

MANNGO



2018

Sustainability Report



LETTER FROM THE GENERAL MANAGER / 3

2018 KEY DATA / 5

01

ABOUT MANGO / 6

THE GROUP / 7

CORPORATE GOVERNANCE / 8

THE MANGO CONCEPT / 9

VALUES / 11

02

ABOUT THE REPORT / 13

03

THE MANGO SUSTAINABILITY MANGO / 16

STAKEHOLDERS AND MATERIAL ASPECTS / 20

GOOD GOVERNANCE / 27

EMPLOYEES / 28

PRODUCT / 45

SUPPLY CHAIN / 59

STORES AND FACILITIES / 72

CUSTOMERS AND SOCIETY / 84

04

OTHER INFORMATION OF INTEREST / 100

FINANCIAL RESULTS / 101

CONTACT DETAILS / 105

05

INDICES / 106

INDEX OF GRI STANDARDS CONTENTS / 107

INDEX OF GLOBAL COMPACT CONTENTS / 107

INDEX OF SDG CONTENTS / 115

Letter from the General Manager

Letter from the General Manager

We present the new MANGO Group Sustainability Report for the 2018 financial year, drafted by our Corporate Social Responsibility department and the first we have produced adopting the new GRI-Standards criteria.

In it you will find details about our activity, our business plan and the initiatives we are promoting to achieve a model of sustainable growth on all levels.

As part of the industry, we have the responsibility to work towards achieving the biggest challenges being faced by society and the planet, especially in terms of environmental and social sustainability.

In this report we present the financial, environmental and social impacts that influence the decision making of the business strategy and in which our strategic partners also play a direct or indirect role. In this regard, as you will see, 2018 has been a very active year, with the different departments of MANGO working intensely as a single team, in a highly cross-departmental way and seeking goals in a collective way.

We also describe how we are working to achieve the targets of the United Nations 2030 Agenda for Sustainable Development and the Principles of the Global Compact, which we continue to support as members of its Executive Committee in the Spanish Network.



Letter from the General Manager

Six years ago, the company began its transformation with a commitment to megastores, logistical improvements and digital transformation. We have made a major investment to support this growth and it has been worthwhile because we are now seeing substantial improvements. In 2018, sales rose again after three years, specifically by 1.8%, which produced a turnover of 2.233 billion euros at the close of the 2018 financial year. At the close of the year, we were present in 115 countries with a stores network with over 817,000 m² of selling space. The online business also performed very well, accounting for 20% of total sales.

Understanding the customer and responding to their needs is the strategy we have redefined for the coming three years. Improving their shopping experience, continuing with the digital transformation and committing to omni-channel selling remain our priorities.

To achieve this we have the best possible team, 15,244 employees worldwide and our

franchisees, key strategic partners. Each and every one of them are the transformative agents necessary for us to remain a modern and committed company.

Under the Committed label, we will continue to work on a more sustainable production model, promoting within our collection the use of organic or recycled fibres and fabrics and more environmentally-friendly production processes. We consider it essential to promote a model of circular economy which is why we will continue to expand our Second Chances project, so that the textile waste we collect in our stores are converted into new raw materials and have a second useful life.

Respect for the basic rights of those who make up our supply chain has always been one of the key focuses of attention within our responsible action. Our commitment in this regard was corroborated in July with the signing of a groundbreaking accord with the Industry's CCOO trade union. This accord takes the form

of an alliance to work together to comply with international agreements and in order to empower the trade unions in the countries in which we operate.

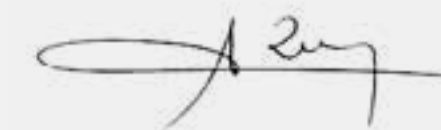
In addition, and as we have done for several years now, we are contributing to generate a positive impact on society through our social action with organisations that specialise in the promotion of education and health, as well as the social development of local communities or marginalised groups. And through our Chair, which for over ten years now has contributed to the development of corporate responsibility within the academic world and in CSR research projects which add shared value.

We are optimistic about the future. We have to sign up to the new era of transformation we are witnessing on a global level, by exploring and developing new opportunities, with more efficient and more inclusive models of growth, while committing to alternative technologies. In short, a new way of thinking and of doing things

that will contribute more value to society in a collective way is, for us, undoubtedly through the creation of alliances. This is the path we are going to follow, as we have proposed in the new MANGO CSR strategic plan for the next three years.

I would like to conclude by first of all thanking Isak for his dedication and commitment in promoting the company's transformation during these years, and of course the entire MANGO team. I am convinced that we still have opportunities for improvement and that, with the commitment and effort of everybody, we will be able to face the new challenges that present themselves and achieve our sustainable goals in the coming years.

TONI RUIZ
General Manager



2018 Key Data



CUSTOMERS

+80

COUNTRIES WITH ONLINE STORES

+817,000
m²

SELLING SPACE

+6,300

MODELS DESIGNED EACH SEASON



FINANCE

77%

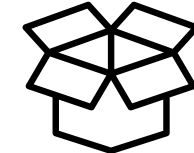
SALES IN FOREIGN MARKETS

2,233
Million €

OF TURNOVER

20%

TURNOVER IN ONLINE SALES



SUPPLIERS

1,208

FACTORIES USED

146
Million units

MANUFACTURED

561

SUPPLIERS OF GARMENTS AND ACCESSORIES



EMPLOYEES

80%

FEMALE EMPLOYEES IN THE WORKFORCE

15,244
Employees

IN THE WORKFORCE

28.5

AVERAGE AGE OF THE WORKFORCE



MARKET

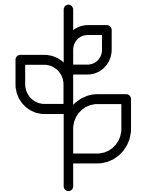
115

COUNTRIES WE ARE PRESENT IN

2,183
Stores

+200

MEGASTORES



ENVIRONMENT

+160

STORES WITH TEXTILE RECYCLING CONTAINERS

13%
Sustainable Woman Jeans

FORECAST TO DOUBLE

+8

Million units OF SUSTAINABLE GARMENTS, DOUBLING THE NUMBER THE PREVIOUS YEAR

01

About MANGO

MANGO



About MANGO | THE GROUP

The group

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

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

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

In 2018, turnover totalled 2.233 billion euros, 77% of which corresponds to sales in external markets. At 31 December 2018, MANGO was present in 115 countries through 2,183 stores, 902 of which were company-owned and 1,281 franchises, with a total selling space of 817,081 m². We have 15,244 employees worldwide.

MANGO is Spain's most international textile group and the second largest exporter within the sector, creating more than 12,500 models each year and producing 146 million articles a year.

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

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

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

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



About MANGO | THE GROUP

Corporate Governance

STEERING COMMITTEE

ISAK ANDIC

Chairman

TONI RUIZ TUBAU

General Manager

JONATHAN ANDIC

Executive Vice-chairman

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

DANIEL LÓPEZ GARCÍA

Executive Vice-chairman

Expansion, Franchise management, Wholesale (Firm clients)

JOSEP BARBERÀ

CFO

ELENA CARASSO BATLLE

Online and Customer Director

LUIS CASACUBERTA BAUSILI

Director of Woman & Kids

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

DAVID GUTIÉRREZ

Worldwide HR Director

JORDI ALEX MORENO

CITO

ANTONIO PASCUAL

Supply Chain Director

CÉSAR DE VICENTE

Global Retail Director

EXECUTIVE COMMITTEE

The Executive Committee also includes the following persons:

CRISTINA BELIL ROGER

MANGO Man

MIGUEL DE LA CAPILLA BRUSTENGA

Corporate Services

GUILLERMO COROMINAS PALOMAR

Customer and Institutional Relations

SEZAI EREN

CEO Turquía

BENITO ESCALADA ROMERO

Product Commercial Director (Woman)

NÚRIA FONT

Firm Client Expansion

M^o JESÚS GARCÍA LECUMBERRI

Legal Representative

HUSEYIN GOLCUK SAKARYA

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

ROGER GRAELL SOLE

e-Commerce

SARA LEVY-LANG

Country Manager France

LUIS MASERES GHILONI

Accessories

BERTA MORAL

Kids

ALEJANDRA MUR

Woman Purchasing

EVA RELLO YUBERO

Production/CMT

JOAN DAVID RIVERA BOSCH

Image/Brand

ENCARNACIÓN JUSTICIA RUANO

Woman Design

DAVID SANCHO GRAU

CEO China

LAURA SAN MARTÍN

Violeta

ENRIC SOLER MORATA

Employees

About MANGO | THE GROUP

The MANGO concept

In 2018 the new business strategy continues to place the customer at the centre of all company operations.

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

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

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

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



About MANGO | THE GROUP

Chronology and history



1984

—
Opening of first store in Passeig de Gràcia (Barcelona).



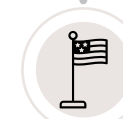
1992

—
Entry into the foreign market with the opening of two stores in Portugal.



1995

—
International expansion into Asia begins with stores in Taiwan and Singapore.



2006

—
MANGO enters the USA. The "El Hangar" 12,000 m² design centre goes into operation.



2002

—
MANGO enters China and Australia, and is now present in all five continents.



2000

—
Launch of online selling portal.



2008

—
The new Dynamic Distribution Centre (CDD) goes into operation in Parets del Vallès (Barcelona).

MANGO incorporates the Barcelona brand within its image.

MANGO opens its first H.E. by MANGO menswear store.

MANGO

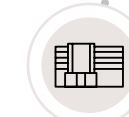
2011

—
The corporate image is renewed with a new logo.



2013

—
Launch of the new MANGO Kids and MANGO Sport & Intimates lines.



2016

—
Consolidation of the new retail model with the opening of 27 new megastores, bringing the total to 191.

Start-up of the first phase of Llicà d'Amunt for hung garments.

violeta
BY MANGO

2014

—
Launch of the Violeta by MANGO line.

Expansion of e-Commerce: 12 new countries are added, bringing the total number of countries in which online sales are available to 76.

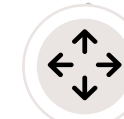


2017

—
Opening of the flagship stores Serrano (Madrid), Restauradores (Lisbon) and Soho (New York).

Launch of the first collection produced with sustainable materials: MANGO *Committed*.

MANGO "Spanish Multinational of the Year" by the 2017 Entrepreneurial Awards.



2018

—
Expansion in the Middle East, launch of MANGO kids in China, opening of first stores in Kenya and Laos.

Opening of the new megastore in C/ Preciados in Madrid.

Appointment of the new General Manager.

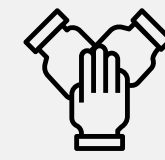
About MANGO | THE GROUP

Values

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

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

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



Our values

PERSONAL

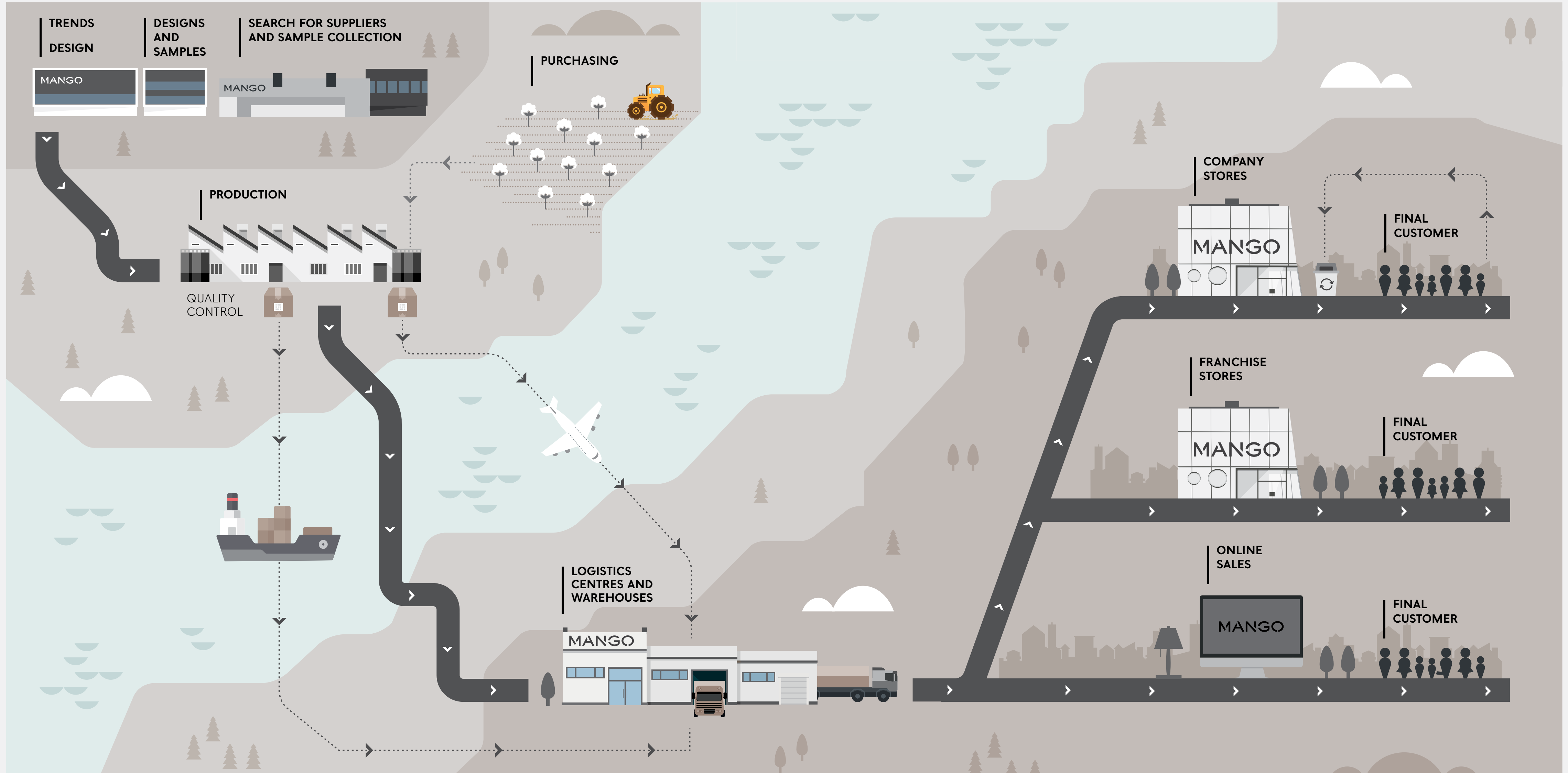
HUMBLE
POSITIVE
HONEST
RESPECTFUL

PROFESSIONAL

EFFICIENT
KEEP IT SIMPLE
IN A TEAM
CUSTOMER-ORIENTED
BUSINESS-ORIENTED



About MANGO | OUR VALUE CHAIN



MANGO

02

About
the report



About the report

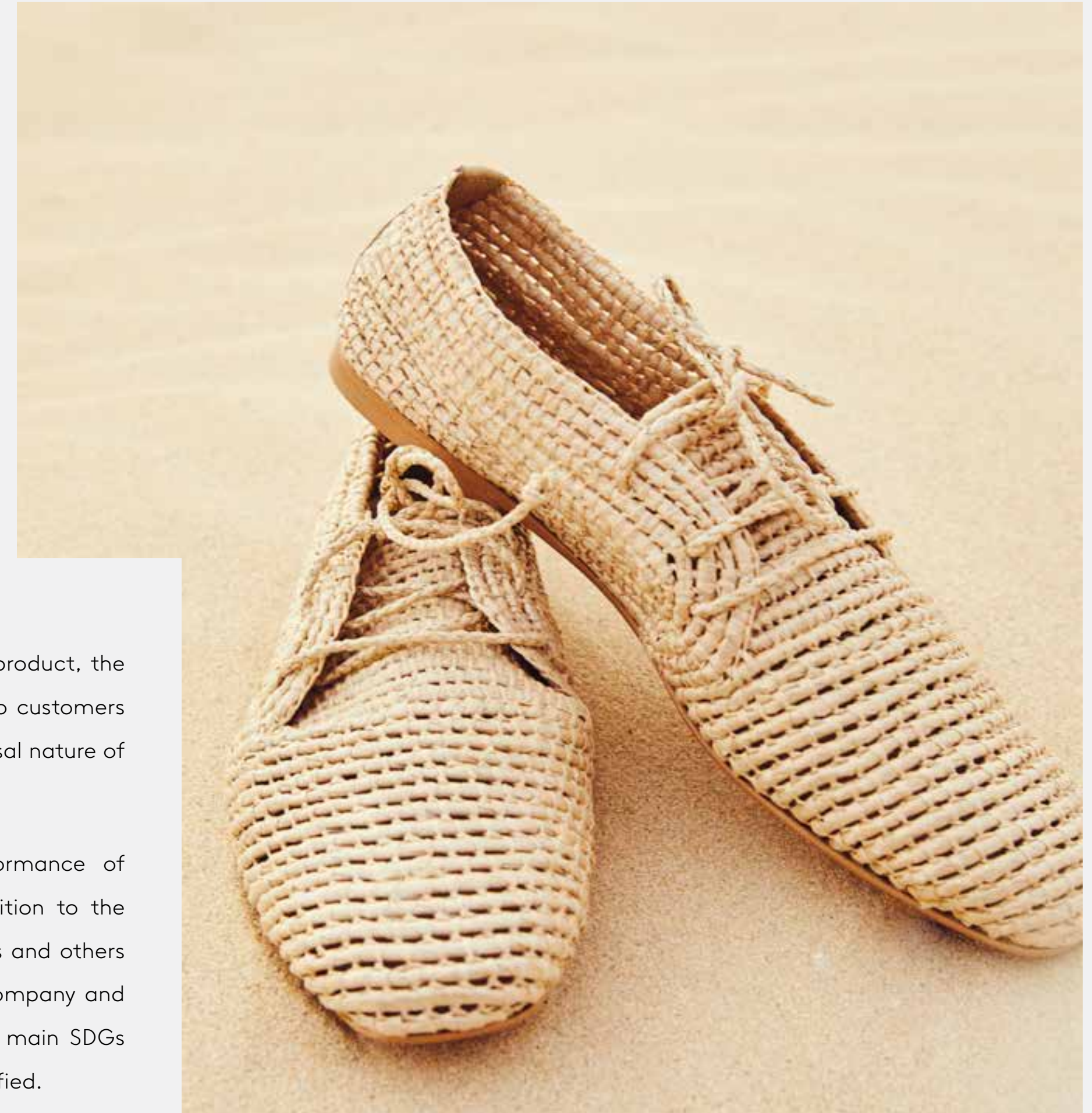
The period covered by the present report is from 1 January to 31 December 2018. The information corresponds to the MANGO consolidated group, made up of MANGO MNG HOLDING, S.A.U. and subsidiary companies.

