth in a more responsible and sustainable manner. We will see the initial results during the present year and they will be detailed in the 2017 report. By way of a brief preview, I would highlight the work that is being done between various departments of the company to ensure the optimal management of our supply chain. We are becoming more demanding in the selection of our suppliers, because we are aware that part of MANGO's success depends on them.

On the other hand, in the environmental sphere, one of the challenges we have set ourselves is the reuse and recycling of textile waste. Committed to a model of circular economy, we are collaborating with social organisations to revalue used garments which customers are able to deposit at our stores and which our headquarters employees can deposit in their workstations.

This commitment with society demonstrates my conviction that companies cannot grow or be competitive in an economically and socially impoverished society, hence the need to promote practices that have a positive impact on our environment and on all our areas of influence. This has led us to consolidate our involvement in social development and cooperation projects with various non-governmental organisations, to collaborate actively with universities and schools and through the MANGO CSR Chair, etc. We will continue along these lines in response to the Principles of the United Nations Global Compact.

To sum up, we have done a great deal in a very short time and I feel optimistic because I trust that we will see the results of the work we have done in the medium term. Sometimes I am asked how we made this company grow so much and my answer is always the same: by surrounding myself with great professionals and great people, and listening to their suggestions.

In the new 2016 Sustainability Report we are presenting you will find the results of the work carried out in our organisation over the last year, adopting the G4 Global Reporting Initiative (GRI) Guidelines, in addition to aspects contained in the sector-based supplement.

I encourage you to read in these pages detailed information about our activities, the results obtained and the targets we have set ourselves for the coming years. It is the culmination of work carried out with the professionalism and commitment of the entire team that makes up MANGO. To all of them, many thanks and keep up the good work.

ISAK ANDIC
Chairman



KEY DATA 2016

CUSTOMERS

83

COUNTRIES
WITH ONLINE
STORES



798,299

m² SELLING
SPACE



>6,400
MODELS
DESIGNED
EACH SEASON

FINANCE

2,260

MILLION EUROS
OF TURNOVER



79%

OF SALES
IN FOREIGN
MARKETS

OF TURNOVER
IN ONLINE
SALES



13%

SUPPLIERS

>146

MILLION UNITS
MANUFACTURED

1,249

FACTORIES
USED

611

GARMENT AND
ACCESSORIES
SUPPLIERS

EMPLOYEES

82%

FEMALE
EMPLOYEES



15,730
EMPLOYEES

>78,000
HOURS OF
TRAINING



MARKET

2,217

STORES



110

COUNTRIES IN
WHICH WE ARE
PRESENT

191

MEGASTORES

ENVIRONMENT

25

STORES IN
SPAIN WITH
TEXTILE WASTE
CONTAINERS



18,137

T CO₂ eq.
OFFSET



69%

PAPER
SHOPPING
BAGS





ABOUT MANGO

THE GROUP

MANGO

MNG

MANGO
KIDS

MANGO
MAN

violeta
by MANGO

MANGO
BABY

MANGO
sport&intimates

MANGO
OUTLET

MANGO.COM

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 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 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 men's collection under the MANGO Man brand, and two new lines in 2013: MANGO Kids and MANGO Sports&Intimates, VIOLETA by MANGO in 2014 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 2016, turnover totalled 2,260,751 thousand euros, 79% of which corresponds to sales in external markets. At 31 December 2016, MANGO was present in 110 countries through 2,217 stores, 1,050 of which were company-owned and 1,167 franchises, with a total selling space of 798,299 m². We have 15,730 employees worldwide.

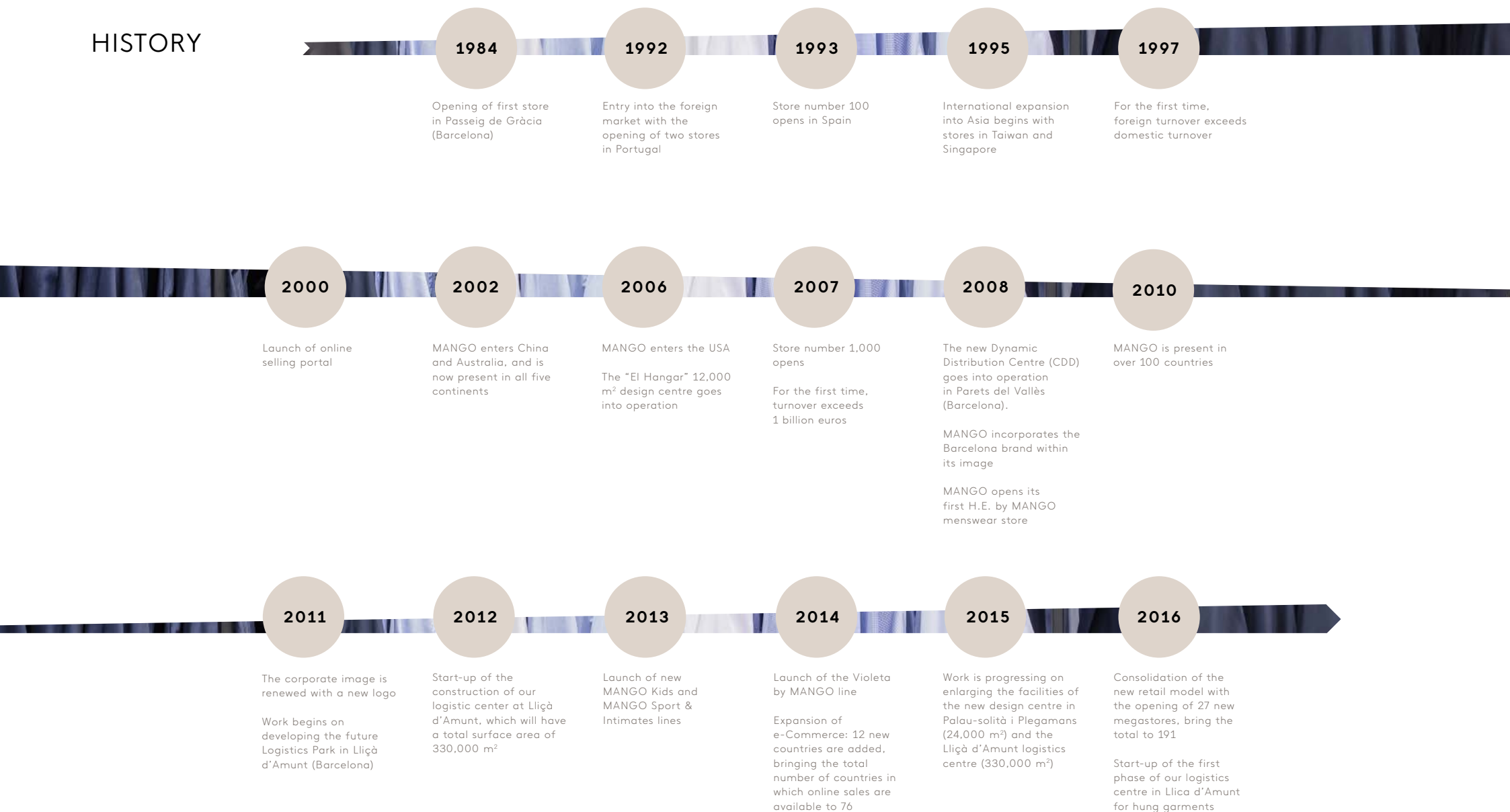
MORE THAN
146
MILLION
ARTICLES
A YEAR

MORE THAN
6,400
MODELS
EACH
SEASON

**MANGO IS SPAIN'S MOST
INTERNATIONAL TEXTILE GROUP
AND THE SECOND LARGEST
EXPORTER WITHIN THE SECTOR**

In addition to the commercial activity in our stores, 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 MANGO headquarters in Palau-solità i Plegamans, the new Lliçà d'Amunt logistics park, the distribution centres in Parets del Vallés and Palau, and the warehouses in Montcada, Santa Perpètua de Mogoda, Zona Franca, Terrasa, Sabadell, and another one in A Coruña. We also have other warehouses to meet our distribution needs in various regions abroad: Shanghai (China), in Istanbul (Turkey), in New Jersey (USA) and in Germany and Russia. There are also administrative support and quality control at source offices in China and Turkey and, since September 2016, in South Korea also.

HISTORY



ABOUT MANGO

THE MANGO CONCEPT

In 2013 we defined the route map for the next five years, a new business plan aimed at improving both the value proposal to customers and the integral operating model of the company. To achieve it, the governing bodies of the company periodically review the action plan in order to adapt it to the needs of MANGO and the situation in the markets it operates in.

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.



CORPORATE GOVERNANCE

MANGO is a family business whose owners are directly responsible for the day-to-day management of the organisation, therefore communication with the different spheres of the company is total and permanent.

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.

In 2015 a Steering Committee was created, made up of eight members, 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.

MANGO has an internal auditing department which continually evaluates all spheres of the organisation. Said department reports directly to the Directors of the Group.

BOARD OF DIRECTORS

Chairman ISAK ANDIC

Business lines, International Expansion, Outlet, e-business, Engineering, Social Action

Executive Vice-chairman JONATHAN ANDIC

MANGO Man, Image, Graphic Design, Communication, Commercial countries, Hangar development, Materials, Technology and Services Purchasing, Interior Design, Maintenance and Works

Executive Vice-chairman DANIEL LÓPEZ GARCÍA

Expansion, Real Estate, Retail Coordination, Franchise Management, International Retail Directors

Financial Director TONI RUIZ TUBAU

Banking Relations, Internal Auditing, Financial Planning, Management Control, Administration, Legal

Director of Operations and Strategy CARLOS COSTA ROVIRA

Import/Export, Logistics, Distribution, People, Technology, CSR, Strategy

STEERING COMMITTEE

ISAK ANDIC Chairman

JONATHAN ANDIC Executive Vice-chairman

DANIEL LÓPEZ GARCÍA Executive Vice-chairman

TONI RUIZ TUBAU Finance Director

CARLOS COSTA ROVIRA Director of Operations and Strategy

ANTONIO BATLLÓ BUXO DULCE Expansion Director

ELENA CARASSO BATLLE e-Business and Customer Management Director

LUIS CASACUBERTA BAUSILI Director of MANGO Woman

EXECUTIVE COMMITTEE

IVÁN ABAD IGLESIAS Commercial countries

VIOLETA ANDIC MAYTEK Violeta by MANGO

CRISTINA BELIL ROGER MANGO Man

ANTONIO BATLLÓ BUXE DULCE International Expansion

ELENA CARASSO BATLLE e-Business and Customer Management

MIGUEL DE LA CAPILLA BRUSTENGA Auditing and Internal Control

LUIS CASACUBERTA BAUSILI MANGO Woman

JORGE CORBELLA SIMÓN IT Systems

GUILLERMO COROMINAS PALOMAR Communication

SEZAI EREN CEO Turkey Subsidiary

MARÍA JESÚS GARCÍA LECUMBERRI General Services

SARA LEVY-LANG Country Manager France

CECILIO LOZANO ÁLVAREZ Logistics and Warehouse

LUIS MASERES GHILONI Accessories

JAIME MUR CAVERO International Retail

EVA RELLO YUBERO Woven and knitwear production

JOAN DAVID RIVERA BOSCH Image/Brand

ENCARNACIÓN JUSTICIA RUANO Woman Product/Collection

DAVID SANCHO GRAU CEO China, India and Japan

ENRIC SOLER MORATA Personnel

MATTEO SGARBOSSA International Retail

LORENA SUÁREZ SÁNCHEZ MANGO Kids

THE SUSTAINABILITY MODEL

RELATIONS WITH SOCIETY AND CUSTOMERS

EMPLOYEES

THE SUPPLY CHAIN

ENVIRONMENTAL MANAGEMENT

QUALITY AND SAFETY IN OUR PRODUCTS

FINANCIAL DATA

THE SUSTAINABILITY MODEL

Our vision of corporate social responsibility aims to promote sustainable development throughout our value chain. This way of understanding the business takes the form of a responsible management model based on seeking the creation of value for our stakeholder groups.

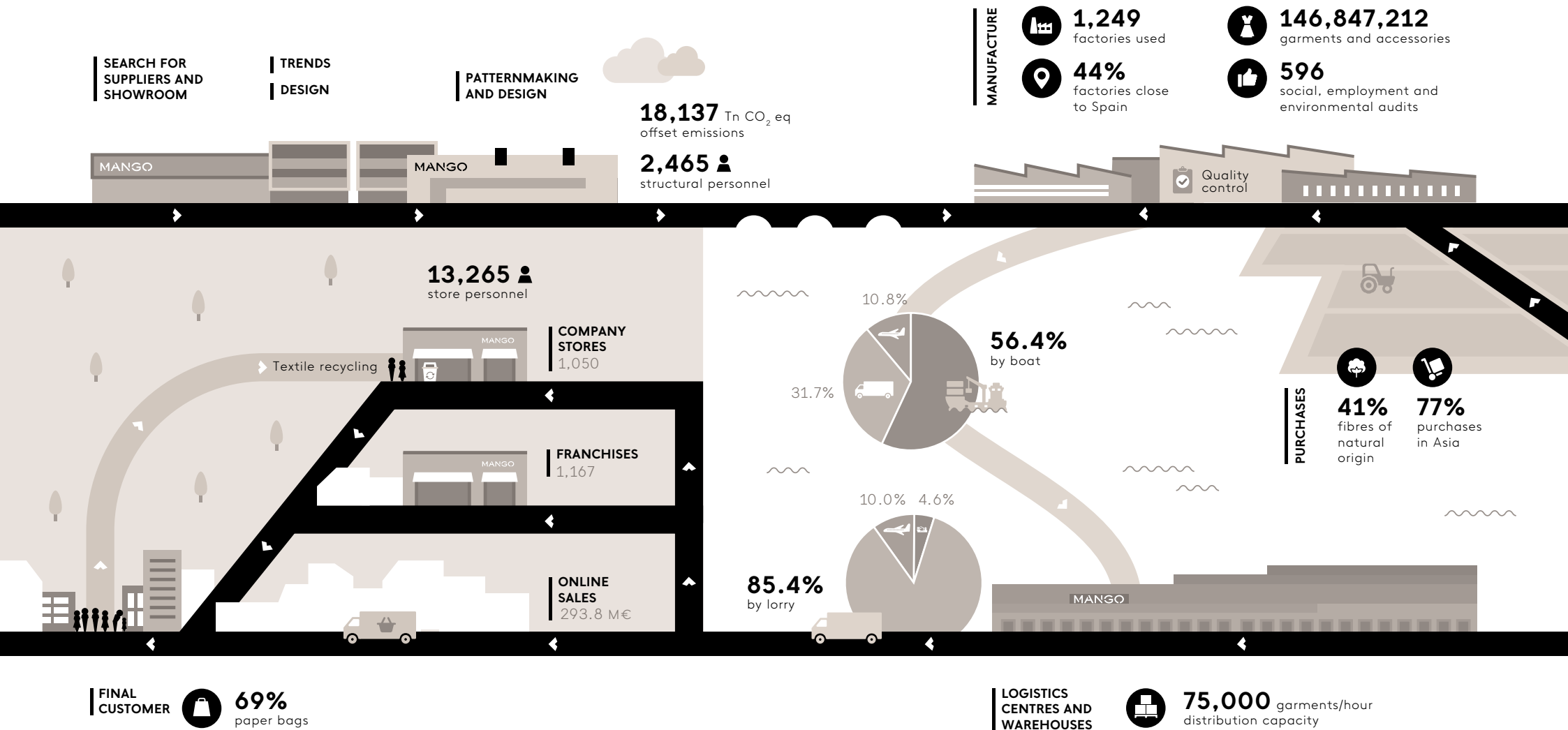
The management of impacts, risks and opportunities is a fundamental tool in order to guarantee the sustainable development of our activity. This approach allows us to align key aspects with an overall approach to managing our strategy.

With this aim, the Board and the committees continually evaluate the risks derived from the various aspects of sustainability with an impact on the activity of MANGO, adopting the necessary measures for their monitoring and control jointly with the Internal Control, Legal and CSR departments.

These departments and governing bodies also analyse the possible risks of corruption, taking the necessary measures to ensure that such situations do not arise. In 2015, we updated the Code of Corporate Compliance, which sets out the responsible practices of the Group in all its spheres of influence.



OUR VALUE CHAIN



OUR STAKEHOLDERS

CUSTOMERS

They are our *raison d'être* and their satisfaction is our primary goal. Consequently, we ensure that our products meet the highest standards of health and safety, in order to guarantee a quality product, monitoring all aspects of its production and seeking service excellence at all times.

SOCIETY AND OTHER SOCIAL AGENTS

MANGO's relationship with society is based on responsibility and a committed collaboration with all social groups. The relationships with all these groups run smoothly thanks to regular contact, exchange of information and cooperation projects. A relationship of mutual collaboration is what allows us to make progress in all aspects.

FRANCHISEES

They are one of the basic pillars of our business model. The Expansion team offers the franchisee a comprehensive service: from selecting the premises and training the personnel, to start-up and store opening. The guarantee of specific margins, as well as the ownership of stock by MANGO until the franchisee makes the sale, are also key elements in this relationship. MANGO has grown alongside its franchises, to become one of most internationally-recognised franchise companies.






EMPLOYEES

Achieving the growth targets of MANGO is only possible with the unconditional support of a team with human qualities and with a solid, open and flexible mentality. Offering channels of communication and dialogue, promoting talent, training and encouraging professional development are fundamental tools in order to maintain a competitive, motivated and stable workforce willing to develop both personally and professionally within the company.

SUPPLIERS

They are an initial part of our value chain. We are aware of the importance to making a good choice and of maintaining a relationship based on mutual trust with them in order to guarantee the successful operation of the company in all aspects. The confidence to be able to share knowledge, ideas, information and improvements is key to managing the chain in a way that offers transparency and helps create synergies that that will strengthen over time.