The report, drafted by the CSR department of MANGO with the collaboration of numerous professionals from various areas of the company, follows the Global Reporting Initiative GRI Standards for drafting sustainability reports, in accordance with the “In accordance – Core” option. 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.

To offer greater consistency and credibility the content of the report will be reviewed by analysts of the Spanish Network of the Global Compact each year to confirm that the report fulfils the requirements of the *Communication on Progress* (COP) Policy of the Global Compact and the criteria to obtain the Advanced Level, the highest reporting classification awarded by the Global Compact. As a new feature, we have taken the structure established in the new CSR strategic plan as the core throughout the different chapters that

cover our sustainable policies and actions in terms of product, the supply chain, the stores and facilities and in relation to customers and society. By doing so, we wish to reflect the transversal nature of CSR in MANGO in all areas of the company.

All the materials aspects of the sustainable performance of our organisation are contained in this report, in addition to the established indicators in the aforementioned guidelines and others which have been developed given the nature of the company and the expectations of our stakeholders. In addition, the main SDGs related to the actions described in the report are identified.



14

About the report

TÜV Rheinland Group was the external company chosen to audit and review the information contained in the report, in accordance with GRI Standards Guidelines. During the audit, the content of the report have been evaluated by random testing, document inspections and interviews with employees and top managers considered necessary.

The date of the latest report is June 2018.

The audit certificate can be consulted below.



03

The MANGO Sustainability model



The MANGO Sustainability model

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

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

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

The MANGO corporate social responsibility strategic plan sets out the established objectives in relation to aspects of sustainability, the supply chain and the well-being of the workforce. We continue to work on the established objectives and we plan to update said plan this year in order to extend it and continue making progress.

We want to develop our sustainability in line with the United Nations Sustainable Development Goals. To achieve this, we have integrated the most similar and achievable goals by type of activity, in order to help meet the major economic, social and environmental challenges. Furthermore, in order to encourage the involvement of the MANGO team, in 2018 we have provided internal training on the Sustainable Development Goals.



The MANGO Sustainability model



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

Guaranteeing ethical and responsible conduct within the organisation is a key issue for MANGO. With this aim, the various management bodies continually evaluate the risks derived from the various aspects of sustainability with an impact on the activity of MANGO, adopting all the necessary measures for their monitoring and control, jointly with the Internal Control, Legal and CSR departments. These departments and management bodies also analyse the possible risks of corruption, taking the necessary measures to ensure that such situations do not arise. Our Code of Corporate Compliance sets out the responsible practices of the Group in all its spheres of influence.

All our commitments, as well as the MANGO values, are set out in the MANGO Code of Ethics and are contained in the business strategy, including the objectives and action plans, in order to ensure the profitability and sustainability of the business over time.

The MANGO Sustainability model

Our responsibility and alliances



2001

—
Agreement with the Aitex Textile Technology Institute which guarantees 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.



2008

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



2006

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

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

www.mango.esci.es



2011

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



2012

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



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.



2014

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

www.respon.cat



2013

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

bangladeshaccord.org/



2017

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

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



2018

—
Signing up to various initiatives: SEDEX, BCI.

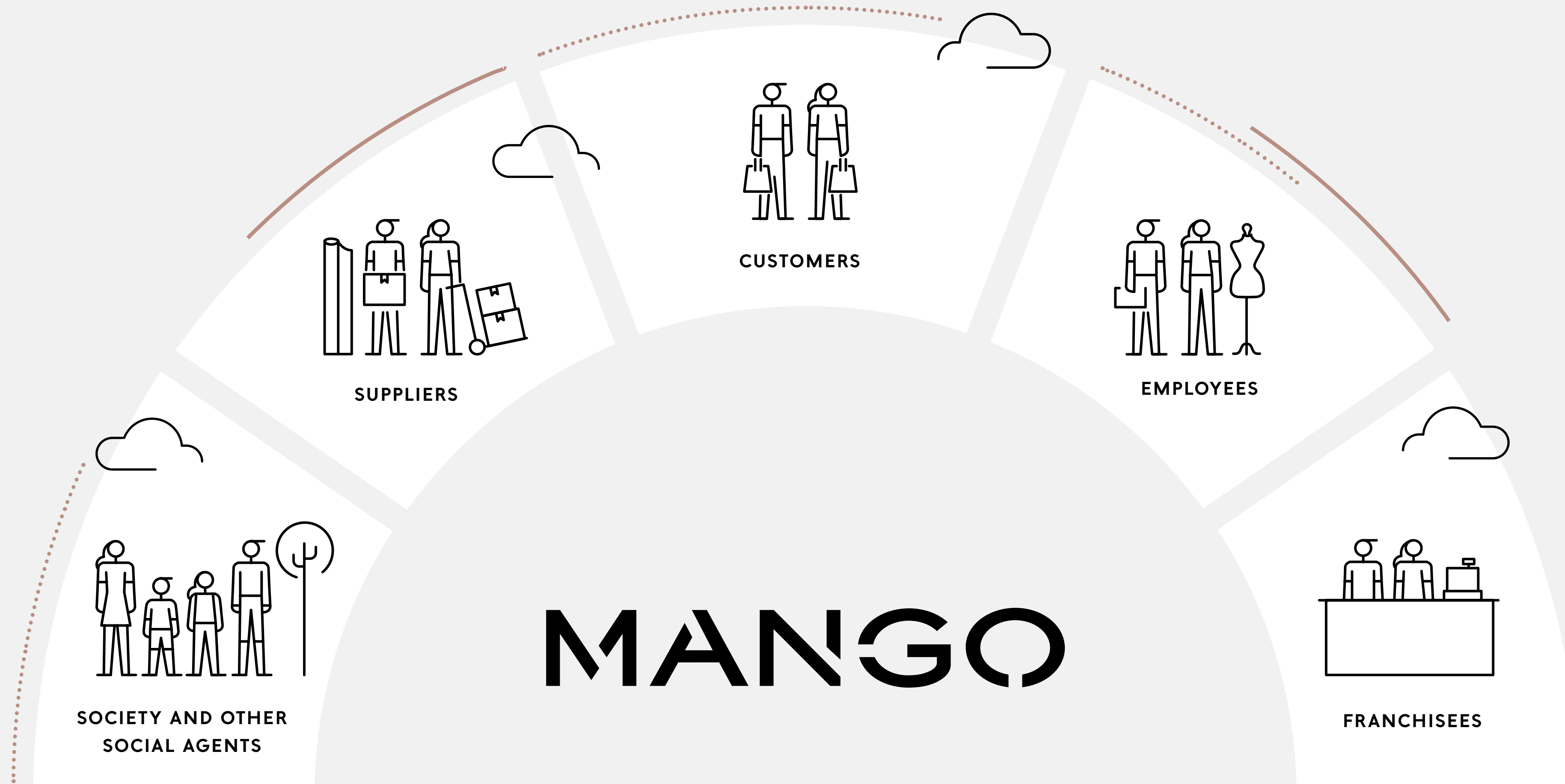
Pioneering international agreement with the Industry trade union (CC.OO) to work together on specific actions in the supply chain.

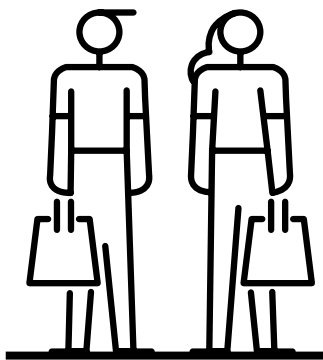
10th anniversary of our collaboration with the CARES Foundation in e-commerce logistics.

Founder member of the Social Forum of the Spanish Fashion Industry.

The MANGO Sustainability model | **STAKEHOLDERS AND MATERIAL ASPECTS MATRIX**

Our stakeholders and material aspects matrix

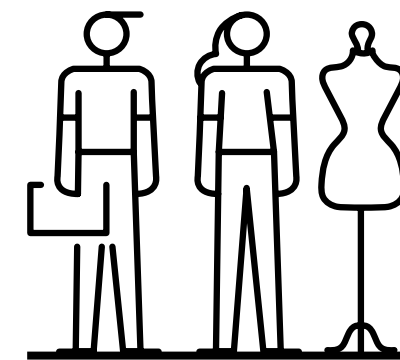


The MANGO Sustainability model | **STAKEHOLDERS AND MATERIAL ASPECTS MATRIX****CUSTOMERS**

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

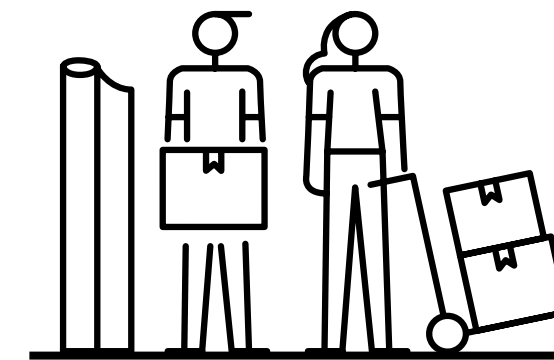
For this reason, MANGO offers them a quality product with a good design at an affordable price in stores designed to offer a good shopping experience. We continue to work to satisfy their needs and offer them products in accordance with their tastes and fashion trends in all the markets in which MANGO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

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

EMPLOYEES

The employees are the basis of our company, which is made up of a team of **first-rate, motivated and competitive professionals who are able to adapt to new situations.**

The promotion of talent and training, favouring an environment of constant dialogue, are key to maintaining a workforce who are eager to grow both personally and professionally within the company.

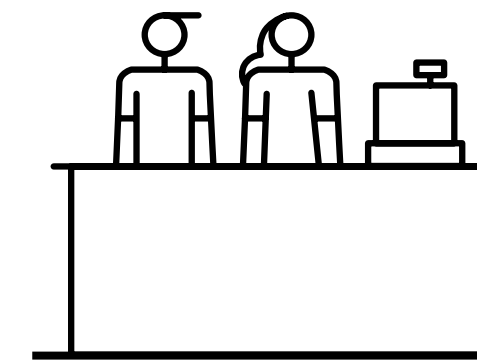
SUPPLIERS

They are a key part of our value chain.

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

Training and continually supporting the different teams are key to the correct management of the chain, guaranteeing a high quality and socially-responsible product.

The responsible management of the chain, together with the participation of certain stakeholder groups, contributes towards transparency and continuous improvement in this aspect.

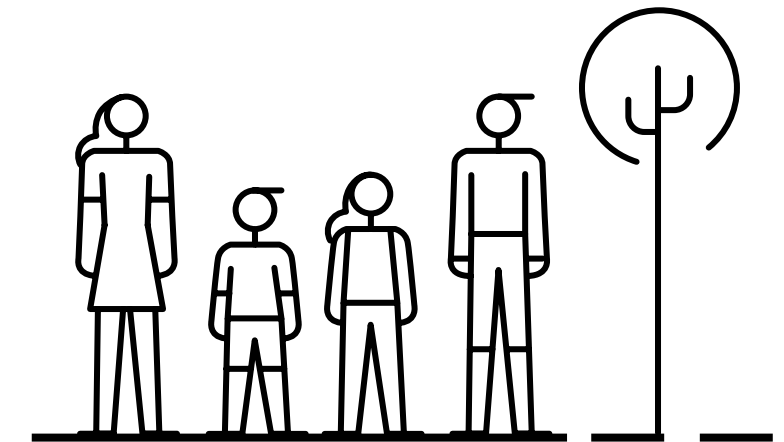
FRANCHISEES

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

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

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

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

SOCIETY AND OTHER SOCIAL AGENTS

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

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

The MANGO Sustainability model | STAKEHOLDERS AND MATERIAL ASPECTS MATRIX

Material aspects matrix

In 2018, no updates were made to the material aspects matrix presented in the company's last sustainability report, given that there have been no significant changes that have altered the priorities of the company and its stakeholder groups.

Issues considered to be significant following the analysis are included in the report and appear represented in the material aspects matrix.

The approach adopted in this report is coherent with the principles defined by the Global Reporting Initiative (GRI) on transparency in Sustainability Reports, both with regard to deciding which issues to report on and the appropriate quality and presentation of the information.



The MANGO Sustainability model | **STAKEHOLDERS AND MATERIAL ASPECTS MATRIX**

Principles for the drafting of reports relating to the definition of the report's content



INCLUSION OF STAKEHOLDER GROUPS

Inclusion of all our stakeholder groups to obtain significant information which detects the areas of interest for the different audiences.



SUSTAINABILITY

We consider the risks and challenges we are facing and report on the impacts and contributions in environmental and social issues that extend throughout our value chain.



MATERIAL ASPECTS

The information contained in the report covers aspects that reflect the significant, social, environmental and financial aspects of the organisation, or those which could have a major influence on the evaluations and decisions of the stakeholder groups.



EXHAUSTIVENESS

We report on the material aspects of our business strategy and their scope in such a way that reflects any financial, social and environmental impacts. Our aim is for the stakeholder groups to have the necessary elements to analyse the performance of MANGO during 2018.



IDENTIFICATION

1



We identify the potentially significant issues

First, we draw up a list of potentially significant issues for the MANGO activity. This phase considers the issues contained in the GRI standards, the issues considered relevant to the organisation, other issues identified through a sector analysis (sustainability initiatives) and an analysis of other textile companies.

The analysis for the identification of the issues is considered valid for this report. Given the changes in the management structure, and the updating of the CSR strategic plan, new issues are likely to be identified in the 2019 report. In particular, for this 2018 edition, we have adopted the new GRI Standards.

PRIORITISATION

2



We conduct an internal analysis and ask our stakeholder groups

In 2014, MANGO conducted its first material aspects analysis in order to prioritise the aspects relevant to MANGO. This process was carried out taking into account the results obtained from an online survey from a dual perspective: external analysis: suppliers and other social agents (third sector, academic world, communication media and other organisations) and internal analysis: managers and employees.

Since the first edition, each year we have implemented various actions to continue, update and extend the material aspects analysis, through more online surveys and by adding new stakeholder groups, such as franchisees and customers.

VALIDATION

3

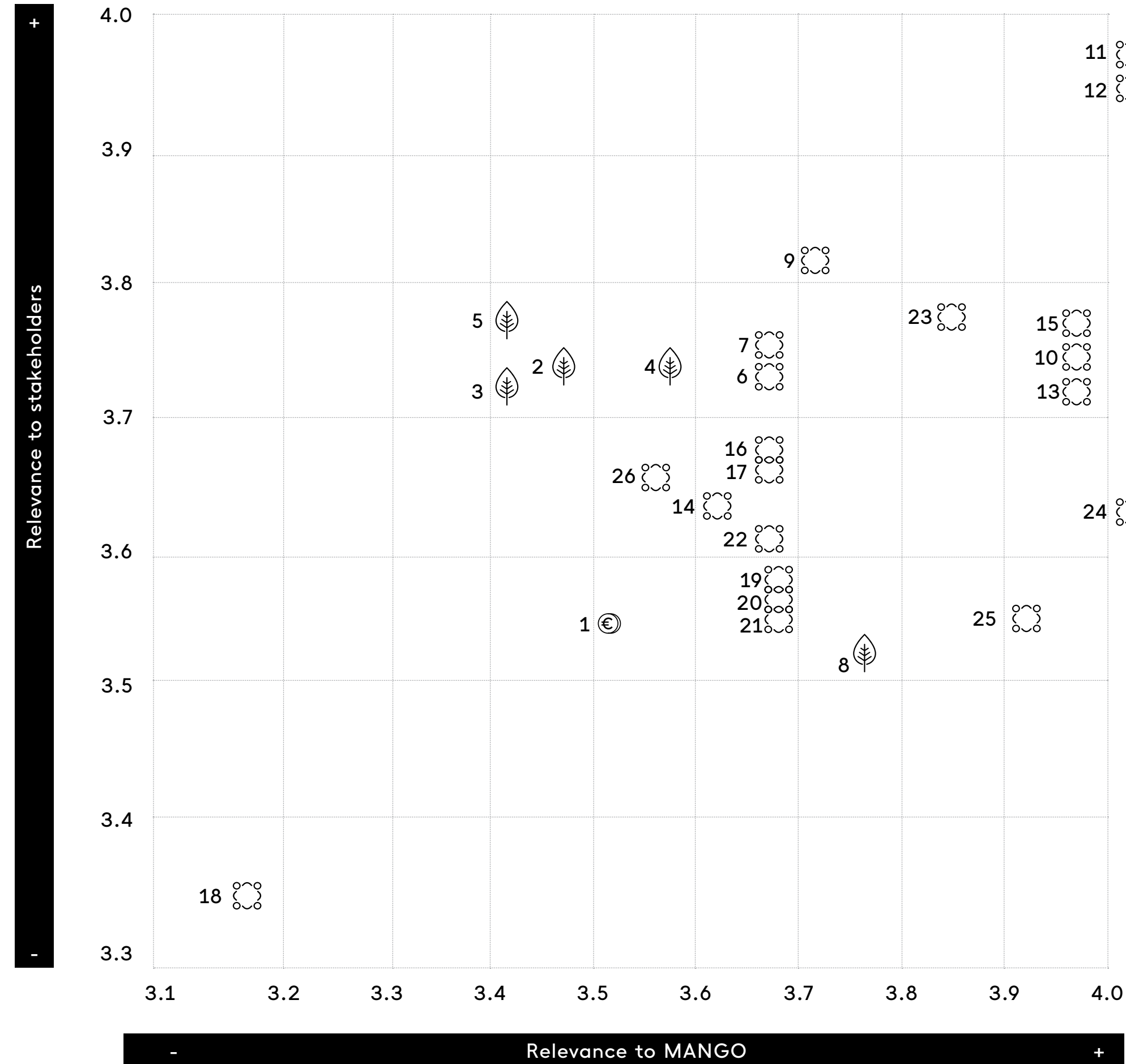


We review and confirm the reliability of the results obtained

At MANGO, we make sure that the material aspects reflect the significant issues for the sustainable performance of the organisation, in a reasonable and balanced way. To achieve this, the results obtained are analysed on a periodic basis.

In 2017, the Corporate Social Responsibility department, based on results from the above phases, considered it relevant to also consider the following as material aspects: Financial performance, Social action and CSR Chair. In 2018, after conducting the corresponding evaluation, the previously obtained results were considered to be valid. The process also determines the Coverage of the material aspects.

Material aspects matrix



	MANGO	STAKEHOLDER GROUPS ¹
FINANCIAL PERFORMANCE		
€ 1 Financial performance	3.50	3.53
ENVIRONMENTAL PERFORMANCE		
🌿 2 Emissions	3.44	3.74
🌿 3 Effluent and waste	3.38	3.73
🌿 4 Environmental compliance	3.56	3.73
🌿 5 Chemical products	3.38	3.79
SOCIAL PERFORMANCE		
⚙️ 6 Employment	3.63	3.72
⚙️ 7 Health and safety at work	3.63	3.74
⚙️ 8 Training and teaching	3.75	3.52
⚙️ 9 Diversity and equal opportunities	3.69	3.81
⚙️ 10 Non-discrimination	3.94	3.75
⚙️ 11 Child labour	4.00	3.95
⚙️ 12 Forced or obligatory labour	4.00	3.95
⚙️ 13 Auditing of human rights	3.94	3.75
⚙️ 14 Social auditing of suppliers	3.59	3.63
⚙️ 15 Salaries and working hours	3.94	3.75
⚙️ 16 Anti-corruption	3.63	3.66
⚙️ 17 Unfair competition	3.63	3.66
⚙️ 18 Social action and CSR chair	3.13	3.34
⚙️ 19 Code of conduct	3.63	3.59
⚙️ 20 Auditing process	3.63	3.59
⚙️ 21 Detection of breaches	3.63	3.59
⚙️ 22 Corrective action plans	3.63	3.59
⚙️ 23 Health and safety of customers	3.81	3.78
⚙️ 24 Marketing and labelling	4.00	3.68
⚙️ 25 Customer confidentiality	3.88	3.56
⚙️ 26 Socio-economic compliance	3.53	3.66

¹Average calculated according to weighted percentages of stakeholder groups.

The MANGO Sustainability model | **STAKEHOLDERS AND MATERIAL ASPECTS MATRIX**

Material aspects by stakeholder group

STAKEHOLDER GROUPS	MAIN ASPECTS IDENTIFIED
 EMPLOYEES	<ul style="list-style-type: none"> Ban child or forced labour in the supplier chain Respect diversity, equal opportunities and equal pay between men and women Create employment and offer stable and high quality employment Guarantee the quality and safety of products Ensure decent working conditions in the supplier chain
 SUPPLIERS	<ul style="list-style-type: none"> Ban child or forced labour in the supplier chain Guarantee the quality and safety of products Make reasonable use of chemical products during manufacture Comply with the legislation that affects the products and their sale Guarantee customer confidentiality
 OTHER SOCIAL AGENTS	<ul style="list-style-type: none"> Ban child or forced labour in the supplier chain Respect diversity, equal opportunities and equal pay between men and women Audit suppliers according to human rights criteria Audit suppliers according to employment criteria Ensure decent working conditions in the supplier chain
 CUSTOMERS	<ul style="list-style-type: none"> Ban child or forced labour in the supplier chain Guarantee customer confidentiality Make reasonable use of chemical products during manufacture Reduce polluting emissions and fight against climate change Reduce and recover waste (reuse, recycling, etc.) and minimise the environmental impact of waste water
 FRANCHISEES	<ul style="list-style-type: none"> Ban child or forced labour in the supplier chain Make reasonable use of chemical products during manufacture Guarantee the quality and safety of products Promote health and safety in the workplace Be competitive in the market
 MANAGERS	<ul style="list-style-type: none"> Ensure customer satisfaction and offer them clear information about the products Ban child or forced labour in the supplier chain Guarantee decent working conditions in the supplier chain (control of overtime, decent salaries, health and safety, non-discrimination, etc.) Guarantee customer confidentiality Guarantee the quality and safety of products



The MANGO Sustainability model | **GOOD GOVERNANCE**

Good governance

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

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

MANGO promotes professional, ethical and responsible conduct in the execution of its professional activities anywhere in the world as a key part of its business culture. To achieve this, it has established a group organisational structure made up of various committees which supervise at all times that policies and procedures are implemented with an overall framework of good governance.

In 2015 a Steering Committee was created in order to facilitate communication between the Board of Directors and the Executive Committee. This governing body is part of the company's goal to continue to increase the professionalism of the management to meet the growth

needs and strengthen the two key areas of the Group: product and retail, in addition to decision making on financial, environmental and social issues.

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

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



The MANGO Sustainability model | **EMPLOYEES**

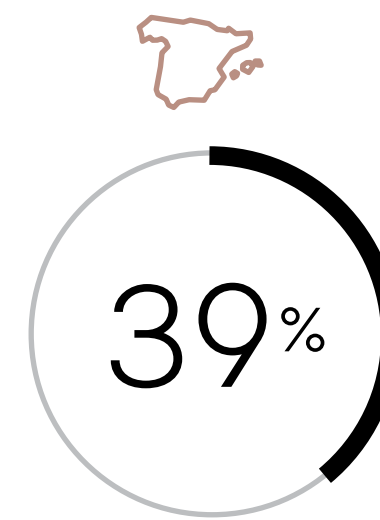
Employees

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

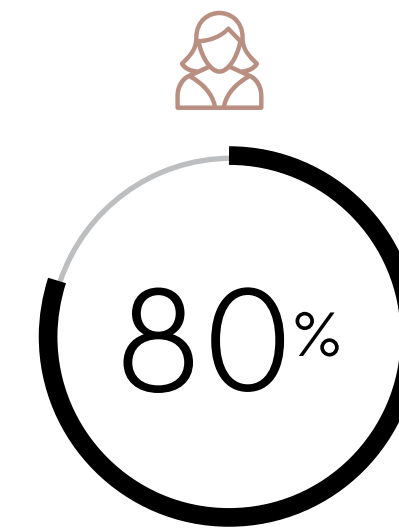
We want to remain a modern and committed company in which employees are able to grow and develop professionally. Stability, dialogue, training and recognition are the pillars we develop in our daily activities as transformative agents to face new challenges and achieve key objectives.

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

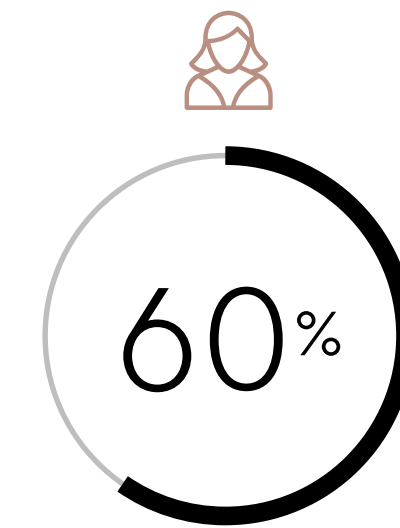
Profile of our workforce



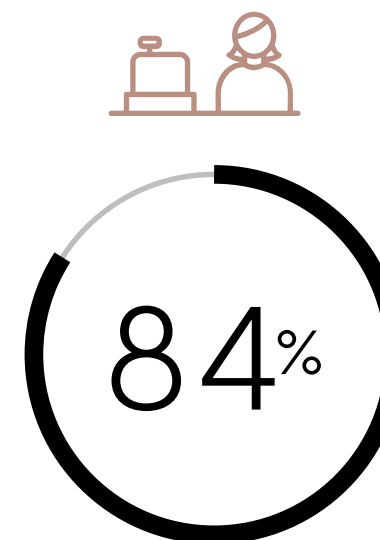
WORKFORCE
IN SPAIN



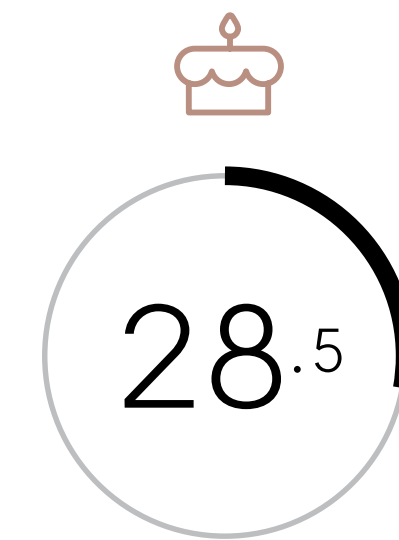
WOMEN IN THE
WORKFORCE



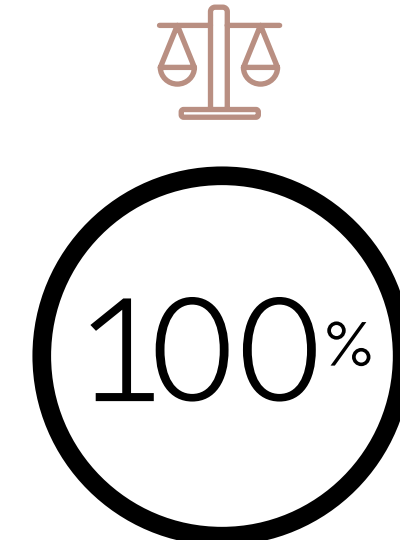
WOMEN IN THE
STRUCTURE



WOMEN IN
STORES



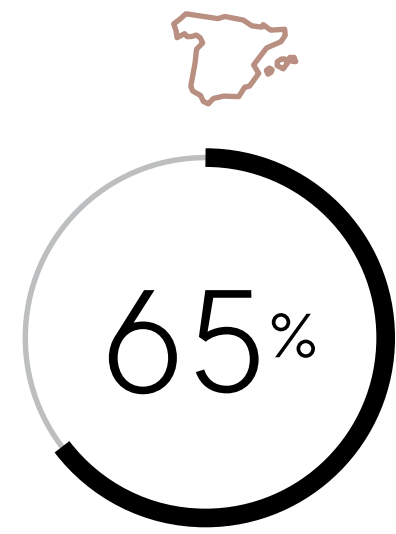
AVERAGE AGE
OF EMPLOYEES



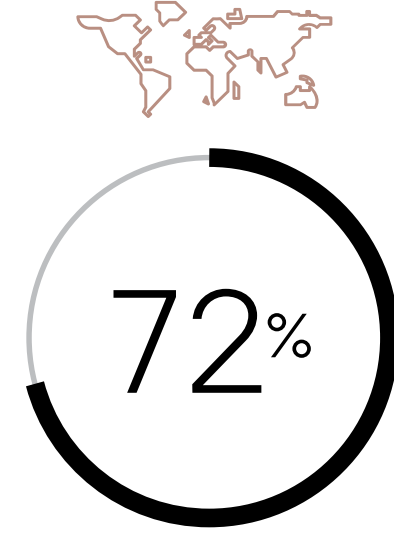
WORKFORCE COVERED
BY COLLECTIVE
AGREEMENT AND
THE CORRESPONDING
EMPLOYMENT
LEGISLATION