OUR SUSTAINABILITY IMPACTS, RISKS AND COMMITMENTS

	ECONOMIC	SOCIAL AND EMPLOYMENT	ENVIRONMENTAL	QUALITY AND SAFETY IN PRODUCTS	COOPERATION WITH SOCIETY
IMPACTS AND RISKS	<p>These are related to our activity and the sector we operate in. They are evaluated on a permanent basis by the company management, which establishes the most appropriate strategy at any given moment. The figures and results of the group ensure an appropriate position and future projection.</p>	<p>The significant risks in this sphere can be found in our production chain, given the environment and characteristics of some of the manufacturing countries. We have a code of conduct, which must be complied with by suppliers, as well as a series of additional procedures which ensure that said risk is more controlled. Control systems exist to monitor said code, both directly by our organisation and jointly with our stakeholders and external auditors.</p>	<p>The emission of greenhouse gases derived from our business activity, and the use of chemical products in the manufacturing and production and distribution process are the main impacts we generate. The control of environmental aspects in factories, the energy adaptation in facilities and in stores and the optimisation of goods transport are some of the actions which have served to identify and control the impacts and risks.</p>	<p>In certain manufacturing processes chemical products are employed whose use and presence limits are regulated according to the legislation of each country. Our policy in this area appropriately controls this risk through providing training to our suppliers, constant updating in accordance with the MANGO Chemical Standard regulation and controls carried out by specialised laboratories. These actions allow us to detect and eliminate from our collection any garments and accessories that do not comply with the established standard.</p>	<p>We have impacts on society, both in the countries in which we manufacture our products and in the countries in which we sell them, in aspects such as the generation of economic activity and employment and, consequently, the quality of life and conditions of our employees and those of franchisees, manufacturers and other collaborators. The main risk derived from this activity is that of not fulfilling expectations, our own or those of various stakeholders, in such aspects. For this reason, we believe that cooperation and working alongside our stakeholders is fundamental.</p>
COMMITMENT	 <p>Our business operations and activities are developed within an ethical framework, with a correct and reasonable attitude.</p>	 <p>Employment relations are established in an equitable manner, defending the fundamental rights and principles of persons.</p>	 <p>Our business activity is carried out respecting the environment.</p>	 <p>Customers are offered a quality product and a guarantee that it will not imply any risk for their health and safety.</p>	 <p>We collaborate actively with society in the different spheres in which we undertake our activity. All MANGO franchisees and manufacturers also commit to these values, which are also extended to all employees.</p>

THE SUSTAINABILITY MODEL

All of these commitments are set out in the MANGO Code of Ethics and are contained in the business plans and targets in order to ensure the profitability and sustainability of the business over time. In addition, we have policies and procedures aligned with these policies and procedures, which are based on simple and effective management systems, which are audited both internally and externally.

Within the framework of these commitments, we have include the United Nations Sustainable Development Goals, working to ensure compliance with the goals that are most relevant and most achievable given the nature of our activity.



In 2013 MANGO signed up to the United Nations Global Compact and currently has achieved level, the highest level in reporting

MANGO | **TAKE ACTION**

During 2016 we have developed a strategic plan for corporate social responsibility which, under the name of TAKE ACTION, includes the goals established for 2017-2020 with regard to the environment, the supply chain and employee welfare.

TAKE ACTION IS AN AMBITIOUS PLAN WHICH AIMS TO REAFFIRM THE KEY POSITIONING OF CORPORATE SOCIAL RESPONSIBILITY WITHIN THE COMPANY

CSR LONG-TERM

2001

Agreement for the **Textile Technology Institute - Aitex** to guarantee that our garments and accessories do not contain substances harmful to health.

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.

2005

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

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 (Barcelona), (mango.esci.es).

2007

Start of the participation in two **master's degree courses**: a course in retail with the Higher School of International Trade (ESCI), and a course in fashion and design industry management with the Higher School of Design (ESDI).

2008

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

FAADA

2009

Cooperation agreement with the **Ecodes Foundation** for auditing the calculation of our greenhouse gas emissions.

ecodes
tiempo de actuar

2011

Sign up to the **Transparency Programme**, which promotes the inclusion of corporate social responsibility policies throughout the supply chain of companies. The programme is being promoted by the Council of Chambers and the Catalan Regional Government with the collaboration of the Global Reporting Initiative (GRI).

2012

Sign 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.

Participation in the United Nations **Rio+20** conference on Sustainable Development in Rio de Janeiro, which was attended by several world leaders, together with representatives from the private sector, NGOs and other groups. Its aim was to agree a series of measures to reduce poverty, promote social equality and protect the environment.



2013

Members of the **Executive Committee of the Spanish Network of the United Nations Global Compact**.

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



2014

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 (www.bangladeshaccord.org).

Participation in the **Companies and Human Rights Working Group of the Spanish Network of the Global Compact** to help organisations establish human rights in their value chain.

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).

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 of textile waste.



2016

Development of the **"Take Action" Strategic Plan for corporate social responsibility**, which sets out the environmental and social objectives established for 2017-2020. Key within the plan is the **first sustainable collection, MANGO Committed**, which reflects the commitment to adopt sustainable development criteria.

MANGO TAKE ACTION

MATERIAL ASPECTS, KEY SUSTAINABILITY ISSUES

For this edition of the sustainability report, MANGO has completed and updated a study of material aspects, conducted during the last two years to identify the environmental, social, economic and good governance issues that are key to sustainability in its value chain.

The process is carried out in order to focus content on the relevant issues, adopting the G4 version of the Global Reporting Initiative (GRI) guidelines for drafting sustainability reports, and includes the priorities of the company and those of its stakeholders.



1. IDENTIFICATION

As a result, a preliminary list of relevant issues was obtained from analysis of external information sources to identify sustainability trends and requirements specific to the sector, and also from internal sources, in order to introduce the strategic perspective of the company. This analysis was conducted for the 2014 edition of the sustainability report and is still considered valid, given that no significant changes have occurred in the operations and activity, size, shareholder structure and supply chain of MANGO.



2. PRIORITISATION

In order to determine the relevance of each issue on the preliminary list, a consultation was held with our stakeholders. The managers, employees, other social agents (charity sector, academic world, communication media and other bodies) and suppliers were consulted through an online questionnaire. For this edition, we have consulted the employees once again, given that we consider them key stakeholders for MANGO. To increase the participation of customers, two face-to-face meetings were held in Madrid, in addition to the two meetings held in Palau-solità i Plegamans (Barcelona) the previous year. In the case of managers, other social agents and suppliers, there were no changes with regard to the previous analysis of material aspects.

As a result of this phase, a prioritised list of relevant issues was obtained, considering materials aspects to be all those of high importance both to MANGO and its stakeholders (high-high), and high-medium, medium-high and medium-medium, respectively.

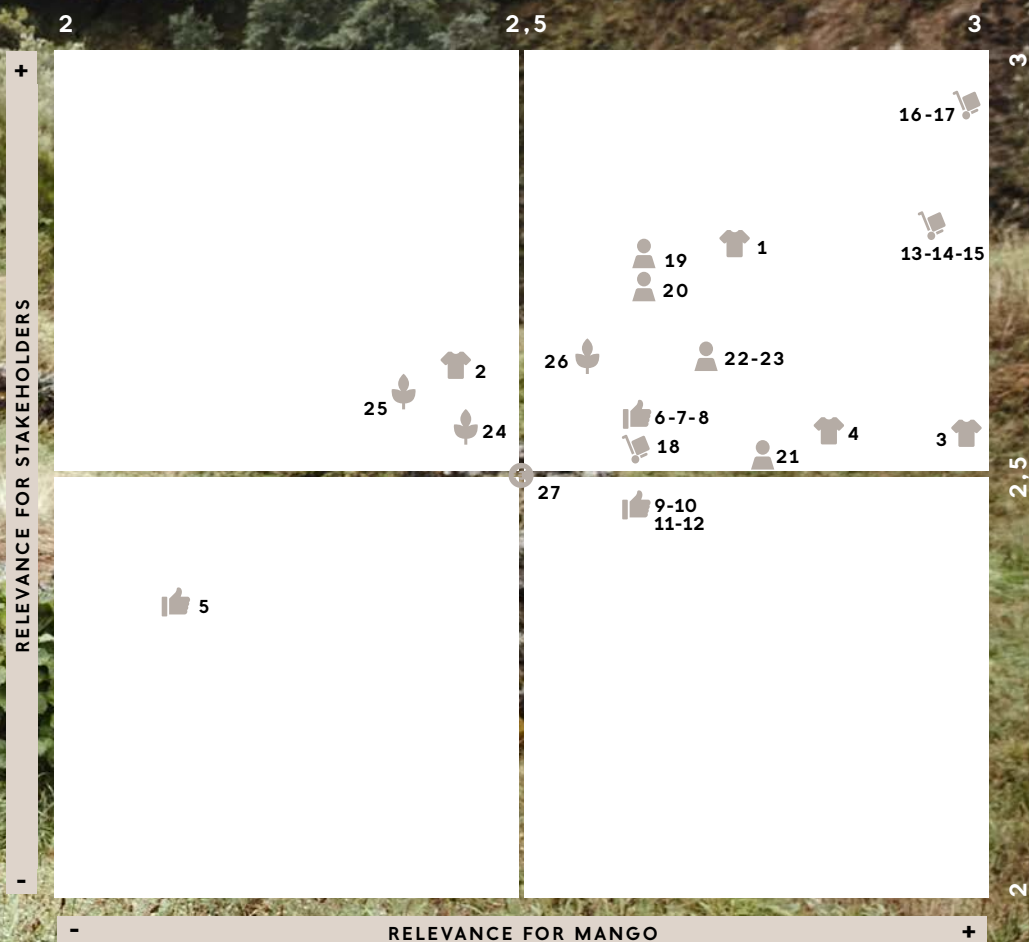





3. VALIDATION

The Corporate Social Responsibility Department evaluated the results obtained from the previous phases in order to ensure that the material aspects offered a reasonable and balanced view of the relevant issues given the context and the sustainable performance of MANGO. As a result of this review, it was deemed appropriate to consider as material aspects effluent and waste, social action and the CSR chair.

MATRIX OF MATERIAL ASPECTS

THE FOLLOWING TABLE SHOWS THE SCORES OBTAINED FOR EACH MATERIAL ASPECT.



 CUSTOMERS AND PRODUCT	STAKEHOLDERS* MANGO		
1	Health and safety of customers	2.78	2.81
2	Statutory compliance	2.60	2.44
3	Labelling of products and services	2.63	3.00
4	Customer confidentiality	2.56	2.88
 SOCIETY AND COMPANY ETHICS			
5	Social action and CSR chair	2.35	2.13
6	Fighting against corruption	2.61	2.63
7	Unfair competition		
8	Statutory compliance	2.43	2.63
9	Internal code of conduct		
10	Auditing		
11	Detection of non-compliance	2.43	2.63
12	Corrective action plans		
 SUPPLIERS			
13	Evaluation	2.80	2.94
14	Salaries and working hours		
15	Non-discrimination		
16	Child labour	2.94	3.00
17	Forced labour		
18	Evaluation of suppliers with regard to human rights	2.55	2.63
 EMPLOYEES			
19	Employment	2.76	2.63
20	Health and safety at work	2.71	2.63
21	Training and education	2.53	2.75
22	Diversity and equal opportunities	2.63	2.69
23	Equal pay between men and women		
 ENVIRONMENT			
24	Emissions	2.56	2.44
25	Effluent and waste	2.60	2.38
26	Statutory compliance	2.64	2.56
 ECONOMY AND STRATEGY			
27	Economic performance	2.50	2.50

*Average calculated according to weighted percentages of stakeholder groups.

RELATIONS WITH SOCIETY AND CUSTOMERS

Our customers are the *raison d'être* of our organisation and their satisfaction is our main goal, by offering them a quality product, with safety and guarantees in all aspects of its production and seeking excellence in service at all times, through all their design lines.



SERVICE EXCELLENCE AND CUSTOMER SERVICE

Our stores are located in prime shopping streets and locations and have been specially designed for the enjoyment and comfort of our customers, with clothing selected to allow simple comparison and matching. This is in addition to a specialised service which makes shopping for our products a pleasant experience. We also rely on our permanent channels of communication with our customers, both in stores and through social media and specialist departments.

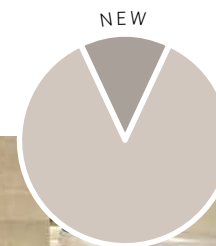
Customer service is provided by specially-trained staff in our stores, since we are very much aware of the daily challenge of offering our customers an excellent service. Said training focuses on customer service, the product, merchandising, trends, etc. The stores have been designed for the comfort and enjoyment of customers in a dynamic environment resulting from the harmonisation of space.

The megastore concept has transformed the image of its stores, making the customer's shopping experience even more rewarding: large and luminous stores where it is easier to view the collections and easier to select and try on garments. The increased space makes it possible to display all the collections offered in each store, significantly improving the customer shopping experience.

Exhaustive quality control throughout our production chain ensures that our garments and accessories perform well in any situation

27
MEGASTORES
OPENED
IN 2016

191
TOTAL STORES
WITH THE NEW
MANGO CONCEPT
OF MEGASTORE



RELATIONS WITH SOCIETY AND CUSTOMERS

As well as our stores, customers have various channels of communication. At our headquarters, we have a specialised department to deal with any query or suggestion. The requests are attended to in 18 languages: Catalan, Chinese, Czech, Dutch, English, French, German, Hungarian, Italian, Japanese, Korean, Polish, Portuguese, Romanian, Russian, Spanish, Swedish and Turkish.

CUSTOMER EXPERIENCE

We have also made a firm commitment to promote an omnichannel company culture focused on the customer, to ensure the customer has a positive experience with the brand. It has a lot to do with the level of satisfaction and quality of the service offered, but also with emotions, how the customer feels when they interact with us. This is no longer just about providing a product or a service, but about offering a memorable experience.

Year after year we receive numerous requests from students requesting information for research projects, particularly for design, marketing, advertising, economics and business studies.

We also seek our customers' opinions on our garments and accessories in order to adapt to their tastes and requirements, translating their suggestions into the designs of our collections.

REQUESTS ATTENDED BY COMMUNICATION CHANNELS

41.8%

TELEPHONE CALLS

32.0%

E-MAILS AND FORMS

23.4%

CHAT (OFFERED IN CHINA)

2.7%
OTHERS

MAIN ASPECTS CONSULTED

73.3%

REQUESTS FOR INFORMATION

26.5%
COMPLAINTS

0.2%
SUGGESTIONS AND
CONGRATULATIONS

1,511,143

REQUESTS ATTENDED TO IN 2016

OUR CARDS

MANGO CARD

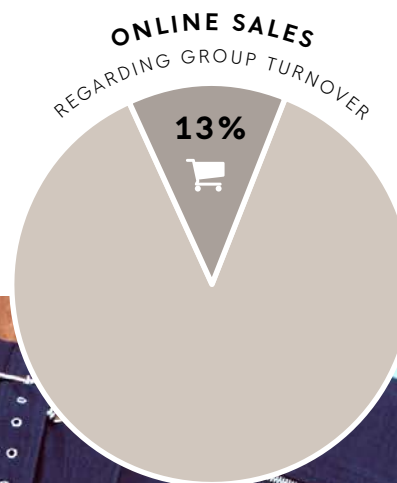
A completely free of charge card offering an immediate 10% discount on the first purchase. Its benefits include exceptional method of payment in instalments (6 months interest-free without commissions) and the possibility of benefiting from exclusive promotions, gifts and attending brand events, showrooms, etc. In addition, MANGO collaborates with over twenty beauty and leisure firms, allowing cardholders to enjoy exclusive offers and discounts.

MANGO GIFT VOUCHER

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 and customers can choose the desired amount to suit any occasion. The virtual MANGO Gift Cheque for use in our online store is also available.

ONLINE SALES CONTINUE TO GROW

Once again this year, MANGO has experienced a strong growth in online sales. The main reasons for such growth include the commitment towards excellence in operations and services, with 24 hour delivery options in major European cities, and a standard three day delivery service in the majority of the destinations in 83 countries in which the online sales service is available. We have also made major developments and investment so that, in each country, the customer has a similar or better level of service than offered by any local company, with adapted payment methods and services and dedicated content.



↑25%

**INCREASE OF ONLINE SALES
COMPARED TO 2015, REACHING THE
FIGURE OF 293 MILLION EUROS**

MULTICHANNEL COMMUNICATION TO REACH OUT TO CUSTOMERS

MANGO has continued its commitment to an omnichannel strategy, based on placing the customer at the centre of all its activities. Key among the numerous initiatives launched in this area are greater integration between the digital environment and the physical store, in aspects such as the GPS tracking of stores, the use of digital devices in physical stores and the full integration of the logistics circuit among channels.

OUR DIGITAL CHANNELS

In 2016 user traffic on the MANGO website exceeded 397 million visits, which demonstrates the consolidation of digital channels at MANGO. This year also represented the year the mobile phone consolidated itself, accounting for more 60% of traffic. The major significance of the major channel confirms the positive reception of the continuous improvements to the mobile website and the redesign of the App, which were developed during 2016.

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 MANGO has a presence.





OUR CAMPAIGNS

The Communication Department renews our image each season, while transmitting the values that have distinguished MANGO from the outset: the latest trends in fashion, modernity and design. This department plans and purchases advertising on a global scale, adapting our global strategy to the characteristics of each country.

Dynamic, thought-provoking and with a digital focus, in 2016 the MANGO communication campaign represented the start of a journey towards an inspirational, urban and dynamic brand.

Influential figures from the fashion world such as Kendall Jenner, Karlie Kloss or Liu Wen starred in the first campaigns of the 2016 season produced David Sims. Collaborations with prestigious photographers such as Mario Sorrenti and acclaimed models on the catwalks (Edie Campbell, Natalie Westling, among others) have demonstrated our mission to remain a leading high street fashion brand, achieving a major impact on all communication platforms. Digital projects like Journeys, store openings in strategic locations like Canuda (Barcelona) and the innovations applied to selling processes have been decisive in this change of direction.

RELATIONS WITH THE COMMUNICATION MEDIA

The Public Relations Department is constantly in touch with the various advertising media, informing them of the company's latest news in order to build, manage and enhance its brand image. To do so, the department uses various communication tools, such as press releases, product launches or press conferences, allowing it to stay in constant touch with its prescribers. Its main goal is to publicise the brand in a positive way to achieve growth and success by managing its communication in an efficient and authentic way.



RECOGNITION FOR EXCELLENCE IN 2016

The LinkedIn professional network voted MANGO the company with the best personnel recruitment, which it described as "inspiring" and "effective".

The methodology employed by LinkedIn to award this recognition measures the effectiveness in contracting through different variables, which include the loyalty the brand achieves with the candidates who accept the post offered, the efficient search of suitable candidates, the management of its own profile and its presence on the professional network with a specific profile.

OUR SOCIAL ACTION TO CONTRIBUTE TO THE WELFARE OF SOCIETY



AS PART OF OUR COMMITMENT
WITH SOCIETY, EVERY YEAR WE
COLLABORATE WITH VARIOUS
FOUNDATIONS AND NGOS, BASICALLY
PROVIDING FINANCIAL SUPPORT, BUT
ALSO THROUGH NON-FINANCIAL
CONTRIBUTIONS, VOLUNTEERING OR
THE DONATION OF CLOTHING.
THESE ARE PRINCIPALLY
INITIATIVES LINKED TO THE SPHERES
OF DEVELOPMENT, EDUCATION,
HEALTH AND INTEGRATION.