The MANGO Sustainability model | EMPLOYEES

TYPE OF CONTRACT

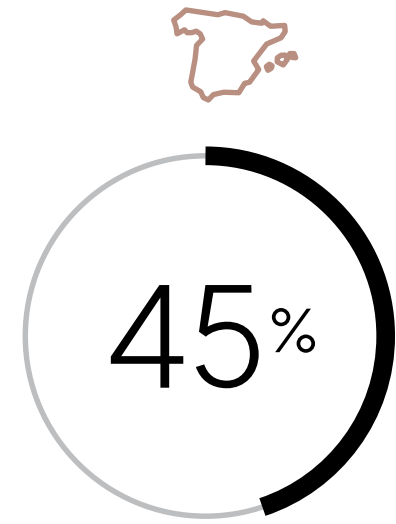


PERMANENT CONTRACT SPAIN

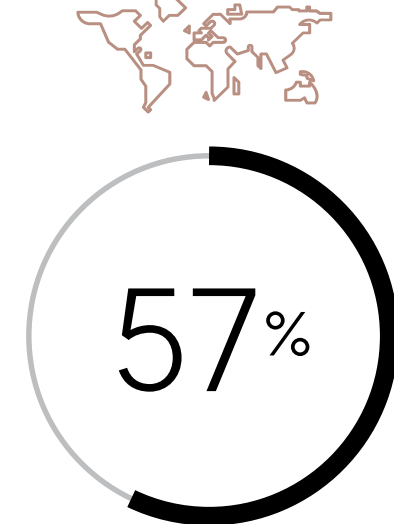


PERMANENT CONTRACT ABROAD

WORKING HOURS



FULL-TIME CONTRACT SPAIN



FULL-TIME CONTRACT ABROAD

PERSONNEL



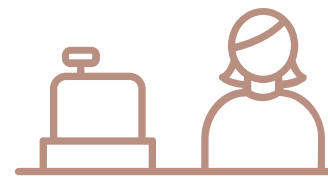
15,244

TOTAL WORKFORCE



2,583

STRUCTURAL PERSONNEL



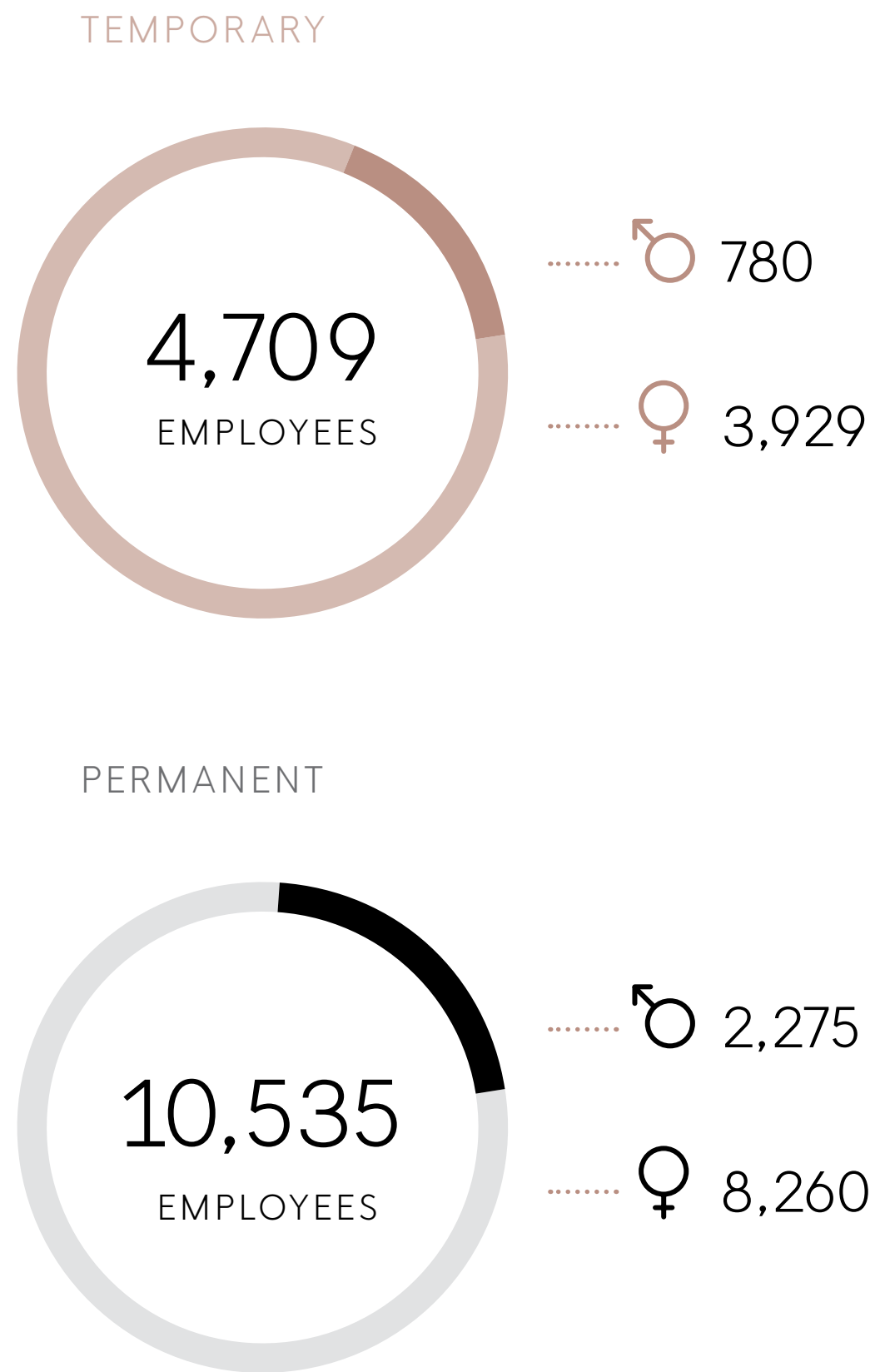
12,661

STORE PERSONNEL

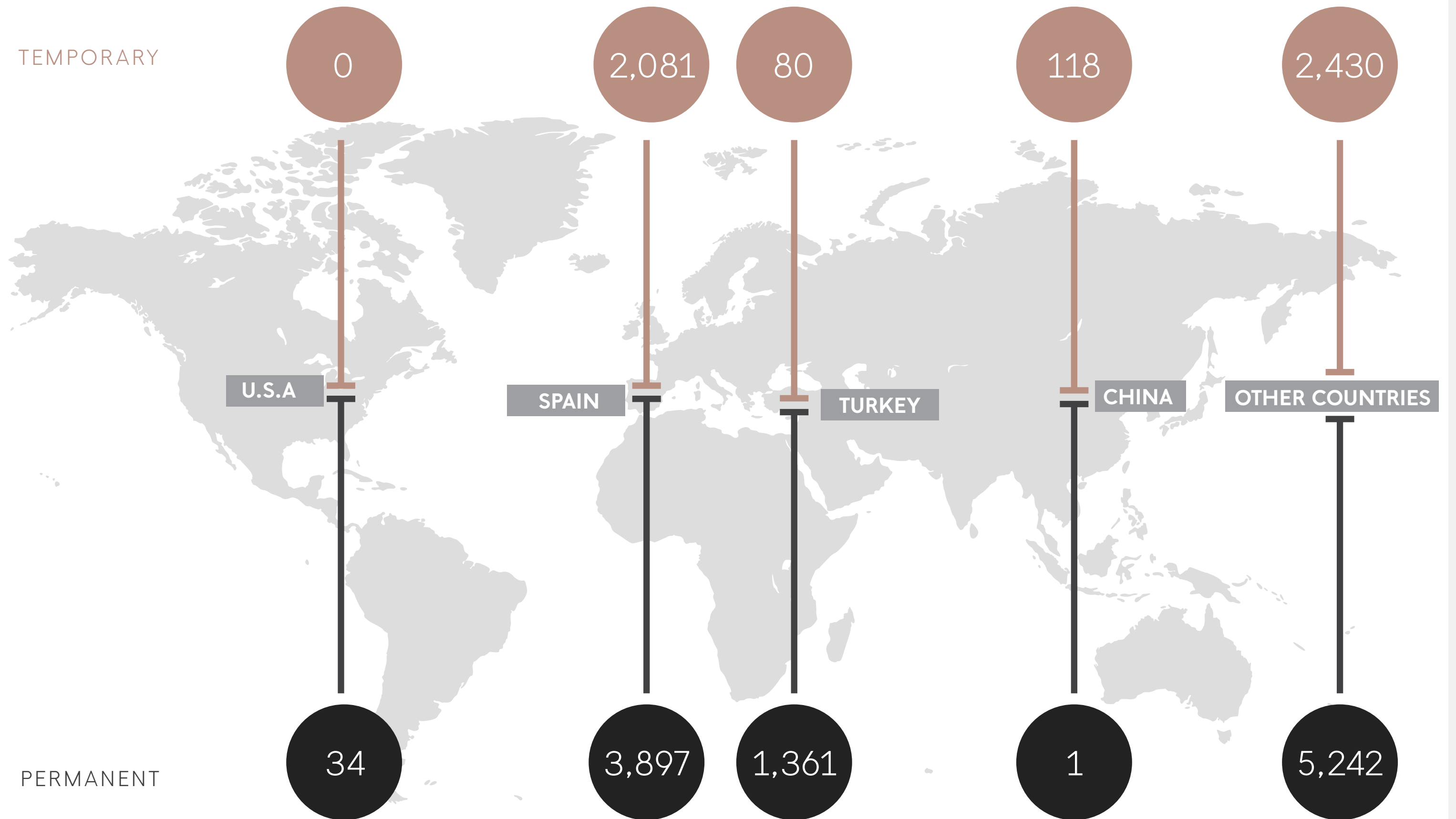


The MANGO Sustainability model | EMPLOYEES

EMPLOYMENT CONTRACT BY GENDER



EMPLOYMENT CONTRACT BY REGION



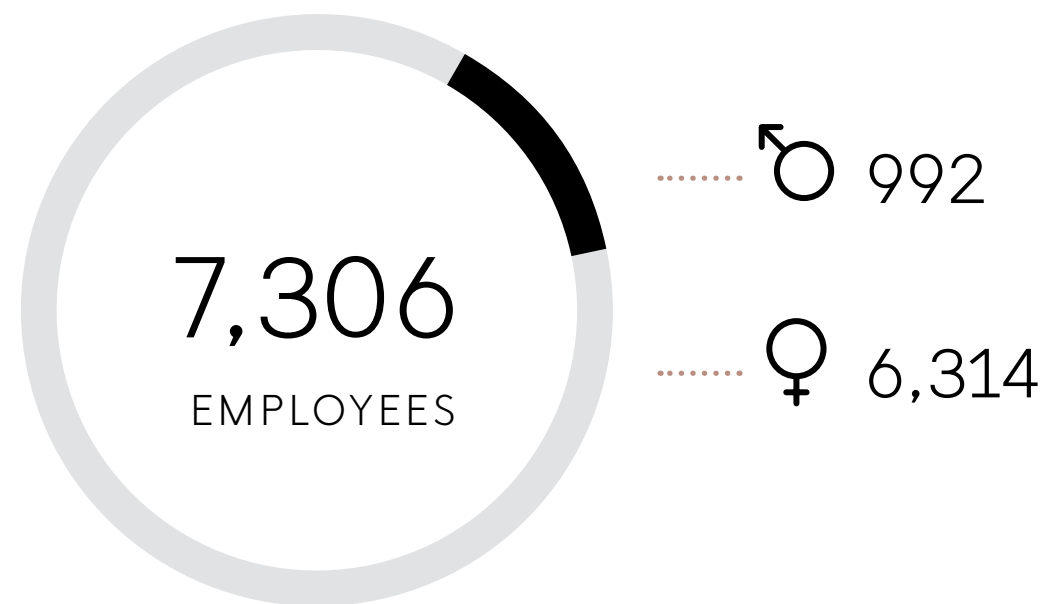
The MANGO Sustainability model | EMPLOYEES

WORKING HOURS BY GENDER

FULL-TIME



PART-TIME



EMPLOYMENT CATEGORY BY GENDER AND AGE GROUP

GOVERNING BODIES

30-50 YEARS



> 50 YEARS



The MANGO Sustainability model | EMPLOYEES

EMPLOYMENT CATEGORY BY GENDER AND AGE GROUP

HEADQUARTERS SPAIN

ADMINISTRATIVE

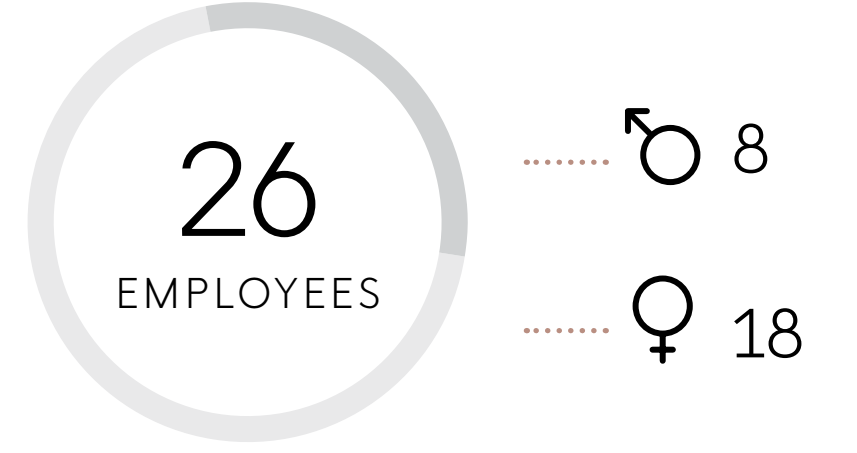
< 30 YEARS



30-50 YEARS



> 50 YEARS



MANUAL WORKERS

< 30 YEARS



30-50 YEARS

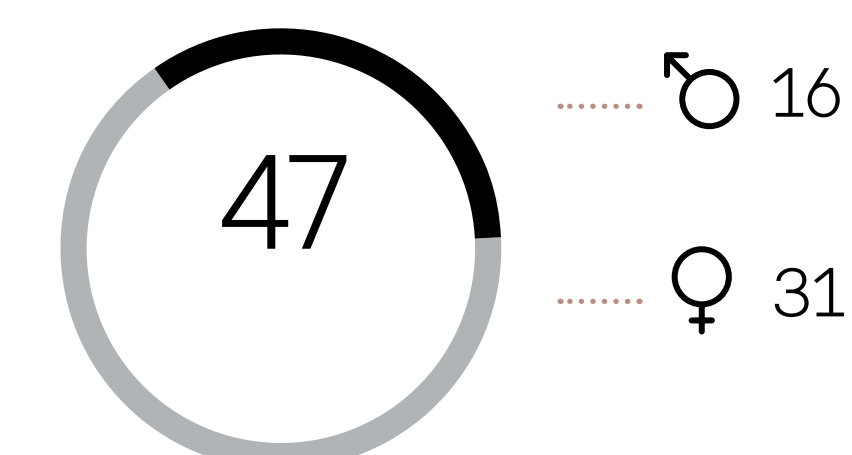


> 50 YEARS



TOP AND MIDDLE MANAGERS

< 30 YEARS



30-50 YEARS



> 50 YEARS



The MANGO Sustainability model | EMPLOYEES

IT

< 30 YEARS



30-50 YEARS



> 50 YEARS



OTHER POSITIONS

30-50 YEARS

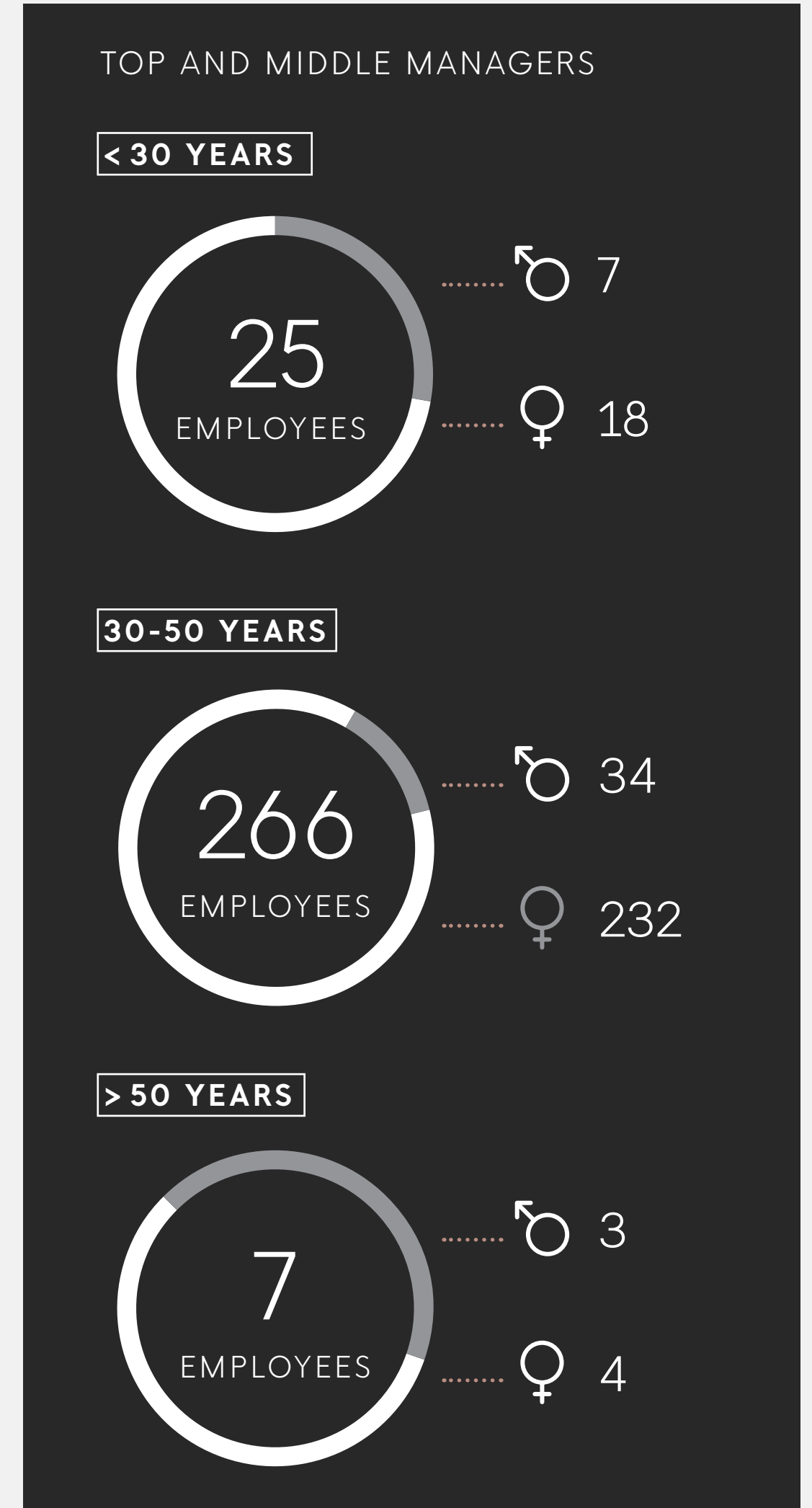
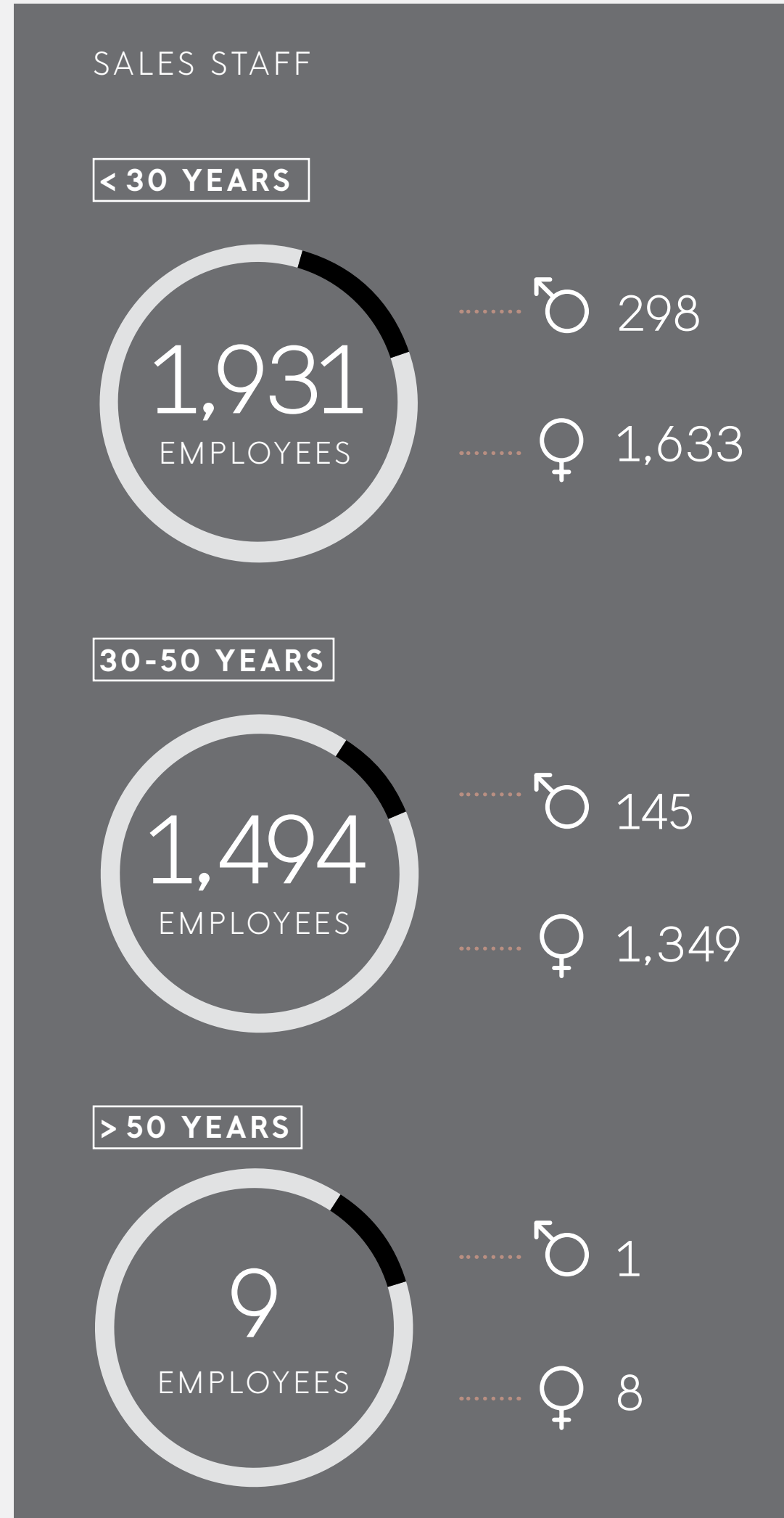


> 50 YEARS



The MANGO Sustainability model | EMPLOYEES

SPAIN STORES



The MANGO Sustainability model | EMPLOYEES



A diverse and inclusive environment

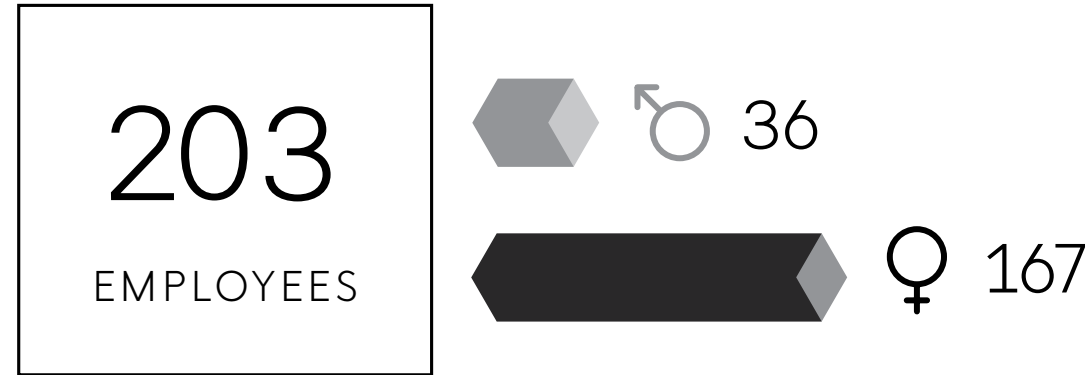
Our organisation is characterised by the cultural diversity that has resulted from the internationalisation of our business. It is for this reason that gender equality, non-discrimination and equal opportunities are an inherent commitment in the management of employees.

Various departments are involved in the monitoring and compliance of such aspects, in order to prevent any negative impact within or outside the organisation.

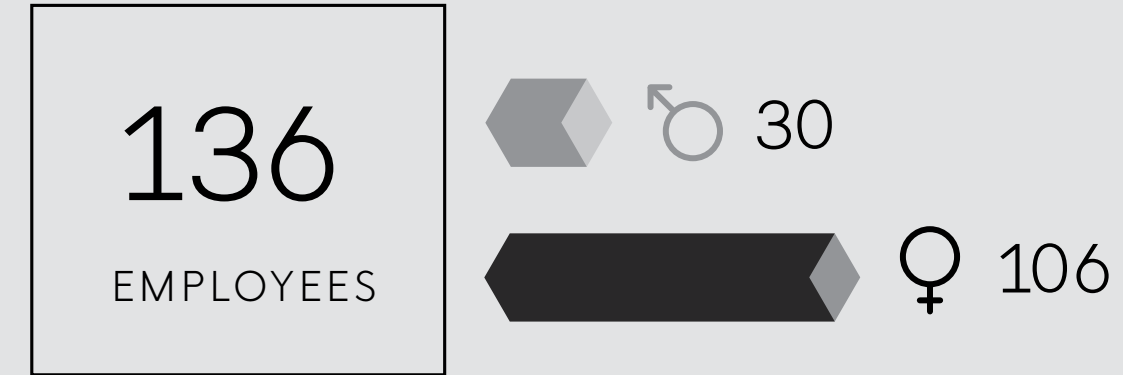
The MANGO Sustainability model | **EMPLOYEES**

MATERNITY AND PATERNITY LEAVE

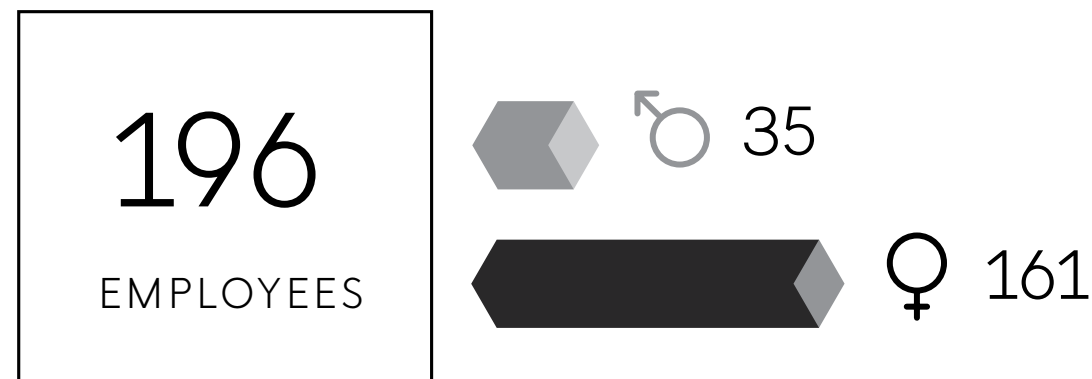
NO. OF EMPLOYEES WITH ENTITLEMENT TO PARENTAL LEAVE



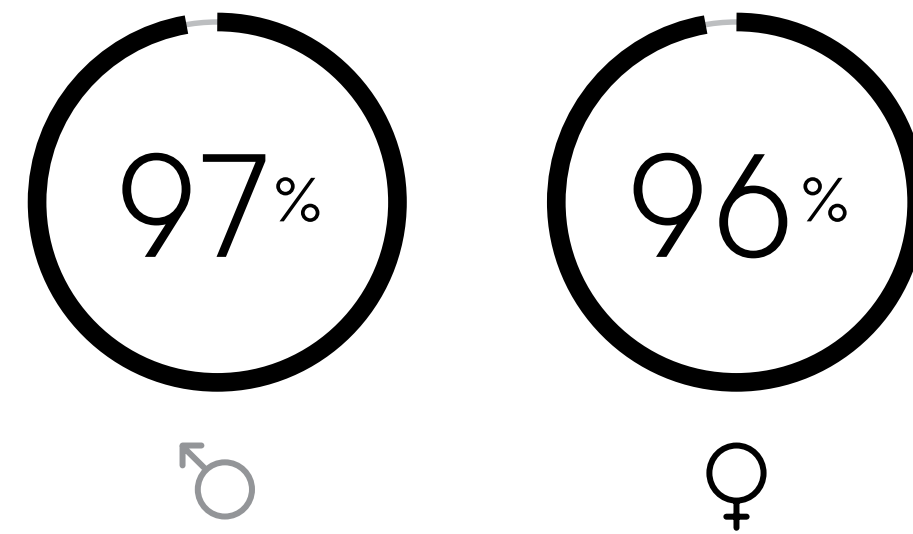
NO. OF EMPLOYEES WHO CONTINUE TO BE EMPLOYEES 12 MONTHS AFTER PARENTAL LEAVE



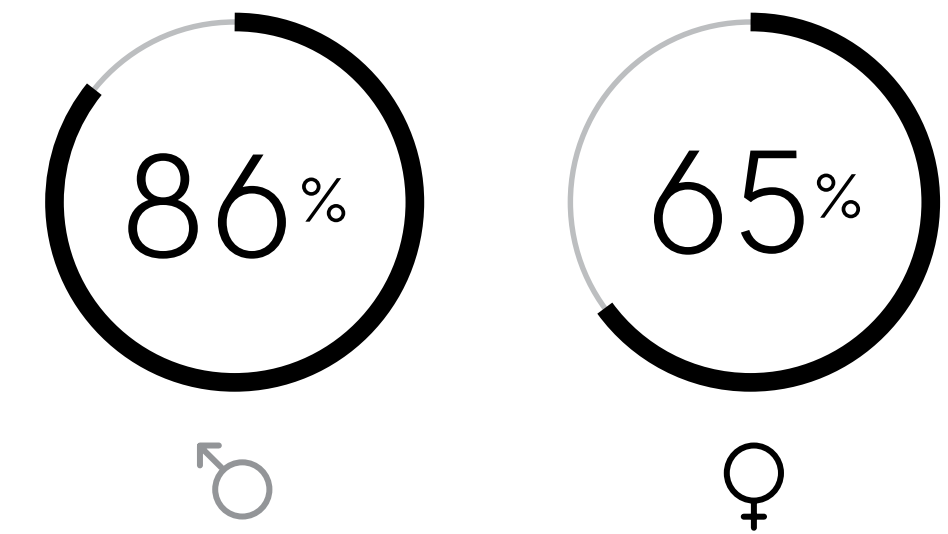
NO. OF EMPLOYEES WHO HAVE RETURNED TO WORK AFTER TERMINATING PARENTAL LEAVE



RATE OF RETURN TO WORK OF EMPLOYEES WHO TOOK PARENTAL LEAVE



RETENTION RATE OF EMPLOYEES WHO TOOK PARENTAL LEAVE



The MANGO Sustainability model | **EMPLOYEES**

Remuneration policy

For the different categories of employees the salaries paid are, on average, above those of the sector. In 2018 the proportion between the starting salary established by MANGO and the wage agreement was 47% for the Spain headquarters. 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.

We guarantee equal salaries and equal rights in our organisation. 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.

EMPLOYEE BENEFITS

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

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

The international nature of our organisation facilitates the geographical mobility of any employees who request this. In addition, when new positions to be covered become available, staff are offered the opportunity to request a change of department.

EMPLOYEE BENEFITS



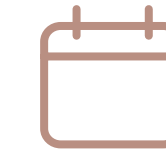
FLEXIBLE
WORKING
HOURS



TEMPORARY
SUSPENSIONS FOR
PERSONAL REASONS



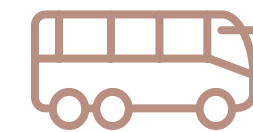
EXTENDED TIME
TO ATTEND MEDICAL
VISITS



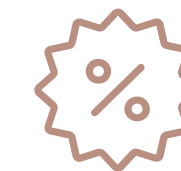
INTENSIVE WORKING DAY
ON FRIDAY AND ON EVES
OF PUBLIC HOLIDAYS



SUBSIDISED
CANTEEN



FREE GROUP
TRANSPORT



SPECIAL AGREEMENTS
AND DISCOUNTS

The MANGO Sustainability model | **EMPLOYEES**

Permanent dialogue

Various channels exist to promote group cohesion and keep employees permanently informed, through the Employee Portal, in order to improve the day-to-day operation of the organisation and make employees part of our projects. For example, the “If I were Chairman” initiative, with elected representatives from each department. The conclusions, changes and improvements agreed are published and notified to all employees in internal company bulletins.

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 2018, 417 interns were recruited at our headquarters and in stores in Spain, 22% of whom were finally recruited, in collaboration with various schools and universities.

In 2018 we celebrated the 10th anniversary of our collaboration with CARES (*Centro Especial de Empleo Fundación*). We began the collaboration with 14 employees with psychological and physical disabilities and closed the year with a workforce of 190 employees. Of them, 85% from vulnerable groups –disability and at risk of exclusion– and 50% with special difficulties. By type, 34% are people with a diagnosed psychological disability or mental disorder, 48% have physical or sensorial disabilities and 18% are at risk of social exclusion.

During the promotion campaigns, the employment positions created rose to a total of 320 employees. The preparation of the e-commerce we send worldwide is the activity they carry out.



38

The MANGO Sustainability model | EMPLOYEES

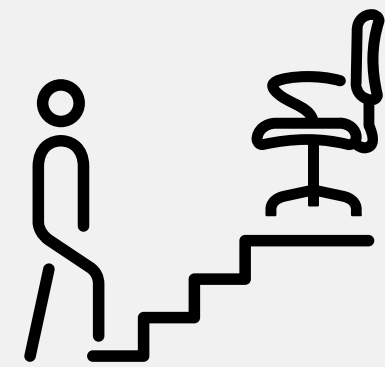
We are committed to internal promotion

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.

In 2018, 315 employees opted for a higher position at headquarters and 540 employees did so in stores in Spain.

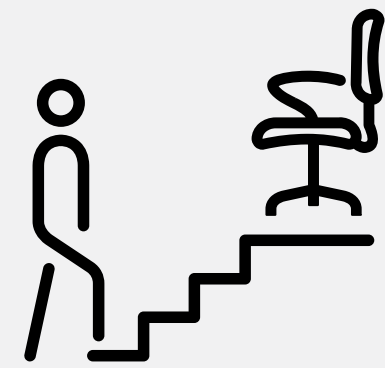
HEADQUARTERS

315
EMPLOYEES
opted for a higher
position



STORES

540
EMPLOYEES
opted for a higher
position



Safety in the workplace




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

The aims of the MANGO Health and Safety Policy are the development and promotion of strategies that improve working conditions for the physical, mental and social health of employees, and to promote and consolidate safe and healthy work habits.

Another essential aspect in the safety of employees is the alerting of situations of risk during the business trips they make. The safety policy of MANGO travellers covers the basic aspects to offer travelling employees safety on their business trips and other information of interest such as recommended vaccinations, contacts in emergency situations, etc.

The management of occupational risk prevention at MANGO is established in the Risk Prevention Plan and form part of the overall system of company management. This plan contains the company's commitment to provide a secure and healthy working environment for employees and collaborators and defines the goals and procedures in order to achieve this.

Principal activities implemented for the prevention of occupational risks:

 <p>RISK ASSESSMENT</p>	<p>We identify and assess the risks associated with the employment positions as part of the cycle of continuous management improvements, making progress in all aspects of the health and safety of employees. These assessments are conducted both in offices and warehouses at the headquarters, and in stores. Similarly action plans with preventive and/or corrective measures are drafted, managing work inspections, emergency plans and other procedures.</p> <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>
 <p>RISK NOTIFICATIONS</p>	<p>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.</p>
 <p>HEALTH MONITORING</p>	<p>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.</p>

The MANGO Sustainability model | **EMPLOYEES**

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

**NO. OF ACCIDENTS
IN RELATION TO THE
NO. OF EMPLOYEES**

**AVERAGE DURATION
OF SICK LEAVE (DAYS)**

**PERSONS TRAINED
IN ORP**

STRUCTURE

0.006

NO. ACCIDENTS

STRUCTURE

9.³¹

DAYS

STRUCTURE

1,087

EMPLOYEES

STORES

0.0101

NO. ACCIDENTS

STORES

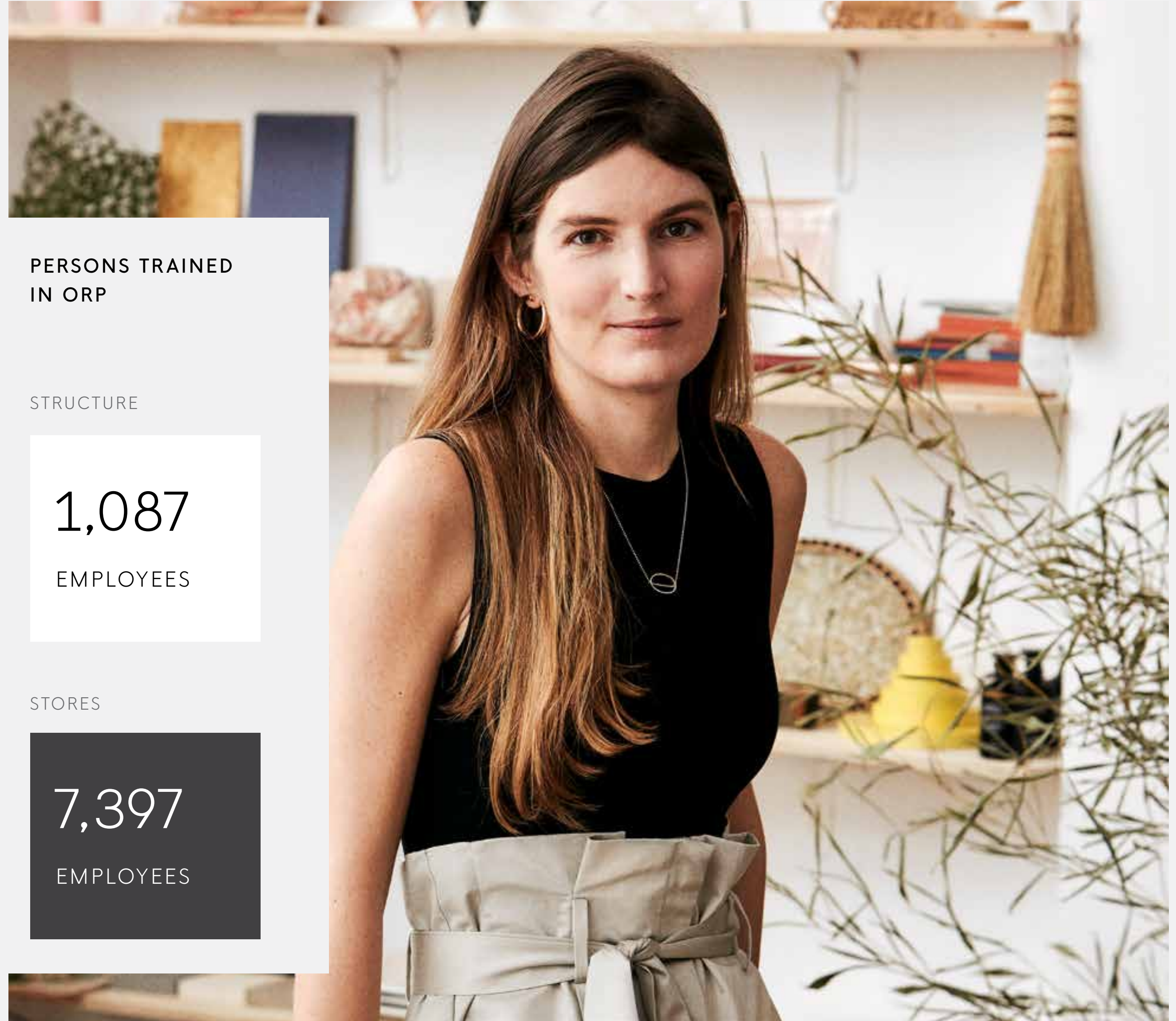
17.⁶³

DAYS

STORES

7,397

EMPLOYEES



The MANGO Sustainability model | **EMPLOYEES**

Training and personal development opportunities

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

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

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

In 2018, we continued to strengthen the role of leaders with an Executive Development Plan for promotions to positions of responsibility.

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



3,652

PARTICIPATIONS
IN TRAINING
ACTIVITIES



15,888

TRAINING HOURS



The MANGO Sustainability model | **EMPLOYEES**

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 2018 are:

APPRAISAL AND DEVELOPMENT PROCESS

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

TEAM COHESION WORKSHOP

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

COACHING AND MENTORING

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

TALENT PROGRAMME:

The talent programme is aimed at more general development, focusing on more strategic issues and long-term development.

There are three development programmes:

Talent Development Programme (TDP)

Training and development programme which consists of 6 sessions which cover different leadership skills and in which meetings with key business areas are organised.

Every year, 40 employees participate in this.

Mentoring Programme

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

Development Centre

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



The MANGO Sustainability model | **EMPLOYEES**

MANAGING CHANGE AND TRANSFORMATION

In August 2017 the management of change at MANGO was formalised through the creation of the Managing Change department, under the umbrella of the Employees/HR department.

Its main aim is to facilitate the processes of change from a human perspective, increase the success potential of changes, the speed in which change is adopted and the return on investment in the changes.

For this reason, in 2018 the activities principally focused on consolidating the department and on incorporating change management as a strategic factor within the organisation.

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 PILLS

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.

NEW TRAINING INITIATIVES

— LEADERSHIP DEVELOPMENT PROGRAMME

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

— MINDFULNESS FOR SELF-MANAGEMENT

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

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



The MANGO Sustainability model | **PRODUCT**

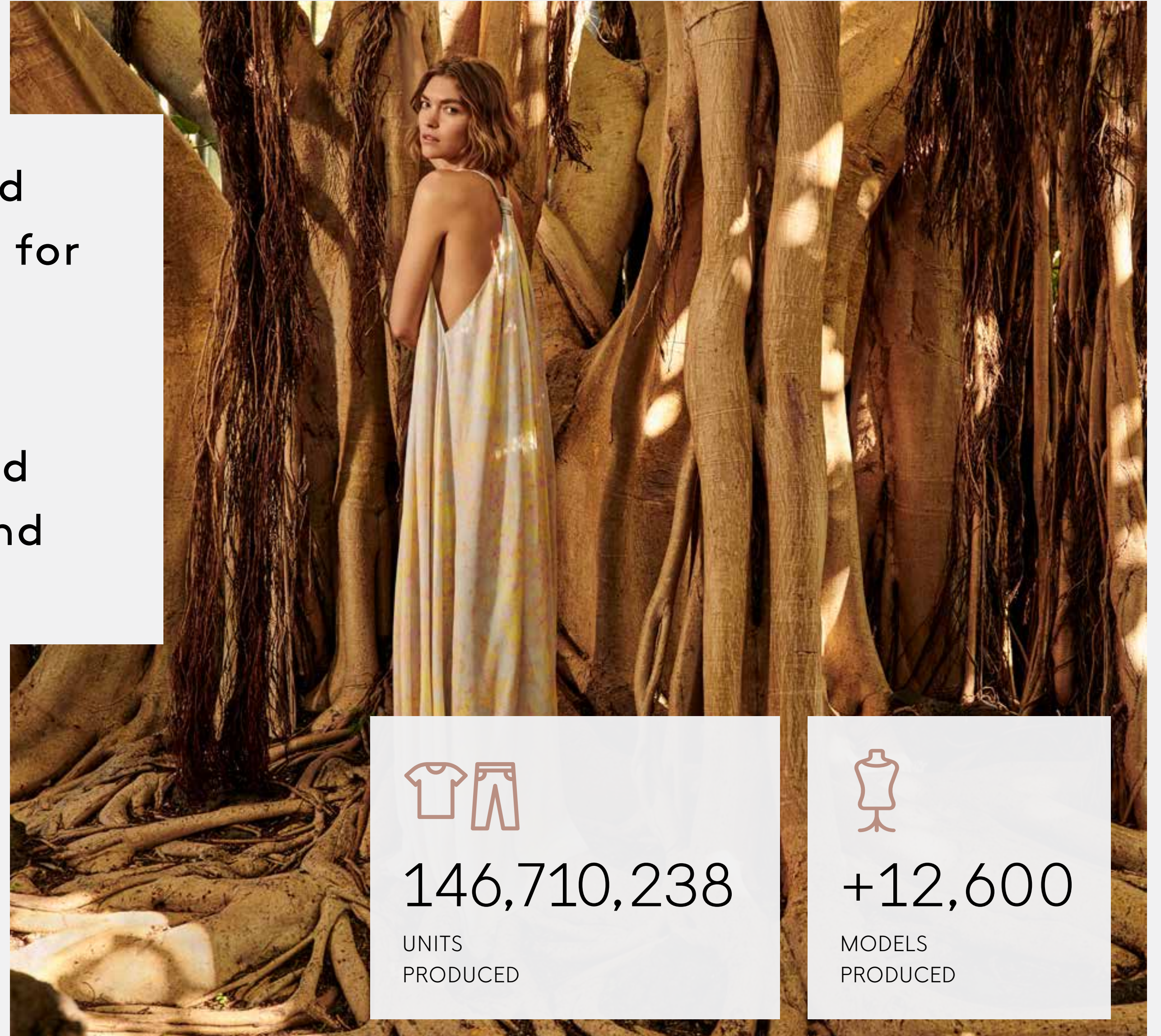
Product

MANGO designs, manufactures and markets garments and accessories for women, men and children.