FINANCIAL COLLABORATIONS

FERO FOUNDATION AND THE SPANISH ASSOCIATION AGAINST CANCER (AECC)

We are supporting the scholarships awarded by the FERO foundation in favour of cancer research. This year, partial funding of the start-up was awarded to Dr. Sandra Peiró, as Head Researcher of the VHIO (Vall d'Hebron Institute of Oncology). We are also financing a research grant for Dr. Marta Crespo Maull of the Vall d'Hebron University Hospital Research Institute, in Barcelona.

VITA MUNDI FOUNDATION

We are funding a complementary nutrition programme aimed at persons who live in a shanty town in Ganeshnagar, Mumbai. The project provides nutritional support to approximately 300 families. The women in these families also receive classes in reading, writing and counting.

JOSEP CARRERAS INTERNATIONAL FOUNDATION

We collaborate with the Foundation by financing the Spanish Register of Bone Marrow Donors (REDMO), which aims to create a database of donors and patients.

FIGHT AGAINST AIDS FOUNDATION

We participated at a charity dinner organised by the Foundation to collect funds for HIV and AIDS treatment, research and education.

BARRAQUER FOUNDATION

Supporting the ophthalmological expeditions the Foundations carries out to Southern Hemisphere countries. The eye care expeditions being promoted mainly focus on combating cataracts, the principal cause of blindness in developing countries, and on supplying eyewear.

HOMAC FOUNDATION

We collaborated in two projects in Ethiopia. On the one hand, we financed the comprehensive maintenance and nutrition of a nursery school in Dodola, and on the other, we are helping missionaries purchase therapeutic nutrition for displaced persons.

A.G.H. HUMANITARIAN FOUNDATION

We financed the refurbishment of two primary schools and a nursery, the operation of a training workshop in dressmaking for women and an education programme in reading, English and maths, all of them in Mang'ola, Tanzania.

RICARDO FISAS FOUNDATION

We are supporting an innovative project in favour of the most commonly-diagnosed pathologies in pupils with learning disorders, namely Dyslexia and Attention Deficit Hyperactivity Disorder (ADHD).

DREAMING AWAKE FOUNDATION

We are supporting the work of the Foundation through the holding of our Company Volunteering Day with this organisation, which works towards the social integration of children and adolescents in marginalised areas and in broken homes through a social and educational project in residential shelters.

ÖĞRENCILERE YARDIM DERNEĞİ

We financed training scholarships for marginalised people in Istanbul, giving them the opportunity to access education.

TURKISH RED CRESCENT

We collaborated with the Red Crescent (TRC) community centres in urban areas in order to provide psychological support, occupational training, references and social protection services to Syrian refugees.



VOLUNTARY WORK

DREAMING AWAKE FOUNDATION

MANGO employees participated in a volunteer's day with the children looked after by this Foundation, who live in shelters subsidised by the Catalan Regional Government.

ADSIS FOUNDATION, CASAL DELS INFANTS, EXIT FOUNDATION AND RED CROSS

We collaborated with these organisations by informing and guiding young people at risk of social exclusion through training sessions adapted to each organisation and given at our headquarters.

During 2016, MANGO donated unsaleable clothing to various charity organisations.

Furthermore, throughout the year, we offered our employees the opportunity to actively participate in various social campaigns, charity events and other forms of collaboration for social purposes, such as: charity markets, TEAMING (voluntary micro-donations of 1€ per month), blood donation campaigns, food and toy collection campaigns at Christmas, etc.

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 Universitat 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://mango.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.

Those conducted in 2016 include the analysis of social value, by Universitat Pompeu Fabra.

Universitat Pompeu Fabra is the first university to use Integrated Social Value (ISV) quantification methodology to calculate the value created for its stakeholders. Said methodology allows us to understand and communicate said value created by an organisation for all its stakeholders.



TRAINING COURSE

The activities carried out during 2016 include the holding of the third edition of the course: "CSR drivers: sharing to improve", focusing on the international vision of CSR. The course was aimed at CSR managers of public and private sector organisations, and its aim was to generate skills to improve the practical implantation of CSR in international organisations or those wishing to become international organisations. Adopting an interactive approach, the sessions combine speeches by experts and practical sessions in groups.

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.

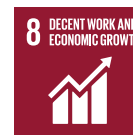
In 2016 the second dossier, on Turkey, was drafted, in addition to the 2015 dossier on Morocco. The dossier on Vietnam will be drafted in 2017.

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.

EMPLOYEES

At MANGO we put the employees at the centre of our business model, because we will only achieve our strategic goals with a satisfied, trained, motivated and committed workforce.



EMPLOYEES

QUALITY OF EMPLOYMENT AND WELL-BEING OF PERSONS

We are committed to creating a framework of trust in which employees are able to grow and develop professionally. Stability, dialogue, training, personal development, conciliation and recognition are the pillars on which we build this trust.

PROFILE OF OUR WORKFORCE

To guarantee an efficient management in line with the growth of the group, based on the quality of employment and well-being of persons, we ensure continuous improvement in various spheres.

100%

WORKFORCE COVERED BY
COLLECTIVE AGREEMENT AND
CORRESPONDING EMPLOYMENT
LEGISLATION

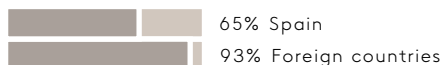
29.7

YEARS AVERAGE EMPLOYEE AGE

Spain: between 26 and 56 years (82%)
Foreign countries: between 16 and 35 years (88%)

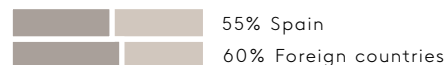
70%

WORKFORCE WITH FIXED CONTRACTS



58%

WORKFORCE FULL-TIME



15,730

WORKFORCE
(31/12/2016)

83%

WOMEN

35%

SPANISH
WORKFORCE

2,465

STRUCTURAL
PERSONNEL



63%
WOMEN

13,265

STORE
PERSONNEL



85%
WOMEN



61%

WOMEN IN MANAGEMENT
AND MIDDLE
MANAGEMENT ROLES IN
STRUCTURAL POSTS



88%

WOMEN IN
MANAGEMENT
AND MIDDLE
MANAGEMENT
ROLES IN **STORES**



100%

RETURN TO WORK
RATE AFTER THE
LEAVE PERIOD



73%

RETENTION RATE
AFTER THE LEAVE
PERIOD



A DIVERSE ENVIRONMENT WITH EQUAL OPPORTUNITIES

Our organisation is characterised by the cultural diversity that has resulted from the internationalisation of the business. Equal opportunities is a commitment inherent to personnel management and is implemented through various tools.

57

DIFFERENT
NATIONALITIES
AT OUR
HEADQUARTERS
AND IN OUR
SPANISH STORES



217

EMPLOYEES WHO HAVE
BENEFITED FROM MATERNITY
AND PATERNITY LEAVE

100%

EMPLOYEES WITH ENTITLEMENT TO
MATERNITY AND PATERNITY LEAVE

FLEXIBLE HOURS
FOR PERSONAL
REASONS

TEMPORARY
SUSPENSIONS
FOR PERSONAL
REASONS

EXTENDING
THE LENGTH OF
TIME TO ATTEND
TO NECESSARY
MEDICAL VISITS

INTENSIVE
WORKING DAY
ON FRIDAYS AND
ON THE EVES OF
MAJOR PUBLIC
HOLIDAYS

for structural
personnel by
mutual agreement
with the employees
(an extra thirty
minutes is added to
the other working
days to allow this)

NUMEROUS BENEFITS

There are some advantages and benefits for employees which contribute to 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.

PERMANENT DIALOGUE

Various channels exist to promote group cohesion and keep employees permanently informed, in order to improve the day-to-day operation of the organisation and make employees part of our projects.

For example, "If I were Chairman" is a meeting with elected representatives from each department. The conclusions, changes and improvements agreed are published and notified to all employees in internal company bulletins.

INTERNAL
SURVEYS

EMPLOYEE
WEBSITE

SUGGESTIONS
BOX

CONFLICT
RESOLUTION
SERVICE

to identify,
mediate in
and resolve by
independent
means any
interpersonal
conflicts,
wherever
necessary

REMUNERATION POLICY

For the different categories of employees the salaries paid are, on average, above those of the sector. In 2016 the proportion between the starting salary established by MANGO and the wage agreement was 57.8% for Spain. In the case of structural personnel, salaries are reviewed according to the performance and personal development of each employee twice a year. In stores, the system is based on a fixed salary and a variable component in accordance with the turnover of the store.

All employees, both full-time and part-time, have the same rights and company benefits. (G4-LA13) The remuneration policy of MANGO adopts the principle of equal opportunities, with no differences between the salary paid to male and female employees within the same employment category.

The minimum notice period in relation to organisational changes, including notifications specified in the collective bargaining agreement, is fifteen days.

INVOLVEMENT WITH YOUTH EMPLOYMENT AND THE INTEGRATION OF VULNERABLE PERSONS

We support students, allowing them to complete their training with work placements at MANGO. During 2016, 327 interns were recruited at our headquarters and in stores in Spain, 22% of whom were finally recruited, in collaboration with various schools and universities.

Since 2008, we have collaborated with the CARES Foundation in the creation of jobs for vulnerable persons. In 2016, 180 people worked at our facilities, preparing the e-Commerce orders of the organisation. Over 84% of these positions are occupied by disabled persons or person at risk of social exclusion.

www.fundacioncares.com



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.



CONTINUOUS IMPROVEMENTS IN HEALTH AND SAFETY AT WORK

PERSONNEL DATA IN SPAIN

● Structural ● Store

NUMBER OF ACCIDENTS IN RELATION TO NUMBER OF EMPLOYEES



AVERAGE DURATION OF SICK LEAVE (days)



ABSENTEEISM RATE



774 STRUCTURAL EMPLOYEES

7,637
STORE
EMPLOYEES
TRAINED IN
OCCUPATIONAL
RISK PREVENTION

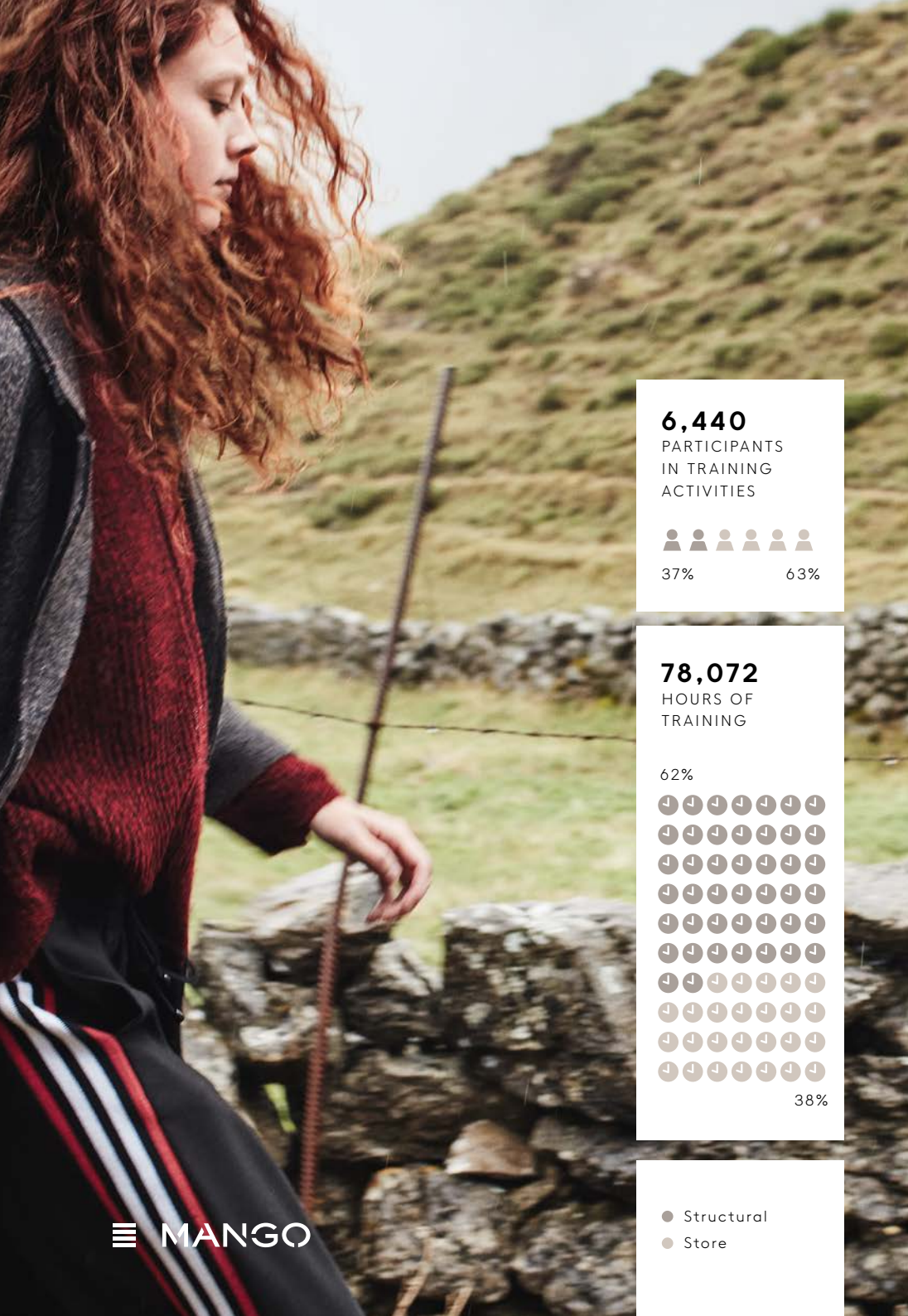
EXIT

5.6%

ABSENTEEISM
RATE IN FOREIGN
COMPANY
STORES

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 are 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.

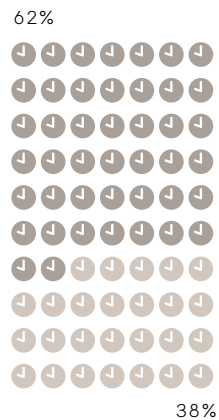


TRAINING AND PERSONAL DEVELOPMENT OPPORTUNITIES

6,440
PARTICIPANTS
IN TRAINING
ACTIVITIES



78,072
HOURS OF
TRAINING



- Structural
- Store

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.

Retail training is given worldwide and in the training department at the company headquarters. The “on-the-job” induction plan “Design your future at MANGO” and annual appraisal and development Interviews help managers to appraise and mentor each member of their team on a constant basis.

We continued to strengthen the role of leaders in 2016 with an Executive Development Plan for promotions to positions of responsibility.

We recognised 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 2016 are:

- › **APPRAISAL AND DEVELOPMENT PROCESS.** We are continuing with the implantation 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.
- › **“DEVELOP YOUR POTENTIAL” WORKSHOP.** This helps one discover their own behaviour, through analysis of their personal profile, and help direct it positively within the working environment.
- › **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. Mentoring processes are aimed at a more overall development, focusing on more strategic issues and long-term development. The mentoring agenda is very flexible, since it focuses on responding to the needs and overcoming the challenges that emerge in the professional life of the *mentee*.

More than 165 hours are dedicated to executive coaching and mentoring processes
- › **MANAGING CHANGE AND TRANSFORMATION.** We have helped different teams diagnose their current situation. Working with these teams, we have developed a series of initiatives to help bring them closer to their vision/desired situation, in order to increase productivity, satisfaction and improve their results as a team.
- › **INITIATIVES FOR DEVELOPING NEW OPPORTUNITIES.** We are helping professionals develop during the process of changing work positions and responsibilities, in order to help them overcome the new challenges and professional opportunities.
- › **KNOWLEDGE CAPSULES.** Developed internally, their aim is to meet the specific needs of our employees with regard to recruitment, leadership, feedback, team management, motivation and self-leadership.
- › **“YOUNG TALENTS” PROGRAMME.** Its aim is to develop future managers within MANGO. The candidates participating in the project are MBA students from the top international business schools and/or internal employees with high potential. The selected candidates take part in a tailor-made development programme within their new post, as well as receiving individual support and mentoring with a member of the management team. They also take part in events and activities which give them a transversal perspective within the company.

NEW TRAINING INITIATIVES

- › **MANAGEMENT 3.0.** Its aim is to learn different methodologies, approaches and good practices in agile management, to learn how to distribute and delegate tasks in an organisation and defined key targets and indicators in order to manage the task. In addition, to develop key team skills and act as an agent of change in the continuous improvement of an organisation.
- › **PROJECT MANAGEMENT CONVERSATIONS.** These are fortnightly meetings where MANGO project managers are able to share experiences, challenges and tools to learn from each other and create a “Community of MANGO Project Managers”.



THE SUPPLY CHAIN

We are committed to offering quality products and guaranteeing that they meet the ethical values we demand. To achieve this, we are aware that we need to count on a qualified and efficient network of suppliers that will allow us to remain competitive in the current environment.



EFFICIENT AND RESPONSIBLE MANAGEMENT OF THE SUPPLY CHAIN

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

Within the Take Action Plan 2017-2020 we have established specific goals with regard to the supply chain, which include improving traceability, extending the scope of social audits to Tier 2 and promoting strategic alliances with other organisations.

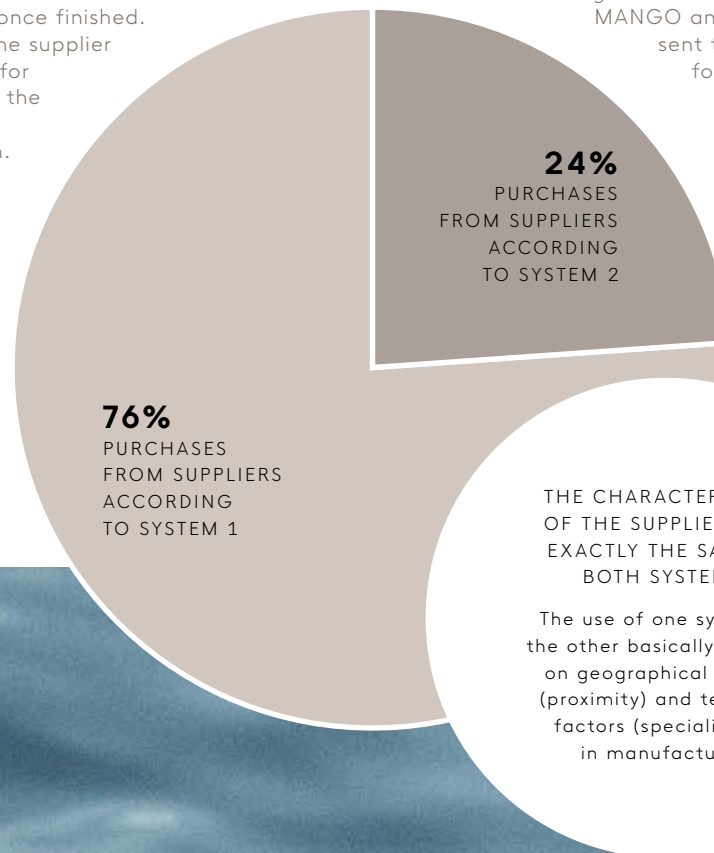
Collaboration with our suppliers is on a long-term basis, with permanent dialogue, joint analysis and planning of all aspects of production and quality control.