The brand concept brings together a contemporary view of fashion and style with a rich cultural background and a Mediterranean spirit.

MANGO inspires and unites through a passion for style and culture. Under this slogan, its collections can be worn day and night and stand out for their design, quality and attention to detail.

Through the perspective of taking care of present and future generations, we have developed a business model based in sustainability criteria, including more environmentally-friendly materials and processes to reduce the environmental impact of our products. This commitment is reflected in the Take Action programme, which brings together all the initiatives that apply CSR and sustainability criteria.



146,710,238

UNITS
PRODUCED



+12,600

MODELS
PRODUCED

The MANGO Sustainability model | **PRODUCT**

Efficient management and production systems

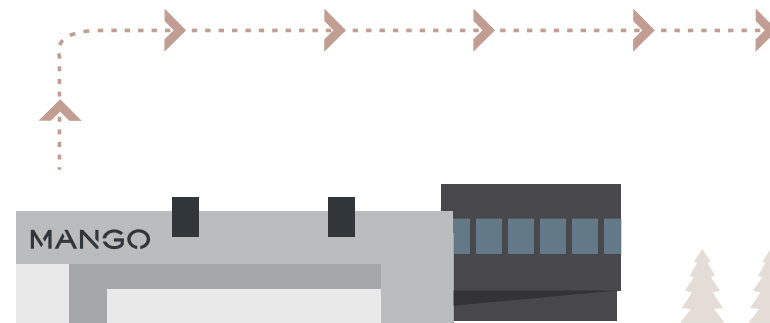
MANGO uses two production systems in its supply chain:

SYSTEM 1

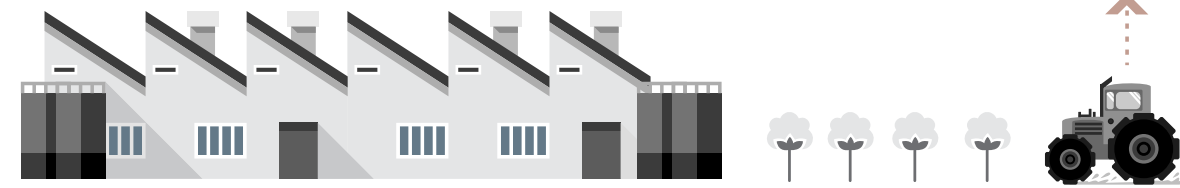
MANGO
PRODUCT
DESIGN



MANGO designs the product



SUPPLIER
PURCHASES RAW
MATERIALS AND MANUFACTURES



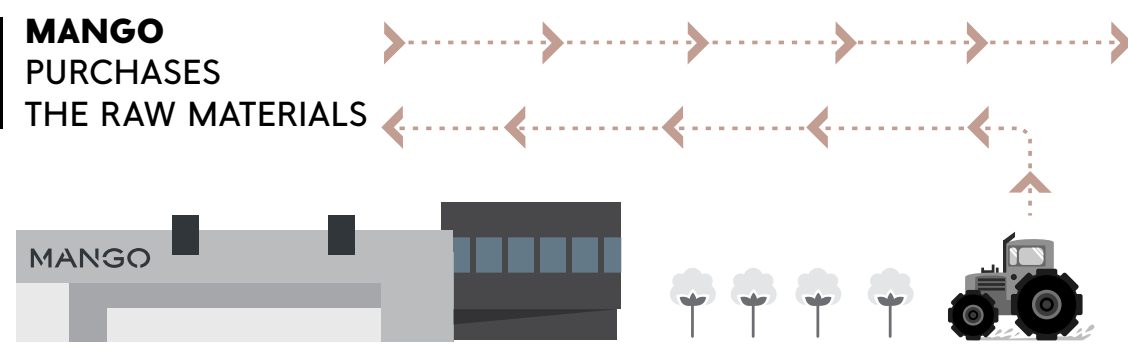
The purchase of raw materials and the manufacture are the responsibility of the supplier.

SYSTEM 2

MANGO
PRODUCT
DESIGN

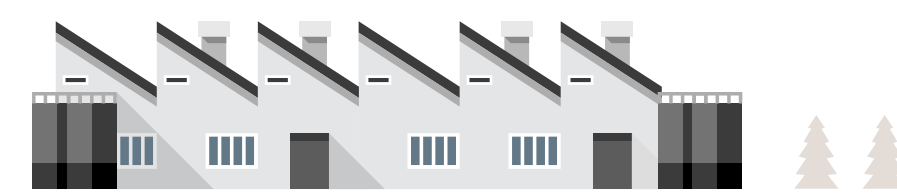


MANGO designs the product



All the raw materials used in the garments are purchased by MANGO

SUPPLIER
MANUFACTURES
THE GARMENTS



They are subsequently sent to the suppliers for manufacture.



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

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

The MANGO Sustainability model | **PRODUCT**

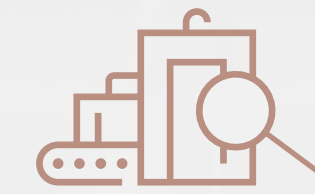
Quality and Sourcing

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

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

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

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



14,000
ANNUAL
INSPECTIONS



EACH MODEL
HAS A LEAST
2 INSPECTIONS
DURING THE
PROCESS

The MANGO Sustainability model | **PRODUCT**

Towards more sustainable fashion

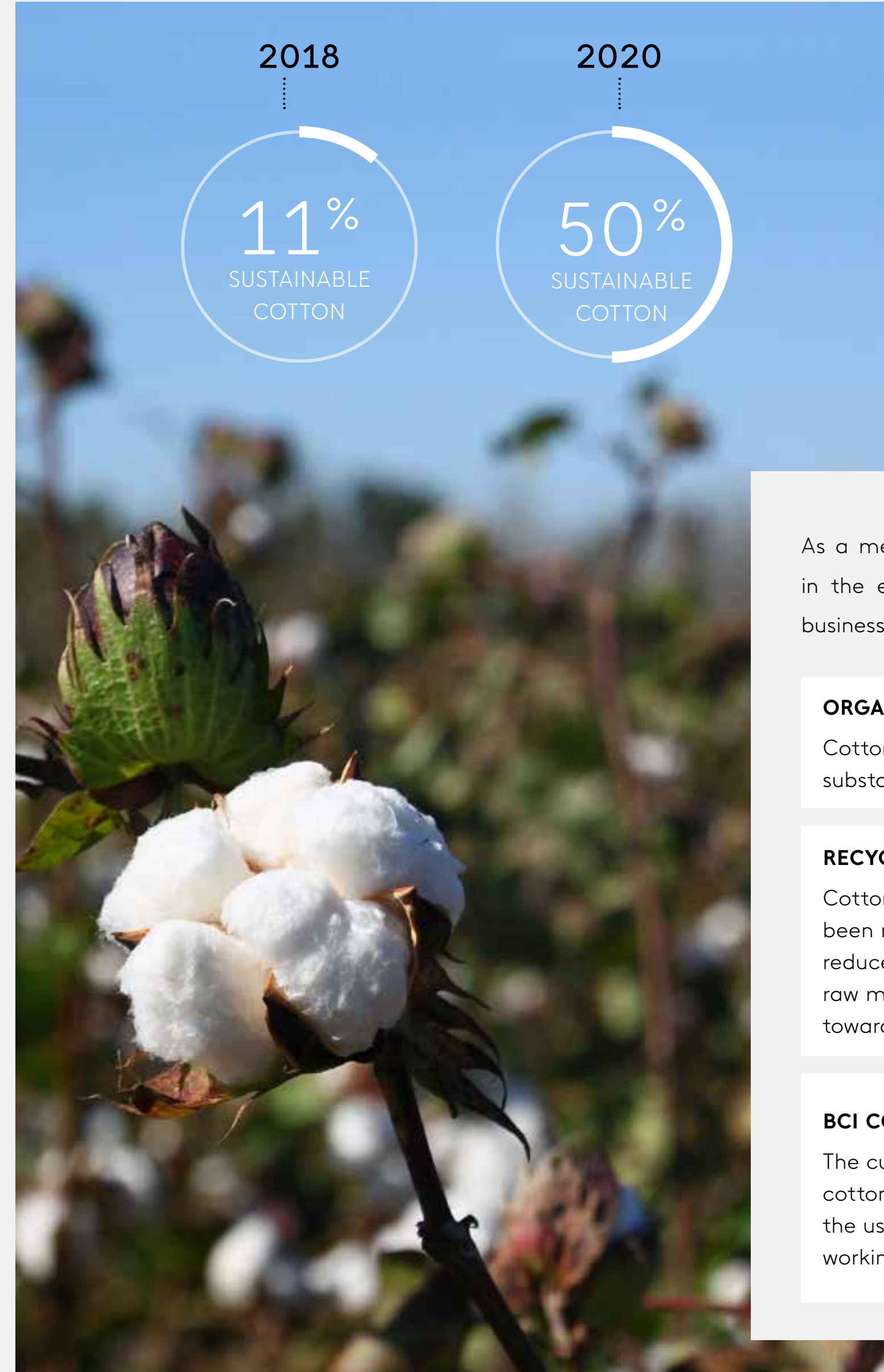
Today's world is constantly changing and MANGO is too. We are working garment to garment towards a more responsible and sustainable fashion future, promoting in our collection the use of more environmentally-friendly fibres and processes and promoting a model of circular economy.

We are using this transition as an opportunity to make a positive contribution towards sustainable development and to demonstrate our commitment to the environment.

The aim of the company is to increase the proportion of sustainable fibres in its collections. This is why MANGO has made a commitment that by 2022, 50% of its cotton promotes the cultivation and use of sustainable cotton.

In 2018, 11% of MANGO garments whose main component was cotton were acquired from sustainable sources. This includes the use organic cotton, recycled cotton and support for BCI (Better Cotton Initiative) cotton.

In line with this goal, in 2018, MANGO signed up to the Better Cotton Initiative (BCI) to reinforce its commitment to support the cultivation of sustainable cotton worldwide. By signing up to this initiative, MANGO commits to support good practices within the cotton sector and to promote the sourcing of cotton cultivated in a more sustainable way.



As a member of the BCI, since 2018 MANGO has supported the reduction in the environmental impact of cotton growing and has contributed to a business model that promotes the use of sustainable fibres.

ORGANIC COTTON

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

RECYCLED COTTON

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

BCI COTTON

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

The MANGO Sustainability model | **PRODUCT****MANGO COMMITTED**

The launch of the first MANGO Committed fashion collection in 2017 represents the first public step by MANGO towards the commitment to move towards more sustainable fashion and to reduce the environmental impact of our collection. MANGO has now launched four Committed capsules for women. The Committed collection is produced locally (Spain, Morocco, Portugal, Turkey) with sustainable materials and aims to give visibility to MANGO's commitment to sustainability.

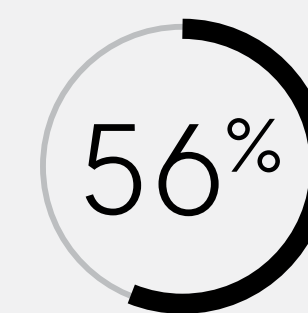
MANGO Committed is a carefully-designed sustainable fashion collection for women made up of environmentally-conscious fashion garments. Always photographed in natural environments, MANGO includes in these designs fabrics such as organic and recycled cotton, Tencel® and modal, which are combined using low environmental impact dyes in a neutral colour palette to create a timeless and avant-garde collection.

The Committed collection is not intended to be a standalone sustainable fashion initiative. The aim of the company is to increase the proportion of all types of sustainable fibres in its collections. These garments, which incorporate sustainably-produced fibres or criteria and which form part of the overall MANGO collection, are identified under the TAKE ACTION name.

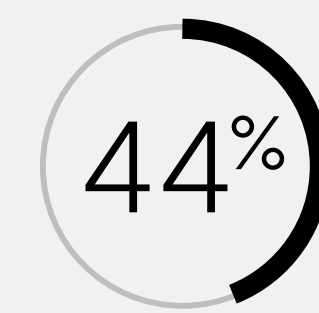


167,037,698 m²

FIBRES USED

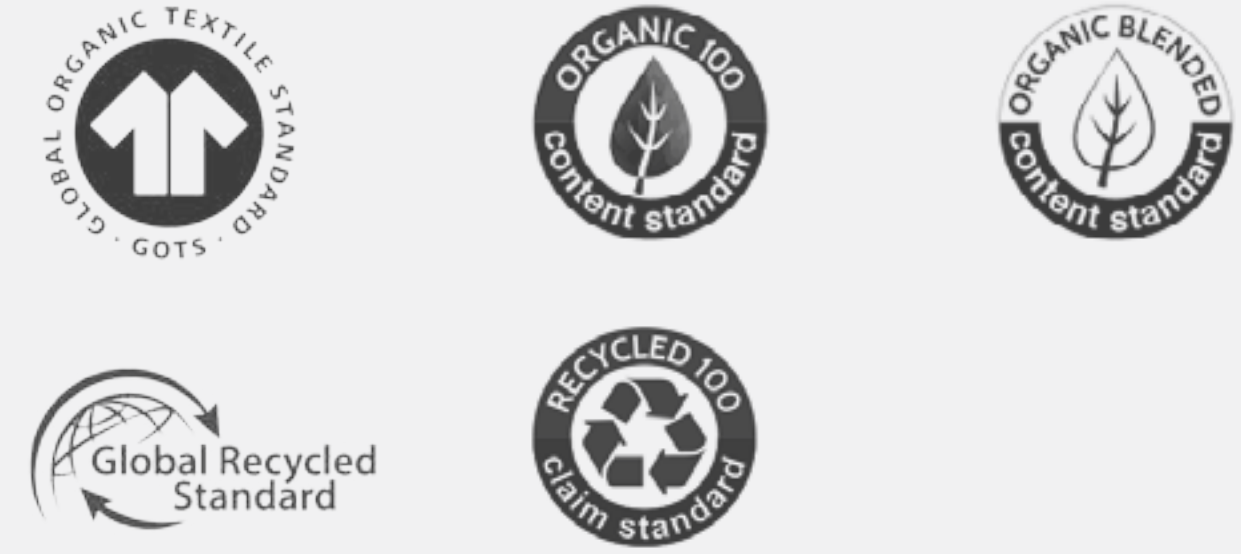


SYNTHETIC
CHEMICAL
FIBRES



NATURAL
FIBRES

The MANGO Sustainability model | **PRODUCT**



Committed and TAKE ACTION garments include materials such as organic cotton, recycled cotton, BCI sustainably-produced cotton, recycled polyester, recycled wool and TENCEL®, among others. All the sustainable fibres used in MANGO collections have certifications in accordance with international standards to accredit their origin and sustainable credentials. The most commonly-used certificates are GOTS (Global Organic Textile Standard), OCS (Organic Content Standard), GRS (Global Recycled Standard) and RCS (Recycled Content Standard).

In 2018 MANGO produced close to 9 million garments with sustainable characteristics. This accounts for 6% of total MANGO production for all its lines and fulfils the established targets.

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

A review of the fibre targets is planned for 2019.

The MANGO Sustainability model | **PRODUCT**

STUDY OF THE HYDRIC FOOTPRINT OF A STANDARD PAIR OF MANGO

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

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

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

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

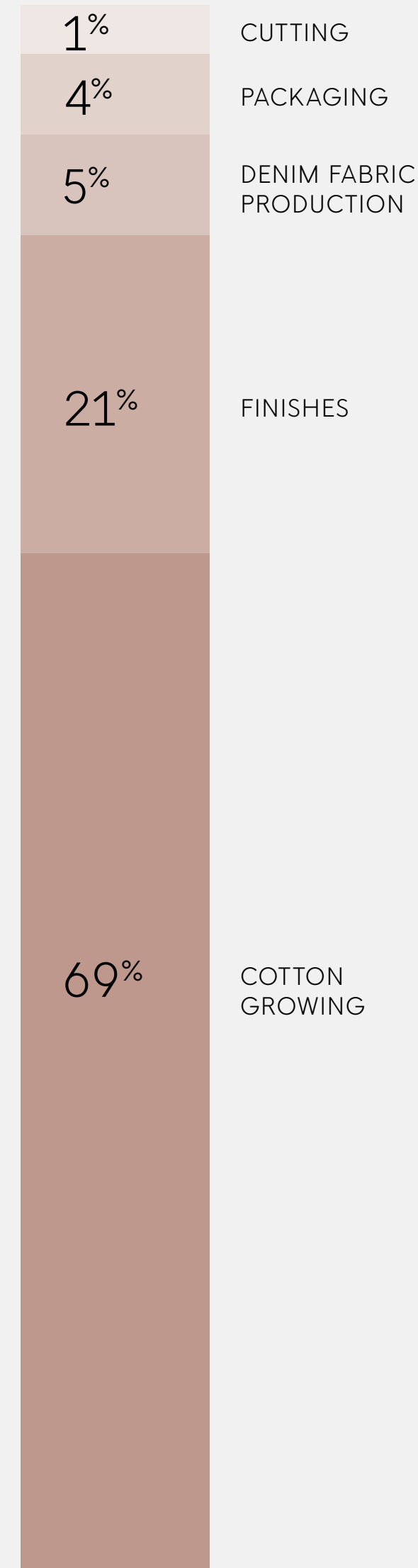
The production of a pair of standard MANGO jeans in Morocco involves a water consumption of 1.71 m³ (1,700 L) from growing the cotton to delivery of the jeans to the store.

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



www.esci.upf.edu

WATER CONSUMPTION




1.71 m³
 WATER CONSUMPTION/
 PAIR OF JEANS
FROM COTTON GROWING TO DELIVERY OF THE JEANS TO THE STORE

The MANGO Sustainability model | **PRODUCT****REDUCTION OF THE HYDRIC FOOTPRINT OF A PAIR OF JEANS**

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



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



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

It is forecast that in 2019, over 30% of the MANGO Woman jeans collection will reduce their hydric footprint and will be more sustainable thanks to the use of sustainable cotton options and water-saving production processes.