PRODUCTION SYSTEM 1

Consists of designing the product, ordering its manufacture and purchasing it once finished. In this case, the supplier is responsible for purchasing all the raw materials for production.

PRODUCTION SYSTEM 2

All the raw materials used in the garment are purchased by MANGO and subsequently sent to the suppliers for manufacture.



PROFILE OF OUR SUPPLIERS

PURCHASES*

ASIA	77%
CHINA	30,92%
INDIA	10,02%
TURKEY	9,85%
BANGLADESH	6,59%
PAKISTAN	6,57%
SOUTH COREA	4,89%
VIETNAM	3,30%
TAIWAN	2,33%
ARAB EMIRATES	1,00%
OTHERS	1,34%
EUROPE	18%
SPAIN	11,59%
ITALY	3,42%
PORTUGAL	1,46%
OTHERS	1,31%
AFRICA	5%
MOROCCO	5,31%
OTHERS	0,11%

*includes raw materials

The suppliers may work with more than one factory for the manufacture of their different collections. In addition, some of them may be used in different ways at different times, depending on the characteristics of the product.

MANGO has no direct or indirect shareholding in any manufacturer of garments or accessories. Similarly, none of the suppliers work exclusively for our organisation. Every year, we provide the Spanish trade unions with a list of the garment and accessory factories we are working with.

ALL OUR GARMENTS AND ACCESSORIES ARE LABELLED, INDICATING THE COUNTRY OF MANUFACTURE.

146,847,212

GARMENTS AND ACCESSORIES WERE MANUFACTURED FOR MANGO

611

SUPPLIERS OF GARMENTS AND ACCESSORIES

224

NEW SUPPLIERS

18%
PURCHASES
IN EUROPE*

5%
AFRICA*

77%
PURCHASES
IN ASIA*

70

GARMENTS SUPPLIERS SYSTEM 2

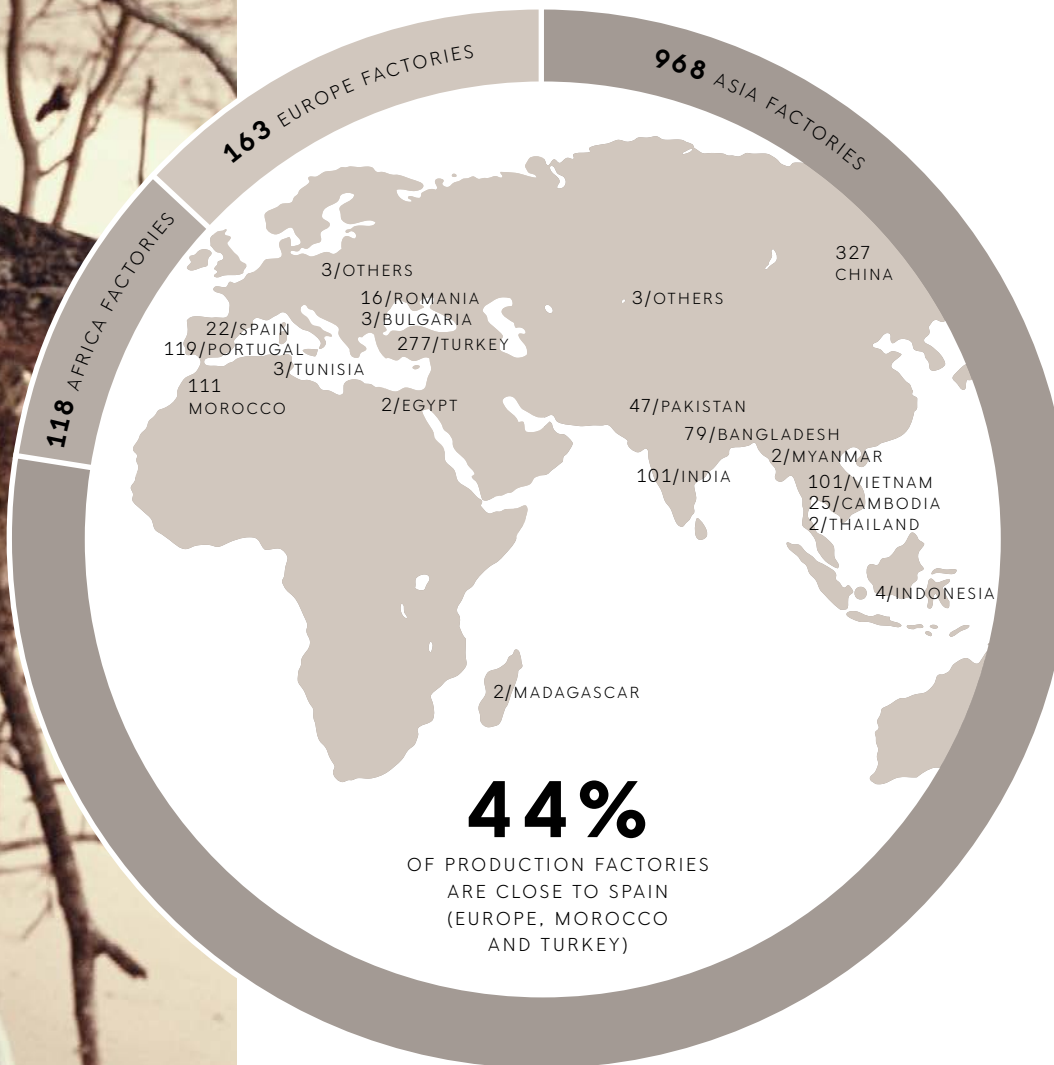
108

ACCESSORIES SUPPLIERS
SYSTEM 1

433

GARMENTS SUPPLIERS
SYSTEM 1

1,249
FACTORIES USED



SUBCONTRACTING

Our control policy and the production characteristics mean that there is no subcontracting of garment and accessory manufacture by our manufacturers.

Subcontracting is the forwarding to a third-party company, on the part of the supplier, of all or part of the production awarded to the same without the knowledge or authorisation of MANGO. Although all of 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.

SUPPLIERS ALIGNED WITH OUR COMMITMENTS

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.

The social, employment and environmental Code of Conduct for garments and accessory manufacturers is a mandatory requirement, given that this is included in the commercial contract they sign with MANGO.

The departments responsible for the recruitment of suppliers conduct a preliminary analysis and audit of the factories to ensure they meet the requirements of Mango in all aspects before confirming any orders.



SOCIAL, EMPLOYMENT AND ENVIRONMENTAL CODE OF CONDUCT FOR MANUFACTURERS OF GARMENTS AND ACCESSORIES FOR THE MANGO GROUP

This is based on the principles and philosophy of the United Nations Global Compact, 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).

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, HARRASMENT 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 with regard to hours worked. Overtime will always be voluntary and appropriately remunerated.

If overtime is worked, a maximum of two hours per day will be accepted. In exceptional circumstances this limit may be modified in the aforementioned situations if reasonable and logical, and at all times with the mutual agreement of the employee, provided the annual total does not exceed the maximum of two hours of overtime per week envisaged in the legislation.

8. REMUNERATION

Manufacturers will guarantee that salaries strictly comply with 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.

SOCIAL, EMPLOYMENT AND ENVIRONMENTAL CODE OF CONDUCT FOR MANUFACTURERS OF GARMENTS AND ACCESSORIES FOR THE MANGO GROUP

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 the MANGO CSR department in case any employee requires or wishes to make use of the same.

AREA OF APPLICATION. All the above points are of mandatory compliance for all manufacturers who work with MANGO. 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.

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.

Contact e-mail: lg_rsc@mango.com

TRAINING FOR SUPPLIERS

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

Every two years a congress is organised of the external auditors responsible for carrying out the social audits of factories in the different countries in which MANGO garments are produced. The aim of the congress is to share common experiences, update procedures and discuss potential new risks in the supply chain.

QUALITY CONTROL

Given the nature of our production system, we have quality control teams which periodically visit the different factories, carrying out both quality control and any other aspect related to production. While carrying out said monitoring, our experts check whether any aspect of our Code of Conduct is being breached.

596

EXTERNAL INITIAL SOCIAL AUDITS

(in virtually all cases they were partially announced, in other words, informing that the audit would be conducted within two weeks)

GEOGRAPHICAL DISTRIBUTION OF AUDITS

34%
CHINA

33%
TURKEY

6% PORTUGAL

6% INDIA

5% BANGLADESH

4% VIETNAM

12% OTHERS (Cambodia 2.7%, Morocco 2.7%, Spain 1.5%, Romania 1%, Pakistan 1%, Myanmar 0.8%, Bulgaria 0.5%, Indonesia 0.3%, Otros 0.5%)

AUDITING PROCESS

We have certain internal management tools which allow quick and up-to-date access to the database of the suppliers' factories. All of them must declare their production factories and assign one of the confirmed collections to each one. This way, all the departments involved in the process have access to this information: Purchasing teams, Quality and CSR, among others. Once a collection has been assigned to a new factory, the social auditing procedure will be conducted by the external auditors.

THE PROCEDURE FOR THE INITIAL SOCIAL AUDITS IS AS FOLLOWS:



Interview with the managers and/or owners of the factory to gather all the necessary information on employment, social and environmental aspects, and their procedures and corresponding auditing.



Exhaustive inspection of the factory installations, taking photographs of aspects which may provide evidence of any non-conformity or good practices.



Selection of a sample of employees included on the personnel lists who work directly on the production line, who will be interviewed on all aspects of our Code of Conduct.



After inspecting the pertinent documents, during the closing meeting, the main aspects observed will be commented on, in addition to the conclusions, which will subsequently appear in the audit report. **In cases where breach of the Code of Conduct is detected, a plan of action and a calendar will be drawn up for the subsequent inspections in the follow-up audits of the non-conformities.** If the appropriate corrective action is not taken for their resolution, MANGO will take the appropriate action in each case with the supplier. It is worth noting that in virtually all cases, suppliers cooperate fully and are totally willing to improve.

Wherever trade union representatives exist in factories, the entire process is carried out jointly with them. Maintenance audits are also carried out every one or two years, depending on the country of origin.

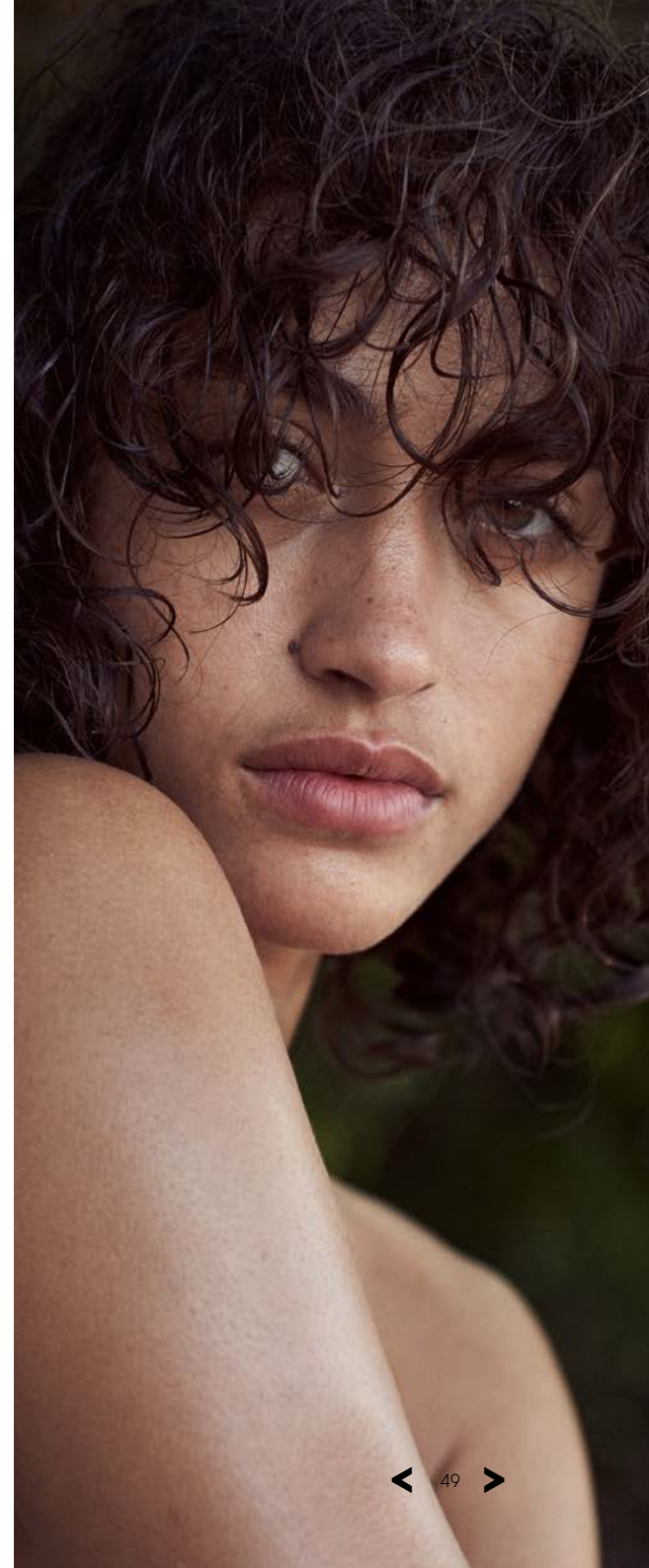
THE SUPPLY CHAIN

BREACHES OF THE MANGO CODE OF CONDUCT DETECTED IN THE AUDITS CONDUCTED

	NUMBER OF FACTORIES WITH BREACHES	POINTS OF THE CODE OF CONDUCT BREACHED
CHINA	122	1,2,3,4,7,8,10,11
TURKEY	108	1,2,3,4,7,8,10,11
INDIA	33	3,7,8,10
BANGLADESH	26	3,4,7,8,10,11
VIETNAM	12	3,7,8,10
PORTUGAL	10	3,7,8,10,11
SPAIN	6	3,7,8,10,11
MOROCCO	3	3,10
CAMBODIA	2	3,7,8,10
PAKISTAN	1	10
INDONESIA	1	1,7,8,10
MYANMAR	1	3,10
ROMANIA	1	10

In the case of incidents notified by a local trade union, the analysis and resolution of the same was carried out jointly with the union and with the organisations involved with which we have signed a CSR agreement.

On occasions, the CSR internal auditing team joins forces with the external auditors or makes its own follow-up of a specific aspect of the Code of Conduct. As in previous years, representatives of the International Industrial Division of the CC.OO trade union make joint visits to some factories in Asia. The main aim of such visits is to check the progression of the employees' situation in textile factories and to learn at first hand about the role of the trade union representation in the same.





% OF BREACHES DETECTED ACCORDING TO THE
POINTS OF THE CODE OF CONDUCT

- 1. CHILD LABOUR: 0.82%
- 2. FORCED AND OBLIGATORY LABOUR: 0.55%
- 3. HEALTH AND SAFETY AT WORK: 26.30%
- 4. FREEDOM OF ASSOCIATION: 5.07%
- 5. DISCRIMINATION: 0.00%
- 6. DISCIPLINARY MEASURES, HARASSMENT AND ABUSE: 0.00%
- 7. WORKING HOURS: 27.81%
- 8. REMUNERATION: 20.00%
- 9. SUBCONTRACTING: 0.00%
- 10. ENVIRONMENT: 14.25%
- 11. STATUTORY COMPLIANCE: 5.21%

As can be observed above, the majority of the breaches encountered were concentrated in points: 7. Working hours, 3. Health and safety at work, and 8. Remuneration.

With regard to Child Labour, it is worth noting that no cases were encountered of workers younger than 15 years old working in the factories of MANGO suppliers. The breaches in this point correspond to not having established a policy against child labour, not keeping a copy of the workers' identification documents, overtime of young workers, etc.

In all these cases, specific action plans were established with the suppliers to correct the irregularities and these were subsequently monitored.

On many occasions, the breaches detected were due to supplier unawareness, which is why one of the aims of the CSR department is to provide training to suppliers at source.

HUMAN RIGHTS AND GUIDING PRINCIPLES

The Ruggie Framework to protect, respect and remedy provides practical recommendations to implement this approach to the human rights that apply within the companies. At MANGO we are developing internal management mechanisms that will serve as tools to measure and evaluate the application of human rights in all our spheres of activity, both internal and external. We are also working to improve the channels of communication with our stakeholders.

Our system of audits is key to the implementing the Guiding Principles of the UN on companies and human rights in the supply chain.

ACCORD ON FIRE AND BUILDING SAFETY IN BANGLADESH

We signed up to this accord, which was established in May 2013 for a term of five years and which has been established by numerous textile brands worldwide, trade unions and NGOs. The aim is to join forces and open the way to effective communication with the local government and trade unions in Bangladesh, in order to help improve the working conditions of employees in clothing factories in this country. In addition, representatives of the International Labour Organisation (ILO) are also actively working towards making the agreed aims a reality. Currently, more than 200 brands have signed up, involving a total of 1,655 factories subject to the inspection procedure affecting over two million workers in Bangladesh.

IN 2014 MANGO JOINED THE COMPANIES AND HUMAN RIGHTS WORKING GROUP OF THE SPANISH NETWORK OF THE GLOBAL COMPACT.

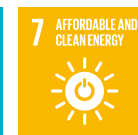
83%

average correction rate of MANGO factories inspected by the Accord.

ENVIRONMENTAL MANAGEMENT



Respect for the environment is an inescapable requirement for a company with a sustainable vocation. Environmental management is a key and integrated part of our business model. Our reiterated environmental responsibility takes the form of actions to reduce impacts and implement initiatives to promote a sustainable conscience among suppliers, employees and customers.



MINIMISATION OF ENVIRONMENTAL IMPACT

The aim of our environmental management is to optimise the use of resources and continually implement improvements to mitigate and minimise our impact on the environment.