The MANGO Sustainability model | **PRODUCT**

Control of hazardous substances

PRODUCT SAFETY

The use of chemical substances throughout the production process can have a major impact both on the environment and on the health of persons. This is why MANGO applies a chemical substances standard which our suppliers must comply with so that our products are free of hazardous substances.

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

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



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

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

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

100% of our collections are analysed in accordance with the MANGO standard on the use of hazardous products and chemical substances.



The MANGO Sustainability model | PRODUCT

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-aminobenzene)
Benzenes and toluenes-carriers (3)	1.0 ppm	Polyester textiles, silk and wool	0.1 ppm	Solvent Extraction & GC-MS analysis.
Biocides (4)	Not detected (1.0 ppm)	Natural textile fibres	1.0 ppm	Extraction/ Derivation followed by GC-MS analysis.
Cadmium	5 ppm	Textiles, including synthetic leather	1.0 ppm	EN 1122-2001/ Acid Digestion followed by ICP analysis. (Total)
	75 ppm	Natural synthetic leather, metal products		
Chrome (VI)	3 ppm	Leather products	1.0 ppm	DIN 53314-1996 UNE EN 17075:2017
Dimethylfumarate (DMFU)	Not detected (0.1 ppm)	Textiles and leather	0.1 ppm	Solvent Extraction & GC-MS analysis.
Disperse dye allergens (5)	50 ppm	Synthetic textile fibres	1.0 ppm	DIN 54231
	16 ppm	All textiles and leather for babies		
Formaldehyde	75 ppm	All textile and leather products that come into direct contact with the skin	5 ppm	Textiles: JIS L1041: 2000/ EN ISO 14184-1:2011 Leather: ISO 17226-1
	300 ppm	All textile and leather products that do not come into direct contact with the skin		
Lead	5 ppm	Textile products excluding synthetic leather	1.0 ppm	EN 1122-2001/ Acid Digestion followed by ICP analysis. (Total)
	90 ppm	Synthetic leather, natural leather and metals		
Mercury	Not detected (0.006 ppm)	All products	0.006 ppm	ISO 105-E04 acid perspiration extraction & ICP analysis. (Extractable)
Nickel	Not detected (0.2 µg/cm ² /week)	Metals which may be ingested in the human body	0.2 µg/cm ² /week	UNE-EN 12472:2006 + A1: 2010 UNE-EN 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)	No detectado (0.5 ppm)	Textile products	0.5 ppm	Extraction/Derivation followed by GC-MS analysis.
Pesticides (6)	Not detected (0.05 ppm)	Natural textile fibres and leather	0.05 ppm	Extraction/ Derivation followed by GC-MS analysis.
PFCs (Perfluorocarbons)	1 µg/m 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 (8)	One: 500 ppm Sum ≤ 1000 ppm	PVC, flexible plastic and plastisol prints	0.3 ppm	CEN-ISO-TS 16181, TS 16181 EN 14372 UNE-EN ISO 14389:2014 Solvent Extraction & GC-MS analysis.
Polycyclic aromatic hydrocarbons	1 ppm	Synthetic fibres, plastic items and materials with coverings	0.5	Solvent Extraction & GC-MS analysis. 100
	0.5 ppm	Synthetic fibres, plastic items and materials with coverings for babies, in direct contact with the skin		
Short chain chlorinated paraffins	Not detected (100 ppm)	Textiles and leather	0.3 ppm	Solvent Extraction & GC-CE analysis.

The MANGO Sustainability model | **PRODUCT**

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

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

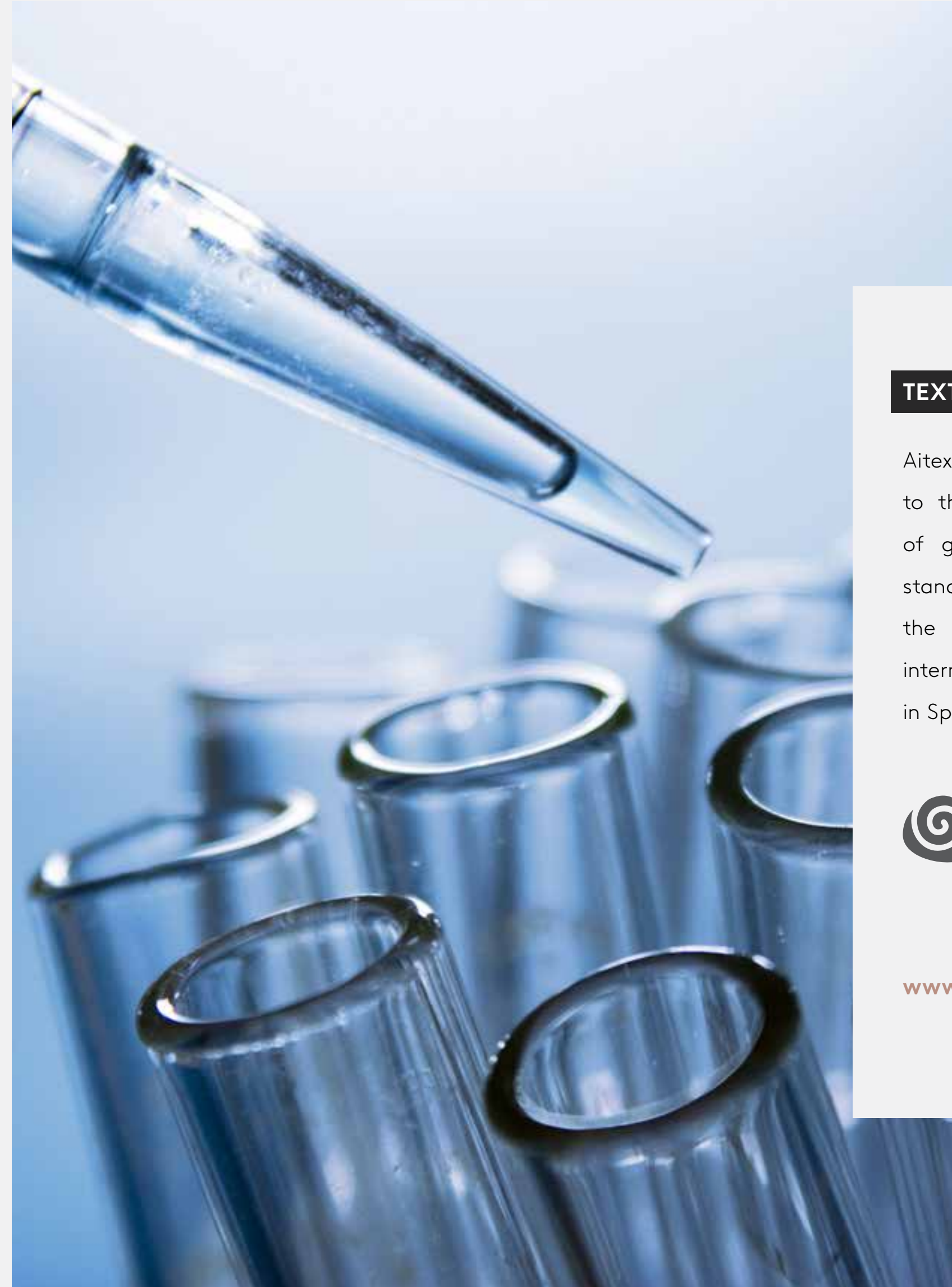
This standard may be consulted on the company webpage.

MANGO

www.mango.com

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

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



TEXTILE TECHNOLOGY INSTITUTE – AITEX

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



www.aitex.es

The MANGO Sustainability model | **PRODUCT**

FINAL INCIDENTS DETECTED FROM ALL GARMENT AND ACCESSORIES COLLECTIONS

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

TYPE OF SUBSTANCE	2018 TOTALS
Arylamines	4
Cadmium	4
Phenols	26
Organic tin compounds	3
Chrome VI	4
Formaldehyde	5
Lead	35

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.



The MANGO Sustainability model | **PRODUCT**

DETOX Agreement

The aim of the DETOX initiative is to challenge the leading clothing brands to make the required changes, together with their suppliers, to eliminate hazardous substances throughout the supply chain of products by 1 January 2020.

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

Adopting the same selection criteria and guidelines as in the initial stage, in 2018 we collected water samples of the wet processes of suppliers in Turkey and Bangladesh.

This analysis is considered a follow-up, since a DETOX analysis was conducted in these countries in 2015.

The analysis in Turkey showed a significant improvement compared to the results of 2015. On the other hand, the analyses of the factories in Bangladesh show that the country is maintaining its good results.

In this fourth phase of the analysis, wet processes represent approximately 7% and 18% of the production in Bangladesh and Turkey respectively.



TALLER DETOX A PROVEEDORES

During the final phase of the MANGO DETOX project, the MANGO CSR department organised CSR workshops for suppliers at source in order to communicate with them directly and reinforce MANGO's CSR priorities, review issues of social compliance and sustainability, including the DETOX project.

The first cycle of workshops took place in China and India in 2017. In 2018 they took place in Bangladesh and Turkey.

The MANGO Sustainability model | **PRODUCT**

Other policies

PVC

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

SANDBLASTING

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



ANIMAL WELFARE

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

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

LABELLING

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

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

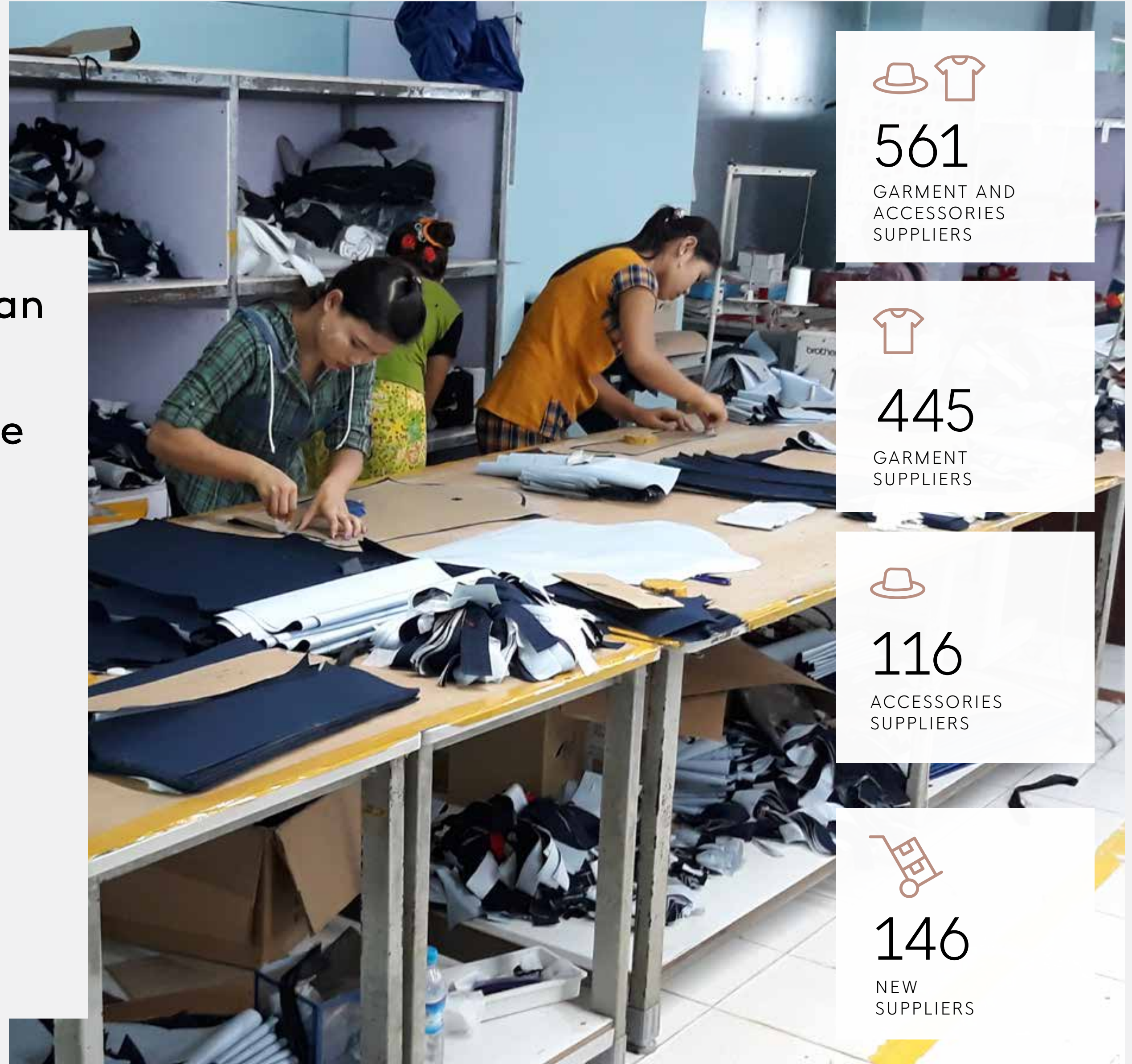
The MANGO Sustainability model | SUPPLY CHAIN

Supply Chain

Profile of our suppliers

The suppliers may work with more than one factory for the manufacture of our collections. Some of them may be used alternatively at different times, depending on the characteristics of the product.

Depending on the type of product, we differentiate between suppliers of garments and accessories (footwear, leather goods, costume jewellery, belts, sunglasses, etc.). Similarly, none of the suppliers work exclusively for our organisation.

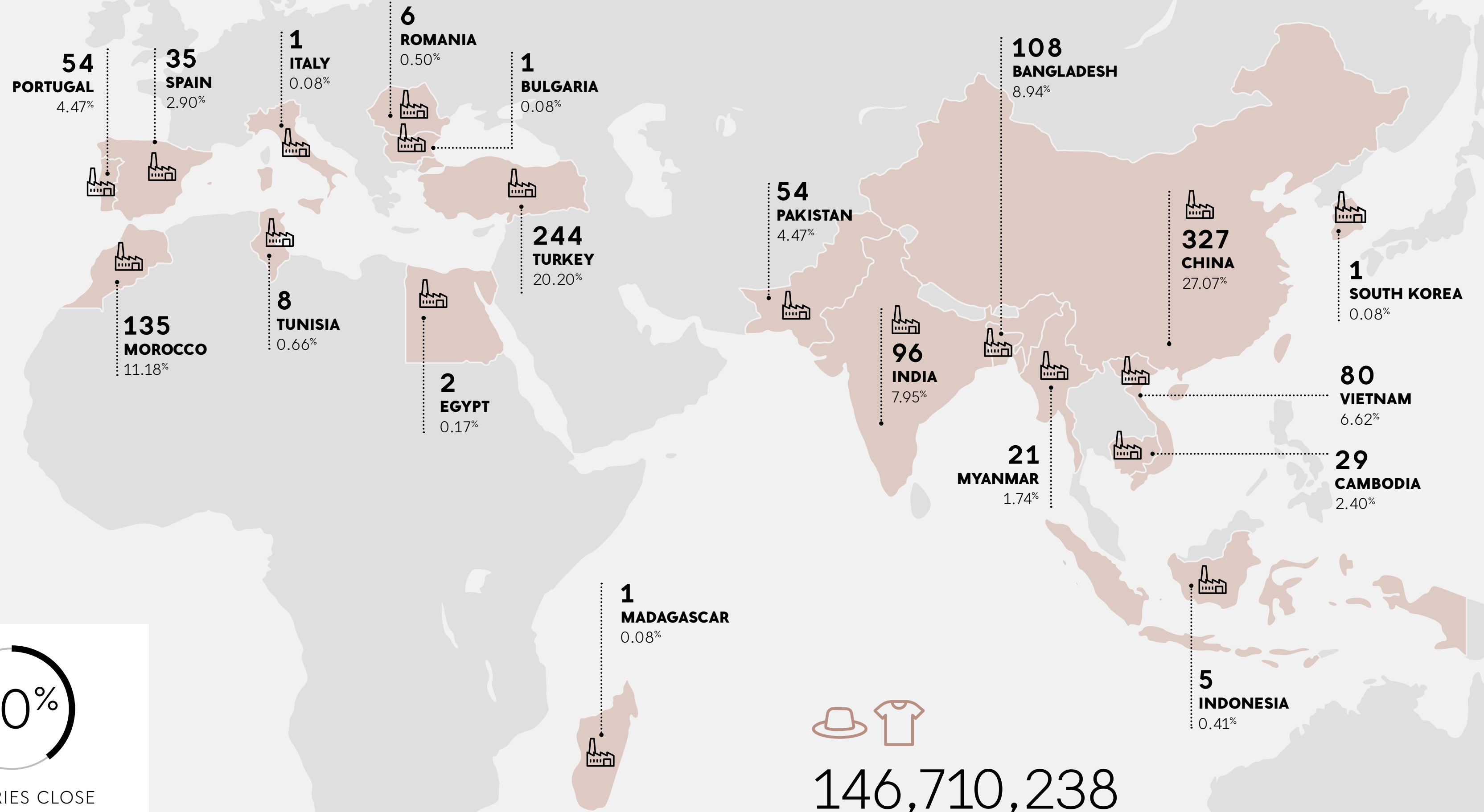


The MANGO Sustainability model | **SUPPLY CHAIN**

In terms of production volume, the principal supply market remains Asia, mainly China, followed by Bangladesh and Vietnam. Morocco continues to occupy fourth place as the main African country.

This country is fundamental to MANGO, given that we have worked with suppliers in this country for many years and they have been the most stable over the years. Together with Morocco, Turkey and Portugal are also among the top ten countries with the highest MANGO production volume, and contribute to the promotion of local markets.

PRODUCTION FACTORIES BY COUNTRY




1,208
FACTORIES USED



40%
FACTORIES CLOSE TO SPAIN
EUROPE, MOROCCO, TUNISIA AND TURKEY



146,710,238
GARMENTS AND ACCESSORIES MANUFACTURED FOR MANGO

The MANGO Sustainability model | **SUPPLY CHAIN**

Suppliers aligned with our commitments

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

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

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

MANGO recognises the significant risks that can arise within the supply chain. For this reason we are aware of the importance of guaranteeing the human rights of workers involved in the production process, and why we establish clauses relative to working hours and salaries, non-discrimination, forced and child labour, among others, in our Code of Conduct. Compliance of said Code is verified through social audits conducted by external auditing teams.



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

This Code is based on the principles and philosophy of the United Nations Global Compact, as well as the principles stipulated in the Universal Declaration of Human Rights and the United Nations Convention on the Rights of the Child.