EVALUATION AND IMPROVEMENTS IN WASTE MANAGEMENT

We have a Packaging Waste Prevention Business Plan (PEP), approved by the management, which provides a framework within which certain policies are established for the reduction and optimal use of product packaging.

At all our installations and stores we carry out the selective collection of waste generated for evaluation and recycling (cardboard, plastic, wood, glass, ordinary waste etc.).

The waste generated is managed by specialised external companies. MANGO has signed up to integrated waste systems established in certain countries (green point systems).

Only 1% of waste generated is special waste (waste associated to technology and office maintenance): toner, fluorescent lamps, batteries, aerosols, halide-free solvent. These are duly managed according to their characteristics.

77.4%

CARDBOARD AND PAPER

 3.041 TN
RECYCLING

11.8%

ORDINARY

 462 TN
MANAGEMENT BY A COLLECTION CENTRE

4.9%

WOOD

 190 TN
RECYCLING AND REUSE

3.7%

ASSESSABLE
MIXTURES

 144 TN
RECOVERY

2.2%

OTHER

88 TN
RECYCLING
AND RECOVERY

ENVIRONMENTAL MANAGEMENT

For the initial deliveries to stores, a cross-docking system is used, which consists of pre-established assortments prepared by the supplier. Consequently boxes do not need to be handled when they arrive at the warehouse and are dispatched directly to their destination. This system offers a series of advantages, such as the reduced use of packaging and lower energy consumption.

22.3%

INITIAL ORDERS PLACED USING
THE CROSS-DOCKING SYSTEM

We use 100% recycled materials in boxes, 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.

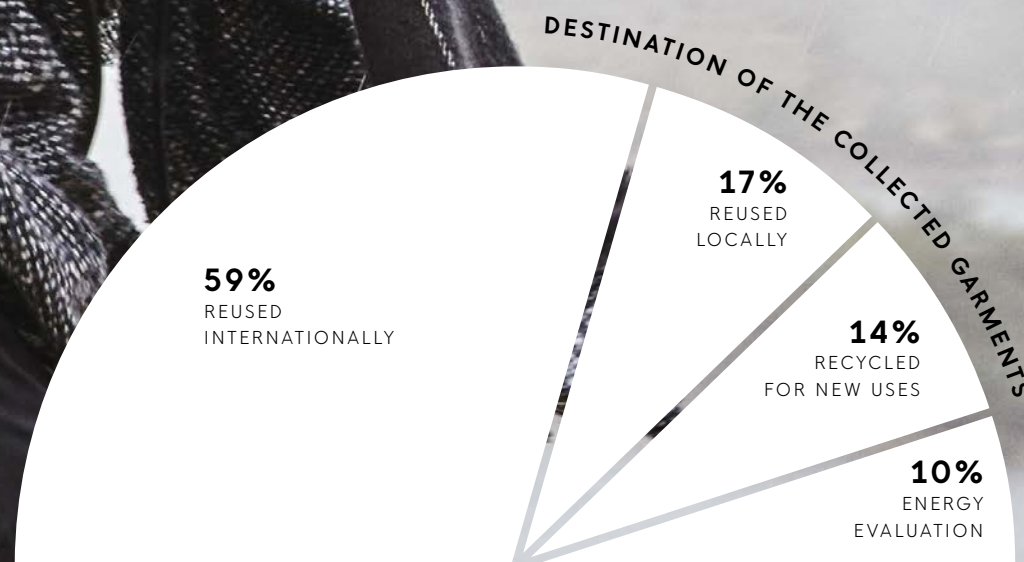
WE ARE MAKING PROGRESS IN OUR TEXTILE RECYCLING PROJECT

At the end of 2015, we launched a pilot project to collect clothing in stores in the Barcelona region. In line with the Millennium Development Goal 12 "Sustainable production and consumption", we are extending our responsibility as a producer of textile waste and offering customers the opportunity to give their used clothing and footwear a second opportunity and in turn close the loop of textile waste.

In 2016 we implemented the first expansion of the pilot project in Spain by installing 25 textile waste containers in major Spanish cities. In 2017 a second expansion is being planned at national and international level.

All the clothing and footwear collected from stores are processed at the KOOPERA recovery and recycling sites, where they are duly classified into categories and given a second life: re-used, converted into raw materials or recycled for new uses such as thermal insulation, stuffing for sofas or energy evaluation, among others.

Koopera belongs to the group of social initiative cooperatives and non-profit making work placement organisations being promoted by Cáritas. The textile collection pilot 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.



EFFICIENCY IN THE CONSUMPTION OF RESOURCES

Our organisation's business activities are carried out at various facilities and stores, which are optimised with improvement actions every year for greater energy efficiency, taking their characteristics into account.

SUSTAINABILITY CRITERIA IN OFFICES AND DISTRIBUTION CENTRES

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

LLIÇÀ D'AMUNT LOGISTICS CENTRE

It has the capacity to distribute 75,000 garments per hour, thus tripling our logistical capacity.

PRINCIPAL MEASURES:

- › comprehensive lighting management system to ensure the use of natural light, the incorporation of LED lighting
- › centralised control of air conditioning
- › energy recovery of the robots used in the warehouse
- › internal use of all excavated earth
- › inclusion of a landscaping study with local Mediterranean plants with low water consumption
- › use of rain water for the sustainable watering of the site and its fire-fighting system

HANGAR 2

It has a surface area of 14,000 m² and is located in Palau-solità i Plegamans.

PRINCIPAL MEASURES:

- › use of natural light and LED lighting to ensure the lowest possible consumption of lighting
- › centralised air conditioning to guarantee the efficient use of the equipment
- › low thermal transmission materials to prevent heat entering the building (nanogel skylights, rockwool wall panels and specific windows and skylights)



21,646 GWh
CONSUMPTION OF
ELECTRICITY



2,609 GWh
GAS CONSUMPTION

(17 boilers at our
El Hangar, Montcada,
Palau, Parets del Vallès
and Terrassa facilities)



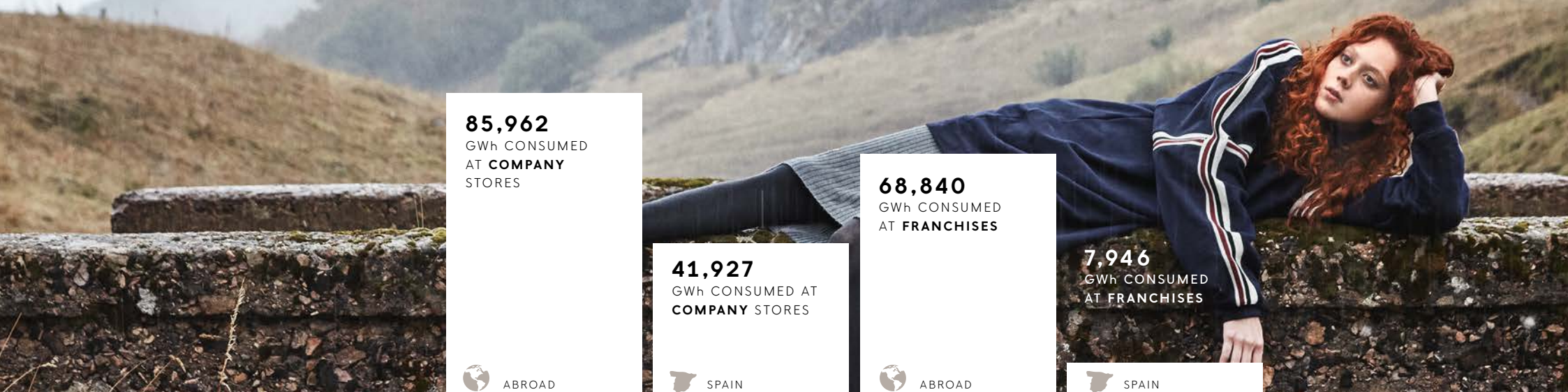
23,948 m³
WATER CONSUMPTION

(at headquarters and in
warehouses in Spain)



4,703 l
DIESEL CONSUMPTION

(used in maintenance
tasks of generator sets)



SUSTAINABILITY CRITERIA IN 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. We are part of a sector in which the characteristics of the store and the presentation of the product are key: lighting, space and air conditioning are essential for the sound management of the business.

LIGHTING

All stores are illuminated with halide lights. Lighting using Light-emitting Diodes (LEDs) is being installed in all new stores and progressively installed in all other stores. We are also incorporating controlled lighting systems to control the quantity of light outside opening hours and we are reviewing the lighting levels in stores, reducing them in cases where a lighting level in excess of the current one specified by MANGO was installed.

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.

AIR CONDITIONING

Air conditioning equipment is designed to offer 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 between the air conditioned interior of the store and the exterior to better conserve the air conditioning temperature.

BAGS

All our stores issue customers with bags made of recycled paper or paper certified by the Programme for the Endorsement of Forest Certification Schemes (PEFC). Plastic bags are used in outlet stores and during the sale period. Currently, 69% of MANGO carrier bags placed on the market are made of paper.

MATERIALS

We are committed to using materials which are less harmful to the environment, last longer and require lower maintenance. Whenever parquet flooring is used, certification awarded by the Programme for the Endorsement of Forest Certification Schemes (PEFC) is requested, which guarantees the sustainable management of silviculture.

SUSTAINABLE TRANSPORT AND DISTRIBUTION

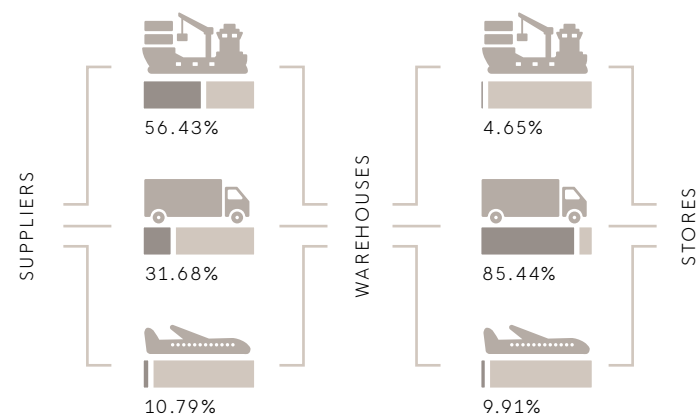
Our aim is to continue to work on minimising the environmental impacts derived from transport and distribution.

PRINCIPAL MEASURES:

- › **Classification and packing systems in goods distribution facilities**, making it possible to optimise the boxes sent to our stores. The optimisation of content results in the reduced use of packaging and the consequent reduction in waste production.
- › **Distribution of hung garments on coat hangers** from the supplier to the distribution centre and from there to the nearest stores. This not only results to an optimised use of packaging, but the optimised use of space, making it possible to use fewer transport vehicles and reduce emissions.
- › **Control and monitoring of logistics activities**, all outsourced to third-party companies from headquarters.
- › **Optimisation of load times and volumes** at all points of the distribution chain.
- › **Optimisation of deliveries**, wherever operative, assigning the highest number of destinations to a single transport agent
- › **Use of sea transport** by suppliers of finished garments and accessories. In certain regions and specific cases, road and air transport is used.
- › **Network of strategic warehouses** to cover all our distribution needs to stores in different geographical regions, thus optimising the distance each order should travel to reach its destination store. Restocking is performed on a periodic basis according to sales.
- › **Free transport for employees of the various headquarters installations**, from major nearby towns which covers all the shifts and working hours. This service results in reduced indirect emissions associated with employee transfers. By means of internal questionnaires, we consult the routes and areas with the greatest demand in order to adapt the service to the requirements of employees.

**37% OF THE EMPLOYEES
USE THE FREE TRANSPORT
SERVICE**

ALL THE TRANSPORT COMPANIES
WE WORK WITH ARE LEADING
ORGANISATIONS WITH ESTABLISHED
ENVIRONMENTAL POLICIES

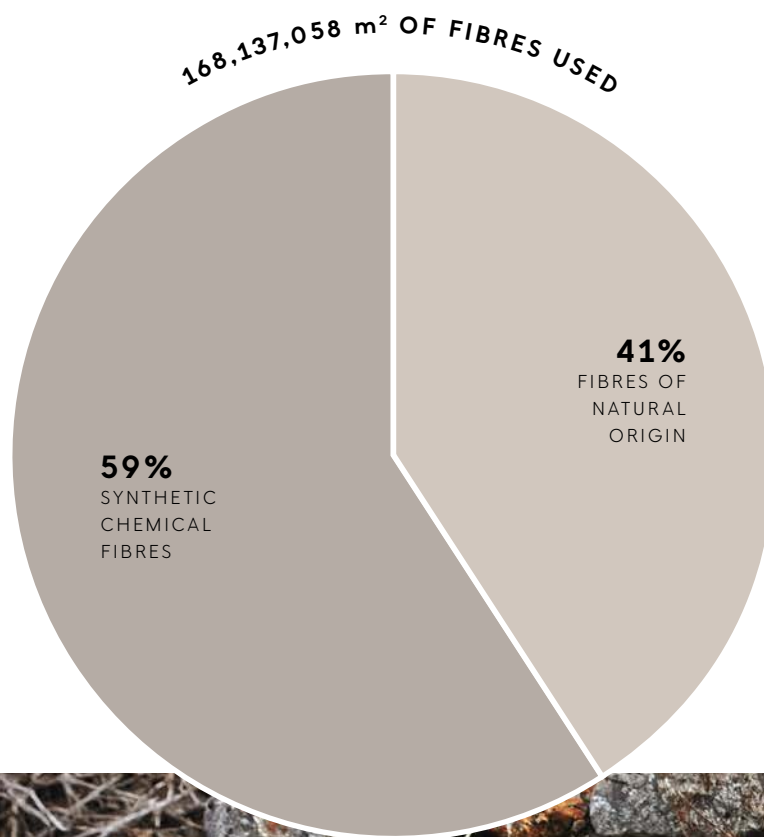


GOOD ENVIRONMENTAL PRACTICES IN MANUFACTURING

All of our manufacturing activity is carried out by third-party companies located in different countries. A key priority is the implantation of environmentally-friendly practices.

PRINCIPAL MEASURES:

- › **Inclusion in the Code of Conduct** of environmental commitments by all suppliers.
- › **Auditing compliance with the commitments** in environmental management systems and their correct implementation through external audits in factories.
- › **Creation of a hazardous substances standard**, of mandatory compliance for suppliers, in the manufacture of the different products and external auditing of its application through a leading laboratory.



USE OF SUSTAINABLE FABRICS AND FIBRES

We are continuing with our commitment towards sustainable materials and we have formalised this commitment in our "TAKE ACTION" CSR Plan 2017-2020. Through its implementation, we aim to progressively increase the percentage of sustainable fibres in all our lines and collections. We will increase the use of sustainable fibres such as organic cotton, recycled cotton, recycled polyester 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.

DETOX AGREEMENT

We recognise the importance of ensuring that our garments are 100% free of hazardous substances, and we are aware of the urgent need to control industrial dumping and eliminate all chemicals hazardous to the environment and achieve the category of “clean production” throughout the supply chain.

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 by 1 January 2020.

We are aware that, in order to achieve this aim, the relevance and transparency of information is both important and necessary, in accordance with the “Right to know”.

To fulfil this aim, we make available to the general public on our website follow-up and progress reports on the project, lists of banned substances, both in products and manufacture, and the detection methodology.

Adopting the same selection criteria and guidelines as in the initial stage, in 2016 we collected water samples of the wet processes of suppliers in China and India. This third stage of analysing wet processes focused on analysing both new suppliers and follow-up analyses. We have analysed the wet processes of approximately 40% and 30% of the production in China and India respectively, which represents 16% of our global production. This is in addition to the 26% and 38% of analyses of wet processes carried out in previous years.

**IN DECEMBER 2012
WE COMMITTED TO
GREENPEACE AND ITS
DETOX INITIATIVE. OUR
COMMITMENT TO DETOX
HAS BEEN POSITIVELY
EVALUATED BY
GREENPEACE, WHICH IN
2016 CLASSIFIED MANGO
AS BEING IN “EVOLUTION
MODE” AT THE
DETOX CATWALK.**

In 2015, we reviewed our list of restricted substances (MRSL) and expanded the restricted toxic substances beyond the initial 11 groups of chemicals. In line with the “clean production” approach and the Principle of Precaution, we recognise that the standards for restricted toxic substances should be applied throughout the supply chain of the textile industry and serve as guidelines to establish permanent measures to prevent the contamination of water in all production processes.

For more information on the project and its progress:

http://shop.mango.com/iframe.faces?state=she_001_ES

CALCULATION, OFFSETTING AND REDUCTION OF GREENHOUSE GAS EMISSIONS

We are strengthening our commitment to tackling climate change with the implementation of improvements aimed at minimising the use of resources, as well as calculating our carbon footprint and annually offsetting the emissions generated by our offices and employee travel.



CALCULATION OF OUR CARBON FOOTPRINT

For seven years now, we have carried out a comprehensive study and calculation of greenhouse gas emissions. We conducted the study internally using a calculation tool designed in-house to consider all the key factors associated with the company's emissions.

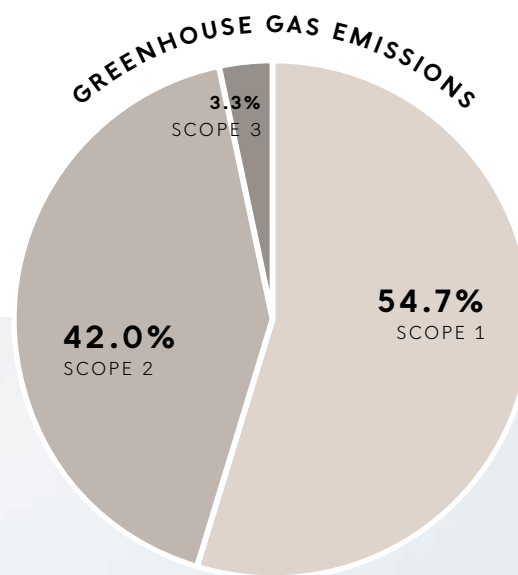
The study includes all the categories of emissions in accordance with international protocols: scope 1 (direct emissions), scope 2 (indirect emissions associated with electricity) and scope 3 (other indirect emissions such as employee travel). The calculation includes CO₂ emissions from the production 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.

We are adopting an operational control approach, by annually calculating our greenhouse gas emissions.

To standardise the individual impact of each gas on climate change, emissions of different greenhouse gases have been converted into a "single currency": the CO₂ equivalent. This conversion is based on the Kyoto "warming potential" of greenhouse gases. Equivalent CO₂ emissions are calculated using conversions factors annually updated by the Ecology and Development Foundation (ECODES), which has verified this analysis and awarded MANGO the ZeroCO₂ label for production and logistics. All the emissions factors applied are taken from published international databases (Ecoivent 3.2 and IEA).

SINCE 2010 MANGO HAS BEEN PART OF THE VOLUNTARY AGREEMENTS PROGRAMME, PROMOTED BY THE CATALAN REGIONAL GOVERNMENT, WHICH INVOLVES PRODUCING AN ANNUAL INVENTORY OF GREENHOUSE GASES EMISSIONS AND DRAFTING A REDUCTION POLICY AND, WHEREVER APPLICABLE, OFFSETTING EMISSIONS.

362,023
Tn CO₂ eq



0.15%
NATURAL GAS
IN NATIONAL
OFFICES AND
WAREHOUSES

1.45%
TRANSPORT
OF RAW
MATERIALS

2.13%
ELECTRICITY
IN OFFICES/
WAREHOUSES

3.34%
EMPLOYEE
TRANSPORT

7.57%
PRODUCTION
OF RAW
MATERIALS

13.30%
ELECTRICITY IN
PRODUCTION

26.57%
ELECTRICITY
IN STORES

45.54%
GOODS
TRANSPORT

Tn CO₂ eq

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 2015 and total 18,137 Tn CO₂ eq. These were offset by collaborating in the following projects.

All the projects have been awarded the Clean CO₂ offsetting certificate.

PROJECT 1 WIND POWER IN BALIKESIR (TURKEY)

Located in the district of Kepsut, in the province of Balıkesir, it aims to use the potential of wind power in Turkey to offset the energy requirement through sustainable and profitable production. The plant has a total installed capacity of 142 MW through the installation of 57 wind turbines. It is expected that the total annual electricity production of the project will reach 549,000 MWh. The electricity generated is supplied to the national grid of Turkey, thus collaborating in a transition towards clean and renewable energies.

PROJECT 2 MICRO-HYDROELECTRIC POWER STATIONS (CHINA)

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

ECO-EFFICIENCY CRITERIA FOR REDUCING EMISSIONS

In the refurbishments and openings of new company and franchise stores, a series of policies and actions are taken into account in order to reduce energy consumption and, consequently, reduce emissions. Although the overall consumption of stores has increased owing to the increase in the square metres of selling space, we can observe greater energy efficiency in stores in terms of average consumption per square metre.

In the last 3 years we have achieved a saving of approximately 20% in the energy consumption per square metre in Spanish stores.

QUALITY AND SAFETY IN OUR PRODUCTS

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.



QUALITY AND SAFETY, A PRIORITY

We guarantee maximum quality and safety in all our products and therefore pay special attention to all processes. We have procedures and regulations which ensure strict compliance with the applicable legislation and other relevant recommendations.

CONTROL OF HAZARDOUS SUBSTANCES

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.

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.

We use the Textile Technology Institute – Aitex (www.aitex.org), an internationally-acclaimed Spanish laboratory, which is the only laboratory in Spain that is part of the Swiss Oeko-Tex organisation. The fact that we analyse all our production in a single laboratory guarantees the uniformity of testing methods and permits the supervision and management of the results.

**100% OF OUR
COLLECTIONS
ARE ANALYSED IN
ACCORDANCE WITH THE
MANGO STANDARD ON
THE USE OF HAZARDOUS
PRODUCTS AND
SUBSTANCES.**

**COMPLIANCE WITH
ALL OF THE ABOVE
REQUIREMENTS IS A PRE-
REQUISITE IN ORDER TO
BE ABLE TO WORK WITH
MANGO AS A SUPPLIER.**

MANGO HEALTH AND SAFETY STANDARD IN PRODUCTS

This standard, drawn up by the CSR team in collaboration with Aitex experts in the field, is a detailed manual on every substance analysed in the product, in addition to the applicable legislation, testing methods, toxicology, etc. It is reviewed twice-yearly and updated in accordance with changes in the legislation and other MANGO recommendations concerning chemical substances. The applied limits are stricter than the current legislation.

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.

PARAMETERS	APPLICABLE LIMITS	AREA OF APPLICATION	TARGET LIMITS	TESTING METHODS
ALKYLPHENOLS ⁽¹⁾	100 ppm	Textiles and leather	0.2 ppm	Solvent Extraction, GC-MS (AP) & LC-MS (APEO) analysis.
ANTIMONY	5 ppm	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 14362-3: 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)
	75ppm	Natural synthetic leather, metal products		
CHROME (VI)	0.5 ppm	Leather products for babies	0.5 ppm	DIN 53314-1996 UNE EN 17075:2008
	3 ppm	Leather products		
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
FORMALDEHYDE	16 ppm	All textiles and leather for babies	5 ppm	Textiles: JIS L1041: 2000/ EN ISO 14184-1:2011 Leather: ISO 17226-1
	75 ppm	All textile and leather products that come into direct contact with the skin		
	300 ppm	All textile and leather products that do not come into direct contact with the skin		

QUALITY AND SAFETY IN OUR PRODUCTS

(1) OP, NP, OP(EO)₁₋₂, NP(EO)₁₋₉.

(2) 4-Aminobiphenyl, Benzidine, 4-Chlor-o-toluidine, 2-Naphthylamine, o-Aminoazotoluene, 2-Amino-4-nitrotoluene, p-Chloraniline, 2,4-Diaminoanisole, o-Anisidine, 3,3'-Dichlorobenzidine, 2,4,5-Trimethylaniline, 3,3'-Dimethoxybenzidine, 2,4-Toluylenediamine, 3,3'-Dimethylbenzidine, 3,3'-Dimethyl-4,4'-diaminodiphenylmethane, p-Cresidine, 4,4'-Methylene-bis-2-chloraniline, 4,4'-Oxydianiline, 4,4'-Thiodianiline, o-Toluidine, 2,4-Xilidine, 2,6-Xilidine, 4,4'-Diaminodiphenylmethane, 4-Aminoazobenzen.

(3) Dichlorobenzenes, Trichlorobenzenes, Tetrachlorobenzenes, Pentachlorobenzenes, Hexachlorobenzenes, Chlorotoluenes, Dichlorotoluenes, Trichlorotoluenes, Tetrachlorotoluenes, Pentachlorotoluenes.

(4) According to list, includes: triclosan, BIT, Kathon, IPBC, DTTB.

(5) Disperse: Blue1, Blue3, Blue7, Blue26, Blue35, Blue102, Blue106, Blue124, Brown1, Orange1, Orange3, Orange37, Orange76, Red1, Red11, Red17, Yellow1, Yellow3, Yellow9, Yellow39, Yellow49.

(6) According to list, includes: 2,4,5-T, 2,4-D, Azinophosmethyl, Azinophosethyl, Aldrine, Bromophos-ethyl, Captafol, Carbaryl, Chlordane, Chlordimeform, Chlorfenvinphos, Coumaphos, Cyfluthrin, Cyhalothrin, Cypermethrin, DEF, Deltamethrin, DDD, DDE, DDT, Diazinon, Dichlorprop, Dicrotophos, Dieldrine, Dimethoate, Dinoseb and salts, Endosulfan, Endrine, Esfenvalerate, Fenvalerate, Heptachlor, Heptachloroepoxide, Hexachlorobenzene, Hexachlorocyclohexane, Lindane, Malathion, MCPA, MCPB, Mecoprop, Metamidophos, Methoxychlor, Mirex, Monocrotophos, Parathion, Parathion-methyl, Phosdrin/Mevinphos, Propethamphos, Profenophos, Quinalphos, Toxaphene, Trifluralin.

(7) PFOA, PFNA, PFBS, 4:2 FTOH, 6:2 FTOH, 8:2 FTOH, 10:2 FTOH, POSF, FOSA, PFHxS, PFHxA.

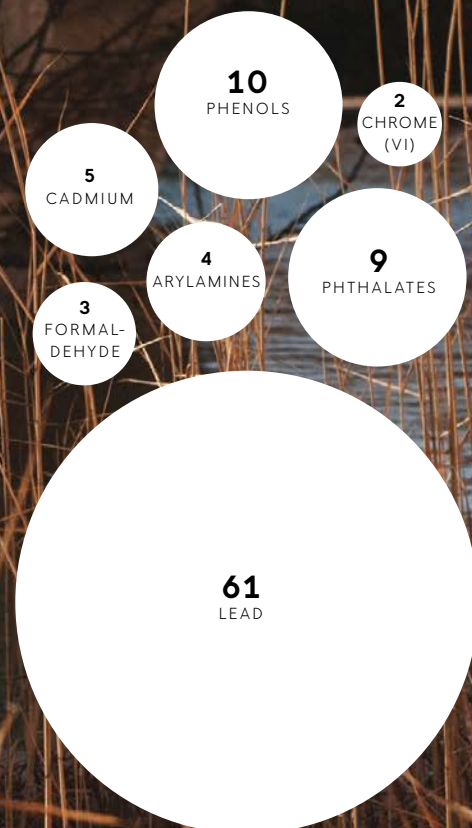
(8) DEHP, BBP, DBP, DIBP, DNOP, DINP, DIDP, DNHP.

Brominated and chlorinated flame retardants and chlorinated solvents cannot be used during the production process.

PARAMETERS	APPLICABLE LIMITS	AREA OF APPLICATION	TARGET LIMITS	TESTING METHODS
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 ² /week)	Metals which may be ingested in the human body	0.2 µg/cm ² /week	UNE-EN 12472:2006 + A1: 2010 1811:2011+A1:2015 UNE-EN 16128:2011
	0.5 µg/cm ² /week	For other metal products		
ORGANIC TIN COMPOUNDS (TBT, DBT, TPHT, DOT)	100 ppm	Textile products	0.5 ppm	Extraction/ Derivation followed by GC-MS analysis.
PESTICIDES ⁽⁴⁾	Not detected (0.05 ppm)	Natural textile fibres and leather	0.05 ppm	Extraction/ Derivation followed by GC-MS analysis.
PFCS (PERFLUOROCARBONS) ⁽⁷⁾	1 µg/m ² PFOS	Textile products	0.001 ppm	Solvent Extraction & GC-MS analysis.
	Others:(7) 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 ⁽⁶⁾	One: 500 ppm Sum ≤ 1000 ppm	PVC, flexible plastic and plastisol prints	0.3 ppm	CEN-ISO-TS 16181, TS 16181 EN 15777, EN 14372 Solvent Extraction & GC-MS analysis.
SHORT CHAIN CHLORINATED PARRAFINS	Not detected (100 ppm)	Textiles and leather	0.3 ppm	Solvent Extraction & GC-CE analysis.

FINAL INCIDENTS DETECTED FROM ALL GARMENT AND ACCESSORIES COLLECTIONS

ALL OF THEM WERE MANAGED
INDIVIDUALLY, IMPLEMENTING THE
APPROPRIATE MEASURES IN EACH CASE.



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. 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 carry out "re-check" on all dyed garments.

OTHER PRACTICES

In addition to controlling the use of hazardous substances, we have implanted other practices:

PVC

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

ANIMAL WELFARE

All hides 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.

SANDBLASTING

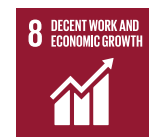
As stated in the MANGO Code of Conduct, sandblasting, a practice used to produce a used look in denim garments, is banned, owing to the risk it entails to the health of workers performing this task.

LABELLING

In compliance with the current legislation, all our garments and accessories are labelled, indicating the country of manufacture, composition, wash and care guidelines, etc.

FINANCIAL DATA

Maintaining the profitability required to guarantee the continuance of the business is a goal of any company with a sustainable vocation. Our desire to generate value is sustained by the efficient and responsible management of financial resources and is complemented with principles of transparency and financial ethics.



KEY FIGURES

The annual accounts of the MANGO group (Consolidated Group) have been drafted in accordance with Generally Accepted Accounting Principles and have been drafted in accordance with the regulations stipulated in the International Financial Reporting Standards (IFRS), pursuant to the current legislation.

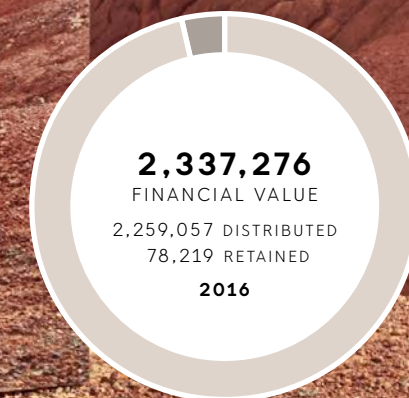
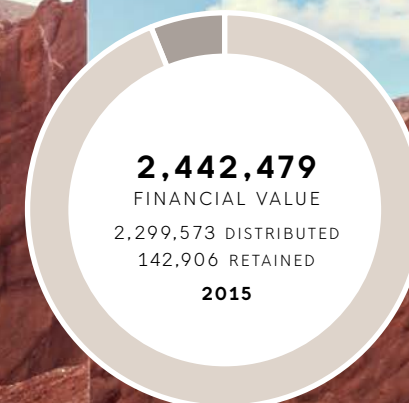
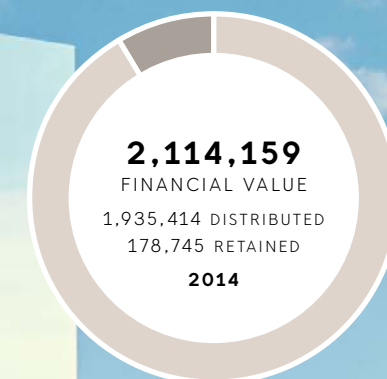
All companies subject to the requirements in the legislation have been externally audited. The group of companies that make up MANGO MNG HOLDING, S.A.U. and subsidiary companies have been jointly audited by two auditing companies, for the purpose of providing greater transparency. The companies which conducted said joint auditing were: PricewaterhouseCoopers Auditores, S.L. and Auren Auditores BCN, S.L.P.

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.

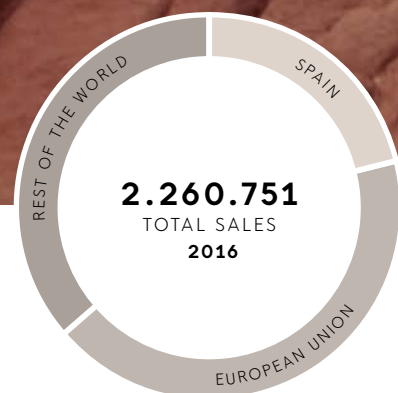
RESULTS	2014	2015	2016
NET TURNOVER	2,017,131	2,327,045	2,260,751
EBITDA	223,255	170,662	77,304
NET PROFIT	77,876	11,874	(60,940)

BALANCE	2014	2015	2016
EQUITY	754,814	749,232	706,512
TOTAL BALANCE	2,367,198	2,273,090	2,214,760

PERCENTAGE OF EQUITY OUT OF TOTAL BALANCE	2014	2015	2016
	31.88%	32.96%	31.90%



ECONOMIC PERFORMANCE INDICATORS



SALES BY TYPE OF BUSINESS	2014	2015	2016
SALES IN COMPANY STORES	1,438,647	1,693,992	1,668,157
SALES TO FRANCHISES	578,484	633,052	592,594
NET TURNOVER	2,017,131	2,327,045	2,260,751

SALES BY GEOGRAPHICAL REGIONS	2014	2015	2016
SPAIN	375,716	454,796	481,427
EUROPEAN UNION	843,924	972,136	959,803
REST OF THE WORLD	797,489	900,111	819,520
NET TURNOVER	2,017,131	2,327,045	2,260,751

STAFF COSTS	2014	2015	2016
SALARIES	304,649	343,077	333,611
SOCIAL SECURITY AND OTHER SOCIAL EXPENSES	72,162	81,160	80,074
TOTAL	376,811	424,238	413,685

DISTRIBUTION OF STAFF COSTS	2014	2015	2016
SPAIN	169,338	183,320	184,618
EUROPEAN UNION	141,277	170,225	168,371
REST OF THE WORLD	66,197	70,691	60,695
NET TURNOVER	376,811	424,238	413,685

COST OF SALES AND GROSS PROFIT



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

FINANCIAL DATA

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 CLOSE OF 2015 FINANCIAL YEAR	22,233	139,778	575,347	11,874	0	749,232
DISTRIBUTION 2015 FINANCIAL YEAR	0	0	11,874	(11,874)	0	(0)
PROFIT 2016 FINANCIAL YEAR	0	0	0	(60,940)	0	(60,940)
DIVIDENDS	0	0	0	0	0	0
OTHER OVERALL PROFIT FOR FINANCIAL YEAR	0	0	862	0	17,431	18,293
VARIATION DUE TO CHANGES IN CONSOLIDATION PERIMETER	0	0	(73)	0	0	(73)
BALANCE AT CLOSE OF 2016 FINANCIAL YEAR	22,233	139,778	588,010	(60,940)	17,431	706,512

SUPPLIERS OF CAPITAL	2014	2015	2016
SHORT-TERM DEBTS WITH CREDIT INSTITUTIONS	(355,787)	(76,911)	(153,530)
LONG-TERM DEBTS WITH CREDIT INSTITUTIONS	(809,991)	(897,993)	(880,400)
TOTAL DEBT	(1,165,778)	(974,904)	(1,033,930)
EQUITY AND SHORT-TERM INVESTMENTS	733,271	446,428	351,540
TOTAL NET DEBT	(432,507)	(528,476)	682,390
TOTAL BALANCE	2,367,198	2,273,090	2,214,760
NET DEBT/BALANCE (%)	(18.27%)	(23.24%)	(30.81%)

PROFIT ON TAX BY GEOGRAPHICAL REGIONS	2014	2015	2016
SPAIN	29,525	(9,604)	(31,897)
EUROPEAN UNION	(1,373)	1,061	(1,241)
REST OF THE WORLD	1,620	1,238	617
TOTAL	29,772	(7,259)	(32,521)

FINANCIAL DATA

NATIONAL AND INTERNATIONAL EXPANSION

The expansion of the MANGO group has continued throughout 2016 and it is now present in 110 countries with a total of 2,217 stores, whose total surface area is 798,299 m²: 60% correspond to company stores and 40% to franchises.

478,409 m²
COMPANY STORES

319,890 m²
FRANCHISES



The franchise system is operated in countries where the cultural and administrative characteristics are different to our own and for this reason it is more convenient for the management to be carried out in the same country. In addition, this management system is applied in cases where there is a prime location and when the nature of market makes it more appropriate, even in countries where company stores exist.

79%
SALES IN FOREIGN
MARKETS

2,217
STORES

1,050
COMPANY
STORES

1,167
FRANCHISES

MANGO IN THE WORLD BY GEOGRAPHICAL REGIONS

○ COMPANY STORES
○ FRANCHISES
● TOTAL STORES

210 AMERICA

○ ○ ●

0	3	3	ARGENTINA
0	1	1	BERMUDA
0	2	2	BOLIVIA
0	1	1	CANADA
0	48	48	CHILE
0	46	46	COLOMBIA
0	3	3	COSTA RICA
0	1	1	CUBA
0	2	2	DOMINICAN REPUBLIC
0	2	2	DUTCH ANTILLES
0	6	6	ECUADOR
0	2	2	EL SALVADOR
0	4	4	GUATEMALA
3	27	30	MEXICO
0	2	2	NICARAGUA
0	3	3	PANAMA
0	1	1	PARAGUAY
0	37	37	PERU
0	1	1	SURINAM
1	9	10	UNITED STATES
0	5	5	VENEZUELA

1,499

EUROPE

○ ○ ●

0	2	2	ALBANIA
3	5	8	ANDORRA
0	3	3	ARMENIA
14	5	19	AUSTRIA
0	4	4	AZERBAIJAN
12	29	41	BELGIUM
0	5	5	BELORUSSIA
0	2	2	BOSNIA & HERZ.
2	0	2	BULGARIA
12	1	13	CROATIA
0	6	6	CYPRUS
10	0	10	CZECH REP.
2	0	2	DENMARK
0	3	3	ESTONIA
6	0	6	FINLAND
142	69	211	FRANCE
0	2	2	GEORGIA
87	54	141	GERMANY
0	1	1	GIBRALTAR (RU)
6	5	11	GREECE
9	0	9	HUNGARY
8	0	8	IRELAND
58	18	76	ITALY
0	2	2	KOSOVO
0	4	4	LATVIA
0	6	6	LITHUANIA
1	0	1	LUXEMBOURG
0	2	2	MACEDONIA
0	2	2	MALTA
0	1	1	MOLDOVA
0	1	1	MONTENEGRO
23	16	39	NETHERLANDS
0	1	1	NORTHERN CYPRUS
7	1	8	NORWAY
27	0	27	POLAND
32	24	56	PORTUGAL
4	5	9	SLOVAKIA
0	2	2	SLOVENIA
258	121	379	SPAIN
12	0	12	ROMANIA
84	63	147	RUSSIA
0	4	4	SERBIA
6	0	6	SWEDEN
12	13	25	SWITZERLAND
116	0	116	TURKEY
4	10	14	UKRAINE
49	1	50	UNITED KINGDOM

435

ASIA

○ ○ ●

0	19	19	ARAB EMIRATES
0	3	3	BAHRAIN
0	3	3	CAMBODIA
6	0	6	HONG KONG (CHINA)
0	8	8	INDIA
0	18	18	INDONESIA
0	2	2	IRAQ
0	9	9	IRAN
0	39	39	ISRAEL
1	0	1	JAPAN
0	4	4	JORDAN
0	18	18	KAZAKHSTAN
0	2	2	KYRGYZSTAN
0	7	7	KUWAIT
0	7	7	LEBANON
0	3	3	LIBYA
0	33	33	MALAYSIA
0	2	2	MONGOLIA
0	2	2	MYANMAR
0	2	2	OMAN
0	4	4	PAKISTAN
24	31	55	PEOPLES REP. CHINA
0	32	32	PHILIPPINES
0	7	7	QATAR
0	63	63	SAUDI ARABIA
1	13	14	SINGAPORE
7	0	7	SOUTH KOREA
0	2	2	SYRIA
0	2	2	SRI LANKA
0	23	23	THAILAND
0	24	24	TAIWAN
0	14	14	VIETNAM

73 AFRICA

○ ○ ●

0	4	4	ALGERIA
0	1	1	CAMEROON
0	7	7	EGYPT
0	1	1	EQUATORIAL GUINEA
0	1	1	GHANA
0	2	2	IVORY COAST
0	4	4	MAURITIUS
0	5	5	MOROCCO
0	3	3	NAMIBIA
0	4	4	NIGERIA
0	1	1	SENEGAL
0	36	36	SOUTH AFRICA
0	4	4	TUNISIA

INFORMATION ON FOREIGN SUBSIDIARIES

The company structure (foreign subsidiaries) at 31 December 2016 which supported the commercial and logistics network of the MANGO group is described below:

AGREEMENTS WITH FOREIGN COMPANIES

Our policy seeks to maintain an independent decision making capacity, which is why we do not have local partners in any country in which we operate.

SUBSIDIARY COMPANY	DATE OF INCORPORATION	ACTIVITY	COUNTRY	% HOLDING
MANGO FRANCE S.A.R.L.	15/11/1995	Fashion Retail	France	99.99
MANGO DEUTSCHLAND GMBH	13/09/1996	Fashion Retail	Germany	100
MNG MANGO UK LTD.	22/04/1997	Fashion Retail	United Kingdom	100
MANGO TR. TEKSTİLTİCİ LT. STİ.	21/07/1997	Fashion Retail	Turkey	99.91
MANGO NEDERLAND B. V.	13/11/1997	Fashion Retail	The Netherlands	100
MANGO MERITXELL S.L.	19/06/1998	Fashion Retail	Andorra	100
MNG MANGO BELGIQUE SPRL	29/01/1999	Fashion Retail	Belgium	99.99
MANGO SUISSE S.A.	10/06/1999	Fashion Retail	Switzerland	100
MANGO ÖSTERREICH HANDELS GMBH	31/08/1999	Fashion Retail	Austria	100
MANGO HUNGARY KTF	11/10/1999	Fashion Retail	Hungary	100
MANGO POLSKA SP. Z.O.O.	08/11/1999	Fashion Retail	Poland	100
MANGO (CZ) S.R.O.	29/12/1999	Fashion Retail	Czech Rep.	99.91
MANGO DANMARK APS	28/02/2000	Fashion Retail	Denmark	100
MANGO NORGE, AS	11/05/2000	Fashion Retail	Norway	100
MANGO HONG KONG LIMITED	29/10/2003	Fashion Retail	Hong Kong (China)	99
MANGO SVERIGE AB	02/07/2004	Fashion Retail	Sweden	100
DISTEX INC.	03/03/2005	Fashion Retail	United States	100
MANGO NY INC.	09/03/2005	Fashion Retail	United States	100
MANGO ITALIA S.R.L.	26/09/2005	Fashion Retail	Italy	100
MANGO GARMENTS AND AND ACCESSORIES TRADING LTD.	29/06/2006	Fashion Retail	China	100
MNG JAPAN LTD.	27/07/2006	Fashion Retail	Japan	100

FINANCIAL DATA

SUBSIDIARY COMPANY	DATE OF INCORPORATION	ACTIVITY	CONTRY	% HOLDING
MNG MANGO CANADA CORPORATION	11/09/2006	Fashion Retail	Canada	100
MANGONOR COMERCIO DE VESTUARIO S.A.	20/12/2007	Fashion Retail	Portugal	100
MANGO SLOVENSKO S.R.O.	26/02/2007	Fashion Retail	Slovakia	99.91
MANGO GARMENTS HELLAS, S.A.	28/02/2007	Fashion Retail	Greece	100
MANGO RUSSIA	15/03/2007	Fashion Retail	Russia	100
S.A.S. MANGO HAUSSMAN	23/03/2007	Fashion Retail	France	100
MANGO SUOMY OY	25/04/2007	Fashion Retail	Finland	100
MNG MANGO IRELAND, LTD.	26/11/2007	Fashion Retail	Ireland	100
MANGO GARMENTS RUMANIA S.R.L.	17/07/2008	Fashion Retail	Romania	100
MANGO GARMENTS AND ACCESSORY (CHINA) LTD.	12/01/2011	Fashion Retail	China	100
MANGO KOREA LTD.	03/04/2012	Fashion Retail	South Korea	100
MANGO MODA D.O.O.	24/01/2013	Fashion Retail	Croatia	100
MANGO SRB D.O.O. BEOGRAD	30/04/2013	Fashion Retail	Serbia	100
MANGO LUXEMBOURG S.A.R.L.	13/05/2013	Fashion Retail	Luxembourg	100
MANGO UKRAINE TOV	06/08/2013	Fashion Retail	Ukraine	100
MANGO OPERACIONES MEXICO S DE RL DE CV	06/02/2014	Fashion Retail	Mexico	99.99
VLT MODA TEKSTIL IC VE DIS TIC	10/02/2014	Fashion Retail	Turkey	100
MANGO BULGARIA EOOD	19/02/2014	Fashion Retail	Bulgaria	100
MEXDIC SERVICIOS DE GESTIÓN DE RL DE CV	26/02/2014	Fashion Retail	Mexico	99.99
MANGO CANNES S.A.S.	05/02/2015	Fashion Retail	France	100





ABOUT THE REPORT

ABOUT THE REPORT

PERIOD COVERED

2016 (from 1 January to 31 December).

SCOPE

The information corresponds to the MANGO consolidated group, made up of MANGO MNG HOLDING, S.A.U. and subsidiary companies.

EXTERNAL AUDITING

TÜV Rheinland Group was the external company chosen to audit and review the information contained in the report, in accordance with GRI G4 Guidelines. The Audit Report can be consulted on the page that follows the present document.

STANDARDS OF REFERENCE

The report, drafted by the CSR department of MANGO with the collaboration of numerous professionals from various areas of the company, follows the G4 Global Reporting Initiative (GRI) Guidelines for drafting sustainability reports, in accordance with the “In accordance – Core” option and also includes aspects of the Apparel and Footwear supplement (RG Version 3.0/AFSS Pilot Version). It also fulfils the principles of the United Nations Global Compact and indicates which Sustainable Development Goals we are contributing to with the activities described.

For greater consistency and credibility, the content of the report has been satisfactorily reviewed by the team of analysts of the Spanish Network of the Global Compact. 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.

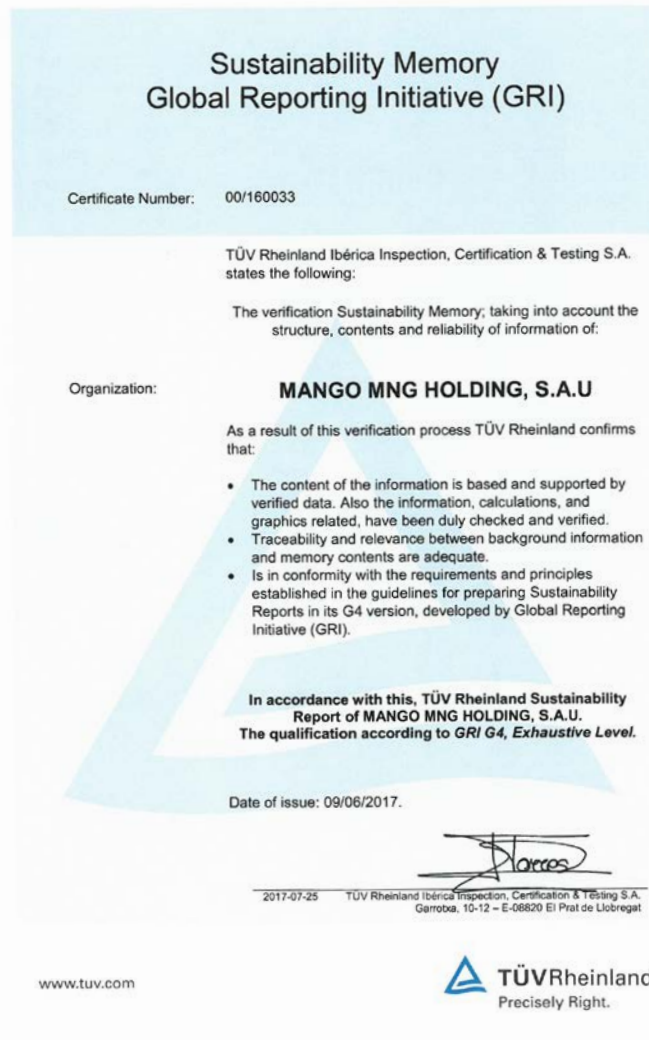
As a new feature, we have used the CSR strategic plan, Take Action, as the common theme throughout the different chapters that cover all our policies and sustainable actions in all aspects: with regard to our supply chain, our concern for the environment, with regard to employees and in relation to the company and other stakeholders. By doing so, we wish to reflect the transversal nature of CSR throughout the company.

In order to determine which aspects are relevant to MANGO, a multi-stage process was carried out. 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.

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 at lg_rsc@mango.com or directly at our company headquarters:

MANGO MNG HOLDING, S.A.U.
c/ Mercaders 9-11, Polígono
Industrial Riera de Caldes
E- 08184 Palau-solità i
Plegamans, Barcelona, Spain

AUDITING OF THE REPORT



INDEX OF GRI G4 CONTENT

BASIC GENERAL CONTENTS

STRATEGY AND ANALYSIS		PAGE OR DIRECT RESPONSE	EXTERNAL AUDITING			
G4-1	Declaration of the principal decision maker of the organisation on the importance of sustainability for the organisation and its strategy to deal with this issue.	3-4				✓
PROFILE OF THE ORGANISATION						
G4-3	Name of the organisation.	7				✓
G4-4	Main brands, products and services of the organisation.	7				✓
G4-5	Location of the headquarters of the organisation.	77				✓
G4-6	Countries in which the organisation operates and number of countries in which the organisation carries out significant operations.	70, 73				✓
G4-7	Nature of ownership and legal form.	7				✓
G4-8	Markets served (with breakdown by geographical region, sector and types of customers and end users).	70, 73				✓
G4-9	Size of the organisation.	5, 69				✓
		33				
						</

G4-10

Size of the workforce.

WORKFORCE AT 31 DECEMBER	2014	2015	2016
STRUCTURAL PERSONNEL	3,036	2,727	2,465
% STRUCTURAL PERSONNEL	19%	16%	16%
MEN	1,148	1,128	919
WOMEN	1,888	1,599	1,546
% MEN	38%	41%	37%
% WOMEN	62%	59%	63%
STORE PERSONNEL	12,757	13,896	13,265
% STORE PERSONNEL	81%	84%	84%
MEN	2,078	2,352	2,268
WOMEN	10,679	11,544	10,997
% MEN	16%	17%	17%
% WOMEN	84%	83%	83%
TOTAL	15,793	16,623	15,730
MEN	3,226	3,480	3,187
WOMEN	12,567	13,143	12,543
% MEN	20%	21%	20%
% WOMEN	80%	79%	80%



G4-10

Size of the workforce.

EMPLOYEES BY CONTRACT TYPE AND GENDER	2014	2015	2016
TEMPORARY	4,903	5,127	4,760
% TEMPORARY	31%	31%	30%
MEN	986	1,041	871
WOMEN	3,917	4,086	3,889
PERMANENT	10,890	11,496	10,970
% PERMANENT	69%	69%	70%
MEN	2,240	2,439	2,316
WOMEN	8,650	9,057	8,654
TOTAL	15,793	16,623	15,730

EMPLOYEES BY WORKING HOURS AND GENDER	2014	2015	2016
FULL-TIME	10,305	10,366	9,170
% FULL-TIME	65%	62%	58%
% FULL-TIME IN SPAIN	64%	59%	55%
% FULL-TIME FOREIGN COUNTRIES	66%	64%	60%
MEN	2,485	2,614	2,251
WOMEN	7,820	7,752	6,919
PART-TIME	5,488	6,257	6,560
% PART-TIME	35%	38%	42%
% PART-TIME IN SPAIN	36%	41%	45%
% PART-TIME FOREIGN COUNTRIES	34%	38%	40%
MEN	741	866	936
WOMEN	4,747	5,391	5,624
TOTAL	15,793	16,623	15,730



G4-10

Size of the workforce.

EMPLOYEES BY CONTRACT TYPE IN SPAIN	2014	2015	2016
STRUCTURAL PERSONNEL IN SPAIN	100%	100%	100%
TEMPORARY	16%	14%	7%
PERMANENT	84%	86%	93%
STORE PERSONNEL IN SPAIN	100%	100%	100%
TEMPORARY	34%	34%	35%
PERMANENT	66%	66%	65%
EMPLOYEES BY COUNTRY AND GENDER	2014	2015	2016
SPAIN	5,316	5,617	5,471
% SPAIN	34%	34%	35%
MEN	1,386	1,431	1,295
WOMEN	3,930	4,186	4,176
TURKEY	1,969	1,856	1,680
MEN	617	612	573
WOMEN	1,352	1,244	1,107
CHINA	301	284	240
MEN	64	48	43
WOMEN	237	236	197
UNITED STATES	105	83	45
MEN	32	29	17
WOMEN	73	54	28
OTHER COUNTRIES	8,102	8,783	8,294
MEN	1,127	1,360	1,259
WOMEN	6,975	7,423	7,035
TOTAL	15,793	16,623	15,730

ABOUT MANGO

PROFILE OF THE ORGANISATION		PAGE OR DIRECT RESPONSE	EXTERNAL AUDITING
G4-11	Percentage of employees covered by collective bargaining agreements.	33	✓
G4-12	Description of supply chain of the organisation.	41-51	✓
G4-13	Significant changes during the period covered by the report on the size, structure, ownership and supply chain of the organisation.	There were no significant changes to the size, share structure or ownership or supply chain of the organisation, resulting in a change in the strategic model of the company.	✓
G4-14	Precaution principle.	59	✓
G4-15	List of economic, environmental and social charters, principles or other initiatives which the organisation has signed up to or adopted.	8, 16, 17, 51, 59	✓
G4-16	List of associations (for example, industrial associations) and organisations for national or international promotion the organisation belongs to.	17	✓
MATERIAL ASPECTS AND COVERAGE			
G4-17	Scope of the report.	77	✓
G4-18	Description of the process to determine the content of the report and the coverage of each aspect.	18	✓
G4-19	List of the material aspects identified during the process of defining the content of the report.	19	✓

MATERIAL ASPECTS AND COVERAGE		PAGE OR DIRECT RESPONSE	EXTERNAL AUDITING
G4-20	Scope of each material aspect within the organisation.	MATERIAL ASPECTS	SCOPE AND COVERAGE
		FINANCE	
		ECONOMIC PERFORMANCE	Within and outside the organisation
		ENVIRONMENT	
		EMISSIONS	Within the organisation
		EFFLUENT AND WASTE	Within and outside the organisation
		STATUTORY COMPLIANCE	Within the organisation
		SOCIAL – EMPLOYMENT PRACTICES	
		EMPLOYMENT	Within the organisation
		HEALTH AND SAFETY AT WORK	Within the organisation
		TRAINING AND EDUCATION	Within the organisation
		DIVERSITY AND EQUAL OPPORTUNITIES	Within the organisation
		EQUAL PAY BETWEEN MEN AND WOMEN	Within the organisation
		SOCIAL – HUMAN RIGHTS	
		NON-DISCRIMINATION	Outside the organisation
		CHILD LABOUR	Outside the organisation
		FORCED LABOUR	Outside the organisation
		EVALUATION	Outside the organisation
		SALARIES AND WORKING HOURS (SECTOR-BASED SUPPLEMENT)	Outside the organisation
EVALUATION OF SUPPLIERS WITH REGARD TO HUMAN RIGHTS	Within and outside the organisation		
G4-21	Scope of each material aspect outside the organisation	SOCIAL - SOCIETY	
		LOCAL COMMUNITIES	Outside the organisation
		FIGHTING CORRUPTION	Within and outside the organisation
		UNFAIR COMPETITION	Outside the organisation
		STATUTORY COMPLIANCE	Contained in the remainder
		CODE OF CONDUCT (SECTOR-BASED SUPPLEMENT)	Within and outside the organisation
		AUDITING (SECTOR-BASED SUPPLEMENT)	Within and outside the organisation
		DETECTION OF BREACHES (SECTOR-BASED SUPPLEMENT)	Within and outside the organisation
		CORRECTIVE ACTION PLANS (SECTOR-BASED SUPPLEMENT)	Within and outside the organisation
		SOCIAL – PRODUCT RESPONSIBILITY	
		HEALTH AND SAFETY OF CUSTOMERS	Within and outside the organisation
		LABELLING OF PRODUCTS AND SERVICES	Within and outside the organisation
		CUSTOMER CONFIDENTIALITY	Within and outside the organisation
STATUTORY COMPLIANCE	Within the organisation		

ABOUT MANGO

MATERIAL ASPECTS AND COVERAGE		PAGE OR DIRECT RESPONSE	EXTERNAL AUDITING
G4-22	Consequences of the re-expression of information of previous reports and their causes.	There is no re-expression of information of previous reports.	✓
G4-23	Significant changes to the scope of the coverage of each aspect with regard to previous reports.	There are no significant changes in the coverage of each aspect. We have chosen the indicators that best explain each aspect.	✓
PARTICIPATION OF STAKEHOLDERS			
G4-24	List of stakeholders associated with the organisation.	14	✓
G4-25	Basis for the selection of stakeholders.	14	✓
G4-26	Approach of the organisation to the participation of stakeholders.	In the main, the relationship with stakeholder groups is based on periodic contact throughout the year, allowing open and transparent dialogue on the monitoring of joint issues and projects.	✓
G4-27	Key issues and aspects arising from the participation of stakeholder groups.	14	✓
PROFILE OF THE REPORT			
G4-28	Reporting period of the report (for example, fiscal or calendar year).	77	✓
G4-29	Date of the last report (if applicable).	The date of the most recent previous report is June 2016, corresponding to the 2015 financial year.	✓
G4-30	Frequency of presentation of the reports (annual, two-yearly, etc.).	Reports are presented annually.	✓
G4-31	Point of contact to resolve any queries that may arise in relation to the content of the report.	77	✓
G4-32	"In accordance" option of the Guidelines.	77	✓
G4-33	Policies and practices regarding the external auditing of the report.	77	✓
GOVERNANCE			
G4-34	Structure of the governance of the organisation	10	✓
ETHICS AND INTEGRITY			
G4-56	Values, principles, standards and regulations of the organisation, such as codes of conduct or ethical codes.	9, 12, 16, 45-46	✓

SPECIFIC BASIC CONTENT

CATEGORY: FINANCE

ASPECT: ECONOMIC PERFORMANCE

PAGE OR DIRECT RESPONSE

OMISSIONS

EXTERNAL
AUDITING

G4-DMA General information on the management approach.

69

✓

G4-EC1 Direct economic value generated and distributed.

69

✓

CATEGORY: ENVIRONMENT

MATERIAL ASPECT: EMISSIONS

G4-DMA General information on the management approach.

60-62

✓

G4-EN15 Direct greenhouse gas emissions (Scope 1)

61

GREENHOUSE GAS EMISSIONS (TN CO₂ EQ.)

2014

2015

2016

Emissions of
biogenic CO₂ in
metric tonnes
of CO₂
equivalent: N/A.

✓

G4-EN16 Indirect greenhouse gas emissions from energy generation
(Scope 2)

SCOPE 1

124,808

197,932

✓

SCOPE 2

126,028

152,005

SCOPE 3

10,716

12,086

G4-EN17 Other indirect greenhouse gas emissions (Scope 3)

TOTAL

286,431

261,552

362,023

Emissions of
biogenic CO₂ in
metric tonnes
of CO₂
equivalent: N/A.

✓

ABOUT MANGO

MATERIAL ASPECT: EFFLUENT AND WASTE		PAGE OR DIRECT RESPONSE				OMISSIONS	EXTERNAL AUDITING
G4-DMA	General information on the management approach.	53-54, 56					✓
G4-EN23	Total proportion of waste managed by type and treatment method.	53-54					✓
		TYPE	2014	2015	2016	MANAGEMENT	
		CARDBOARD AND PAPER	2,736 TN	2,872 TN	3,041 TN	Recycling (V11)	
		ORDINARY	500 TN	425 TN	462 TN	Management by a collection centre (T62)	
		WOOD	152 TN	577 TN	190 TN	Recycling and reuse (V15)	
		ASSESSABLE MIXTURES	93 TN	131 TN	144 TN	Recovery (V99)	
		OTHER	8 TN	22 TN	88 TN	Recycling and recovery (V14, V41, V44)	

ASPECT: STATUTORY COMPLIANCE

G4-DMA	General information on the management approach.	53		✓
G4-EN29	Monetary value of significant fines and number of non-monetary fines for breach of environmental legislation and regulations.	At the date of this report, MANGO has not been fined or penalised for breach of the environmental legislation and regulations.		✓

CATEGORY: SOCIAL PERFORMANCE

SUBCATEGORY: EMPLOYMENT PRACTICES AND HUMANE EMPLOYMENT

ASPECT: EMPLOYMENT		PAGE OR DIRECT RESPONSE	OMISSIONS	EXTERNAL AUDITING
G4-DMA	General information on the management approach.	33, 35-36		✓
G4-LA3	Levels of returning to the workplace following maternity or paternity leave, broken down by gender	34 100% of employees exercised their right to maternity/paternity leave in 2016, 217 in total; 173 women and 44 men, and 100% returned to work following their leave entitlement. 12 months after returning, 120 women and 39 men remained in their jobs. This represents a retention rate of 69.4% in the case of women and 88.6% in the case of men.		✓
AF22	Policies and practices regarding temporary and part-time workers.	33		✓
AF24	Policy relating to the use and selection of recruitment agencies.	45-46		✓

ASPECT: HEALTH AND SAFETY AT WORK		PAGE OR DIRECT RESPONSE	OMISSIONS	EXTERNAL AUDITING
		37		
		Principal activities implemented for the prevention of occupational risks:		
		<ul style="list-style-type: none"> Risk assessment. We identified and assessed 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 were drafted, managing work inspections, emergency plans and other procedures. <p>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.</p> <p>Periodically, safety visits are made to work centres to verify and guarantee optimal working conditions and promote safe work habits.</p> <ul style="list-style-type: none"> Risk Notification. 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. 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. 		✓
G4-DMA	General information on the management approach.			

ACCIDENT RATES		2015	2016
NUMBER OF ACCIDENTS IN RELATION TO NUMBER OF EMPLOYEES	Structural personnel	0.007	0.010
	Store personnel	0.015	0.016
AVERAGE DURATION OF SICK LEAVE (DAYS)	Structural personnel	13.55	16.67
	Store personnel	13.85	27.02

G4-DMA	General information on the management approach.	ABSENTEEISM (SPANISH WORKFORCE)	2014	2015	2016	✓		
		STRUCTURAL PERSONNEL	3.69%	4.24%	4.01%			
		SICK LEAVE	1.62%	1.93%	1.87%			
		LEAVE OWING TO INDUSTRIAL ACCIDENTS	0.07%	0.08%	0.04%			
		MATERNITY/PATERNITY LEAVE	1.23%	1.56%	1.44%			
		MARRIAGE LEAVE		0.08%	0.09%			
		OTHER LEAVE	0.70%	0.59%	0.57%			
		STORE PERSONNEL	4.71%	4.11%	4.58%			
		SICK LEAVE	1.70%	1.43%	1.91%			
		LEAVE OWING TO INDUSTRIAL ACCIDENTS	0.14%	0.17%	0.23%			
		MATERNITY/PATERNITY LEAVE	2.60%	2.19%	2.11%			
		MARRIAGE LEAVE		0.09%	0.08%			
		OTHER LEAVE	0.20%	0.23%	0.24%			
		ABSENTEEISM (WORKFORCE IN FOREIGN COMPANY STORES)		4.95%	5.6%			
		G4-LA7	Employees with high incidence or elevated risk of illness due to their professional activity.	No company employees carry out an activity with an elevated risk of serious illness.				✓
AF31	Initiatives and programmes to respond to, reduce and prevent muscular and spinal complaints.	37				✓		

ASPECT: TRAINING AND EDUCATION		PAGE OR DIRECT RESPONSE	OMISSIONS		EXTERNAL AUDITING	
		38-39				
G4-DMA	General information on the management approach.		TRAINING HOURS		PARTICIPANTS	
		PROFESSIONAL CATEGORY	2014	2015	2015	2016
		HEADS OF DEPARTMENT	8,949	7,255	377	354
		ADMINISTRATIVE EMPLOYEES	14,915	12,089	628	588
		TECHNICIANS	20,880	19,343	880	942
		OPERATORS AND SKILLED EMPLOYEES	7,158	5,802	302	283
		WAREHOUSE PERSONNEL	7,756	3,868	327	188
		STORE PERSONNEL	48,820	29,715	7,083	4,085
		TOTAL	108,478	78,072	9,597	6,440
G4-LA10	Skills management and continuous training courses that improve the employability of workers and help them manage the end of their professional careers.	38-39			✓	
AF5	Strategy and scope of efforts the increase the skills of managers, employees and other members of the workforce in order to improve social and environmental performance.	39			✓	

ABOUT MANGO

ASPECT: DIVERSITY AND EQUAL OPPORTUNITIES		PAGE OR DIRECT RESPONSE	OMISSIONS			EXTERNAL AUDITING
G4-DMA	General information on the management approach.	34, 36				✓
G4-LA12	Composition of management bodies and breakdown of workforce by professional category, gender, age, ethnic minority and other diversity indicators.	EMPLOYEES BY AGE GROUP	2014	2015	2016	✓
		SPAIN				
		16-25 YEARS	19.3%	20.8%	16.9%	
		26-35 YEARS	48.3%	47.2%	50.1%	
		36-45 YEARS	26.5%	25.7%	26.5%	
		46-55 YEARS	4.8%	5.3%	5.4%	
		> 56 YEARS	1.1%	1.1%	1.2%	
		ABROAD				
		16-25 YEARS	46.9%	45.6%	38.7%	
		26-35 YEARS	43.2%	43.7%	49.6%	
		36-45 YEARS	8.7%	9.4%	10.2%	
		46-55 YEARS	1.0%	1.1%	1.4%	
		> 56 YEARS	0.2%	0.2%	0.2%	
		WOMEN IN MANAGEMENT AND MIDDLE MANAGEMENT ROLES	2014	2015	2016	
		STRUCTURE	59%	58%	61%	
		STORES	90%	88%	88%	
AF32	Actions to tackle gender-based discrimination.	45-46				✓
ASPECT: EQUAL PAY BETWEEN MEN AND WOMEN						
G4-DMA	General information on the management approach.	36				✓
G4-LA13	Relationship between the basic salary for men and the one for women, broken down by key areas of activity.	36				✓

ABOUT MANGO

SUBCATEGORY: HUMAN RIGHTS

ASPECT: NON-DISCRIMINATION		PAGE OR DIRECT RESPONSE	OMISSIONS	EXTERNAL AUDITING
G4-DMA	General information on the management approach.	34, 36, 45-46		✓
G4-HR3	Number of cases of discrimination and corrective measures adopted.	No cases of discrimination were recorded during the reporting period.		✓
ASPECT: CHILD LABOUR				
G4-DMA	General information on the management approach.	45		✓
G4-HR5	Identification of centres and suppliers with a significant risk of cases of child exploitation, and the measures adopted to help abolish child exploitation	50		✓
ASPECT: FORCED LABOUR				
G4-DMA	General information on the management approach.	45		✓
G4-HR6	Centres and suppliers with a significant risk of being the source of forced labour, and the measures adopted to help eliminate all forms of forced labour	50		✓
ASPECT: EVALUATION				
G4-DMA	General information on the management approach.	44-46		✓
G4-HR9	Number of sites that have been subjected to inspections or impact evaluations in relation to human rights	48		✓
ASPECT: EVALUATION OF SUPPLIERS WITH REGARD TO HUMAN RIGHTS				
G4-DMA	General information on the management approach.	45-46, 48-51		✓
G4-HR11	Significant negative impact in terms of human rights, real or potential, on the supply chain and measures adopted	51		✓
ASPECT: SALARIES AND WORKING HOURS				
G4-DMA	General information on the management approach.	45		✓
AF26	Policy relating to working hours, including the definition of overtime and actions to prevent excess working hours.	45		✓

ABOUT MANGO

SUBCATEGORY: SOCIETY

ASPECT: FIGHTING CORRUPTION		PAGE OR DIRECT RESPONSE	OMISSIONS	EXTERNAL AUDITING
G4-DMA	General information on the management approach.	12, 15		✓
G4-SO4	Communication and training policies on fighting corruption	12		✓
ASPECT: UNFAIR COMPETITION				
G4-DMA	General information on the management approach.	12, 15		✓
G4-SO7	Number of lawsuits for claims relating to monopolistic practices and those against free competition and their outcomes.	No cases against free competition or monopolistic practices we recorded during the reporting period.		✓
ASPECT: COMPLIANCE				
G4-DMA	General information on the management approach.	12		✓
G4-SO8	Monetary value of significant fines and number of non-monetary fines for breach of the legislation and regulations.	No fines or non-monetary penalties for breach of the legislation and regulations were received.		✓
ASPECT: SOCIAL ACTION AND CSR CHAIR				
G4-DMA	General information on the management approach.	27-31		✓
INDICADOR PROPIO	Projects and activities.	27-31		✓
ASPECT: CODE OF CONDUCT				
G4-DMA	General information on the management approach.	44-46		✓
AF1	Content and scope of the code of conduct.	44-46		✓
AF7	Number and location of work environments covered by the code of conduct.	44		✓
ASPECT: AUDITING PROCESS				
G4-DMA	General information on the management approach.	48-50		✓
AF8	Number of audits conducted and percentage of workplaces audited.	48		✓

ABOUT MANGO

ASPECT: DETECTION OF BREACHES			OMISSIONS	EXTERNAL AUDITING
G4-DMA	General information on the management approach.	48-50		✓
AF4	Policy and procedures for receiving, investigating and responding to complaints and reports.	48		✓
AF10	Incidents relating to breaches of laws relating to overtime.	49-50		✓
AF12	Incidents relating to the use of child labour.	49-50		✓
AF13	Incidents relating to breaches of gender discrimination standards.	49-50		✓
AF14	Incidents relating to breaches of the code of conduct.	49-50		✓
ASPECT: CORRECTIVE ACTION PLANS				
G4-DMA	General information on the management approach.	49-50		✓
AF16	Remediation practices to deal with breaches or non-conformities detected.	49-50		✓

ABOUT MANGO

SUBCATEGORY: **PRODUCT RESPONSIBILITY**

ASPECT: HEALTH AND SAFETY OF CUSTOMERS	PAGE OR DIRECT RESPONSE	OMISSIONS	EXTERNAL AUDITING
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G4-DMA	General information on the management approach.	64-67	✓
G4-PR1	Percentage of significant products and service categories for which the impact and the health and safety of customers is evaluated in order to promote improvements.	64	✓

ASPECT: LABELLING OF PRODUCTS AND SERVICES

G4-DMA	General information on the management approach.	67	✓
G4-PR4	Number of breaches of the regulations and voluntary codes relating to information and labelling of products and services.	No complaints with regard to labelling were received during the reporting period.	✓

ASPECT: CUSTOMER CONFIDENTIALITY

G4-DMA	General information on the management approach.	All information with regard to personal data used in our organisation are protected in accordance with the stipulations of the different applicable laws and regulations.	✓
G4-PR8	Number of complaints on the violation of privacy and the leak of customer data.	No complaints with regard to the violation of privacy and the leak of customer data were received during the reporting period.	✓

ASPECT: COMPLIANCE

G4-DMA	General information on the management approach.	64	✓
G4-PR9	Monetary value of significant fines resulting from breaches of the regulations concerning the supply and use of products and services.	There were no cases of fines for breach of the regulations with regard to the supply and use of products and services during the reporting period.	✓

TABLE OF CONTENTS OF THE GLOBAL COMPACT

PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT	PAGE OR DIRECT RESPONSE	GRI (G4) GUIDELINES
PRINCIPLE 1: Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.	27-29, 45-51	Human Rights sub-category: all aspects. Society sub-category: local communities.
PRINCIPLE 2: Businesses should make sure that they are not complicit in Human Rights abuses.	45-51	Human Rights sub-category: all aspects.
PRINCIPLE 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	35, 45-51	G4-11 Employment practices and humane employment sub-category: relations between workers and the management. Human Rights sub-category: freedom of association and collective bargaining.
PRINCIPLE 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	45-51	Human Rights sub-category: forced labour.
PRINCIPLE 5: Businesses should uphold the effective abolition of child labour.	45-51	Human Rights sub-category: child labour.
PRINCIPLE 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	34-36, 45-51	G4-10 Employment practices and humane employment sub-category: all aspects. Human Rights sub-category: non-discrimination.
PRINCIPLE 7: Businesses should support a precautionary approach to environmental challenges.	45, 53-62	Environment category: all aspects.
PRINCIPLE 8: Businesses should undertake initiatives to promote greater environmental responsibility.	45, 53-62	Environment category: all aspects.
PRINCIPLE 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	45, 53-62	Environment category: all aspects.
PRINCIPLE 10: Businesses should work against corruption in all its forms, including extortion and bribery.	12	Society sub-category: Fighting corruption and Public Policy.

SUSTAINABILITY REPORT 2016

Contents, design and layout

MANGO
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