It also includes all the applicable conventions and recommendations of the International Labour Organisation (ILO) that apply (in particular conventions: 1, 29, 75, 81, 87, 98, 100, 105, 111, 122, 131, 135, 138, 154, 155, 159, 177, 182 and 183, and recommendations: 35, 90, 111, 143, 146, 164, 168, 184 and 190).



Pacto Mundial
Red Española



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

1. CHILD LABOUR

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

2. FORCED AND OBLIGATORY LABOUR

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

3. HEALTH AND SAFETY AT WORK

Manufacturers shall guarantee their employees a working environment which is secure (fire prevention, machinery, etc.) and healthy (light, ventilation, hygienic conditions, etc.) and also comply with all the provisions stipulated in the applicable legislation in this regard. In addition, they shall guarantee that said conditions are extended, wherever applicable, to all the facilities allocated to their employees.

Furthermore, in the case of denim manufacturers, they shall not use the fading technique known as sandblasting, which consists of the use of pressurised sand, given the risk to the health of the employees who perform this process.

4. FREEDOM OF ASSOCIATION

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

5. DISCRIMINATION

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

6. DISCIPLINARY MEASURES, HARASSMENT AND ABUSE

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

7. WORKING HOURS

Manufacturers shall comply with the applicable legislation and industry regulations 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 all the legislation. In addition, the statutory minimum wage will be interpreted as said minimum, and not the recommended level.

9. SUBCONTRACTING

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

10. ENVIRONMENT

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

11. COMPLIANCE WITH THE CURRENT LEGISLATION

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

OTHER ASPECTS

COMMUNICATION

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

SCOPE OF APPLICATION OF THE CODE

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

In order to achieve this goal, manufacturers shall authorise MANGO to carry out, either itself or via third parties, inspections to ensure the application of the present Code.

In addition, they shall allow the supervisors access to the documentation and all means necessary to achieve said goal. Such audits may be carried out according to schedule or without prior notice.

ACCEPTANCE AND COMMITMENT ON THE PART OF MANUFACTURERS

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

AUDITING

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

CORRECTIVE ACTION

Any situation which implies non-compliance with the above points shall require corrective action by the manufacturer, within an established period not exceeding six months.

It should be noted that MANGO will participate in said corrective action by providing technical support.

In cases where the corrective action has not been applied within the aforementioned period or in the event of serious social emergencies or other significant events and the manufacturers have not taken the required corrective measures immediately, the MANGO group will proceed to cancel any relationship with said manufacturer.



The MANGO Sustainability model | **SUPPLY CHAIN**

Social audits

Our basic tool for monitoring the implementation of the MANGO Code of Conduct are the social audits which are conducted at the production centres of suppliers. These audits may be initial (in the case of a new factory), follow-up (for the inspection of specific non-conformities) or maintenance (every one or two years, depending on the result). In this way, all clothing suppliers are audited to ensure human rights compliance.

THE SOCIAL AUDIT PROCEDURE IS AS FOLLOWS



Interview with the managers and/or owners of the factory



Exhaustive inspection of the factory installations



Selection of a sample of employees for interview



Inspection of the relevant documents



Closing meeting

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



PERFORMANCE ASPECTS THAT ARE AUDITED

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



Our internal management tools allow us to access the updated database of our suppliers' production factories quickly. All suppliers must declare their production factories and assign one of the confirmed collections to each one. This way, all the departments involved in the process, such as Quality, the Purchasing teams and CSR have access to this information.

In 2017, MANGO signed up to amfori, the leading worldwide commercial association dedicated to open and sustainable commerce. With amfori Business Social Compliance Initiative (BSCI) we work together to improve the social performance of our supply chain. Being a member of amfori requires signing up to the BSCI Code of Conduct, which is based on the same principles as the MANGO Code of Conduct.

As part of our policy of working with strategic allies in our supply chain, in 2018 MANGO signed up to Sedex Global to work together on improving the social performance of our chain, in order to have greater control and scope in all our manufacturing countries.

amfori
Trade with purpose

Sedex

2017

SIGN-UP
TO AMFORI

2018

SIGN-UP
TO SEDEX GLOBAL

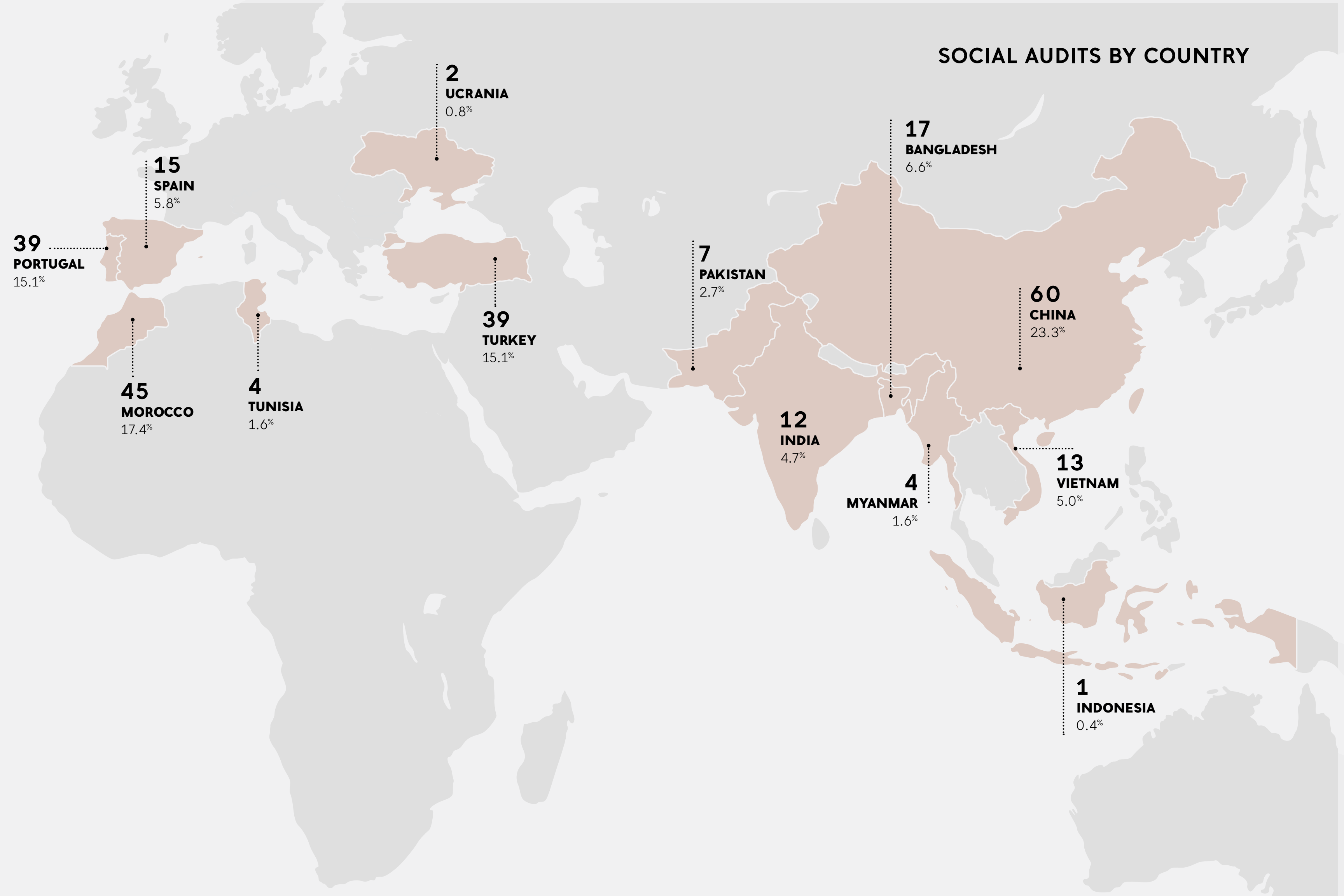

Amfori and Sedex are key partners of MANGO for improving traceability and optimising performance in the conducting of audits. Many of the factories that produce MANGO collections are already members of BSCI/Sedex Global and the number of factories that operate within these systems is increasing.

Utilising the BSCI/Sedex Global platforms and working alongside other member brands has its advantages, such as greater bargaining power and cost optimisation. Furthermore, the increase in the number of factories signed up to the amfori and Sedex Global programmes helps reduce audit fatigue for both the factories and for MANGO, given that the management of new audits is reduced considerably. This time optimisation makes it possible to focus more on developing correction plans and conducting more exhaustive monitoring of the progress made.

The MANGO Sustainability model | SUPPLY CHAIN

The external audits conducted in production plants are carried out by various top-level auditing companies. On certain occasions, the CSR Social Compliance team participates in the external audits or monitors a specific aspect of the Code of Conduct.

Last year, a total of 258 social audits were carried out, 125 within the BSCI or SMETA framework and 133 in accordance with the MANGO Code of Conduct.

258
AUDITS

The MANGO Sustainability model | **SUPPLY CHAIN**

Evaluation of results

After conducting the social audits, the results are evaluated following the standardised protocol of MANGO production centres.

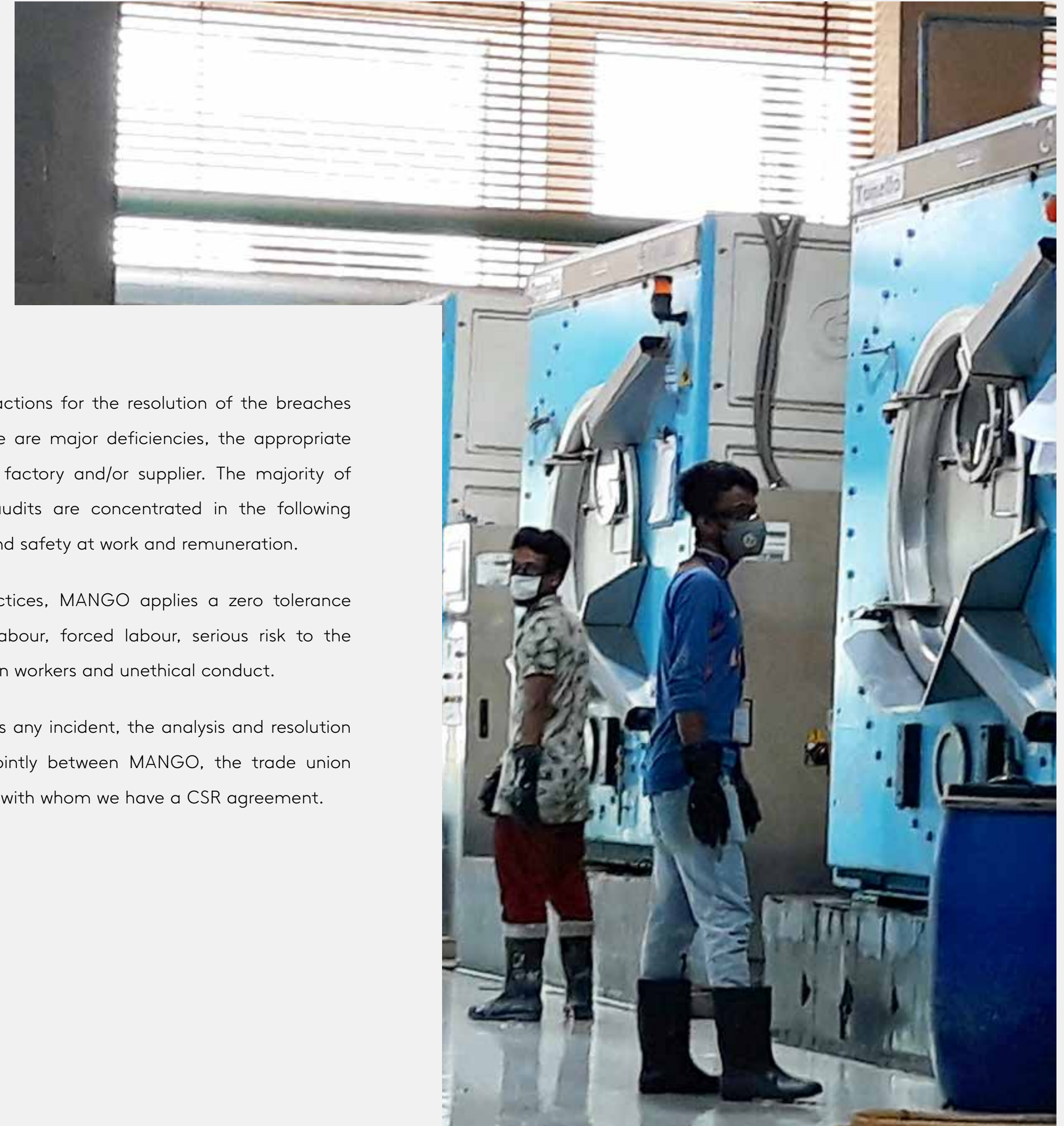
In 2018 a new system of rating factories was implemented, in line with the amfori results standard. This awards ratings from A to E according to the non-conformities found, in accordance with the MANGO Code of Conduct. The same rating criteria as the one used by the MANGO Quality department is adopted, allowing the standardisation of factories in various aspects. At the close of 2018, more than 70% of MANGO production factories had been rated according to the Code of Conduct.

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

If the appropriate corrective actions for the resolution of the breaches have not been taken, or there are major deficiencies, the appropriate measures are taken with the factory and/or supplier. The majority of the breaches found in the audits are concentrated in the following areas: working hours, health and safety at work and remuneration.

In order to prevent such practices, MANGO applies a zero tolerance policy in situations of child labour, forced labour, serious risk to the health of workers, illegal foreign workers and unethical conduct.

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



Training for suppliers

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

The main objective is capacity building to improve the working conditions and environmental aspects in order to improve sustainability worldwide and establish a channel of direct dialogue with suppliers to discuss internal procedures. These training sessions have been highly valued by both parties and will therefore be conducted in more countries, increasing the focus of issues by countries. Next year we are planning to give training sessions in Spain and Portugal.

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

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

TRAINING FOR SUPPLIERS



The MANGO Sustainability model | **SUPPLY CHAIN**

Traceability of the supply chain

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

Our control policy and the production characteristics mean that there is no subcontracting of garment and accessory manufacture by our manufacturers without the authorisation of MANGO. Although all 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.

Since 2017, traceability audits have been carried out. These audits consist of unannounced visits to factories by MANGO teams to ensure that the production of all of its collections is carried out in the previously declared and approved factories.



The MANGO Sustainability model | **SUPPLY CHAIN**

Alliances

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



AGREEMENT WITH TRADE UNIONS TO IMPROVE CONDITIONS IN THE SUPPLY CHAIN: MANGO – INDUSTRY TRADE UNION (CC.OO):

A year ago, MANGO signed a groundbreaking agreement with the General Secretary of the CC.OO. Trade Union for the Industry which formalised the collaboration between both organisations in recent years, in order to strengthen and protect the rights of the workers who manufacture our products and work together towards a more sustainable textile and dressmaking industry. Principally it focuses on aspects such as freedom to join a trade union, the right to health and social security, guaranteeing a minimum wage and eradicating discrimination in the production factories in our supply chain.

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

ACCORD ON FIRE AND BUILDING SAFETY IN BANGLADESH

An independent and legally-binding accord between brands, trade unions and NGOs designed to achieve a safe clothing industry in Bangladesh. The Agreement monitors corrective measures to more than 1,600 factories with over 100 engineers who conduct 500 follow-up inspections every month.

Each factory covered by the Accord is inspected approximately once every three or four months. The secretary's office, for its part, carries out specific corrective measures with signatory companies to identify the high priority factories where said measures need to be accelerated.

LAST YEAR, THE MANGO FACTORIES INSPECTED BY THE ACCORD'S EXPERTS, HAD AN AVERAGE APPROVAL RATING OF 94%.

By maintaining its commitment to continue with the work of the Accord, MANGO signed the new Transition Accord, for another year, in order to help complete the process of corrective measures.

For more information, consult:

ACCORD
on Fire and Building Safety in Bangladesh
bangladeshaccord.org/

The MANGO Sustainability model | **SUPPLY CHAIN**

MIGRANT WORKERS IN TURKEY

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

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



AMFORI WOMAN EMPOWERMENT

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

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



The MANGO Sustainability model | STORES AND FACILITIES

Stores and facilities

National and international expansion

The expansion of the MANGO group continued in 2018 and it is now present in **115 countries** with a total of **2,183 stores**, whose total surface area has increased to **817,081 m²**.

In addition to the major capital investment in transforming our physical stores and logistics system, another of the major changes in recent years has been the increase in online sales, which accounted for 20% of total turnover in 2018. In terms of logistics, the Lliçà d'Amunt (Barcelona) facility is now fully operative and currently houses the entire distribution system, except for online sales.



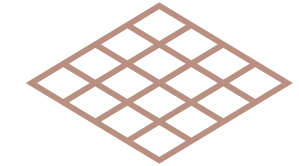
77%

SALES IN FOREIGN
MARKETS



902

COMPANY
STORES



447,578 m²

COMPANY
STORES



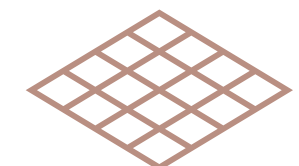
2,183

STORES



1,281

FRANCHISES



369,503 m²

FRANCHISES

The MANGO Sustainability model | STORES AND FACILITIES

57
AFRICA

Algeria	0	2	2
Burkina Faso	0	1	1
Cameroon	0	1	1
Ivory Coast	0	2	2
Egypt	0	7	7
Equatorial Guinea	0	2	2
Mauritius	0	4	4
Kenya	0	1	1
Libya	0	3	3
Namibia	0	3	3
Nigeria	0	4	4
Democratic Republic of the Congo	0	1	1
Senegal	0	1	1
South Africa	0	24	24
Tunisia	0	4	4

203
AMERICA

Argentina	0	3	3
Aruba (Dutch Antilles)	0	1	1
Bermuda	0	2	2
Bolivia	0	2	2
Canada	0	1	1
Chile	0	55	55
Colombia	0	42	42
Costa Rica	0	3	3
Cuba	0	2	2
Curacao (Dutch Antilles)	0	1	1
Ecuador	0	7	7
El Salvador	0	1	1
United States	1	1	2
Guatemala	0	3	3
Mexico	2	26	28
Nicaragua	0	1	1
Panama	0	2	2
Paraguay	0	1	1
Peru	0	37	37
Puerto Rico	0	1	1
Dominican Republic	0	2	2
Surinam	0	1	1
Venezuela	0	5	5

398
ASIA

Saudi Arabia	0	57	57
Bahrain	0	1	1
Cambodia	0	1	1
South Korea	4	1	5
Arab Emirates	0	15	15
Philippines	0	38	38
Hong Kong	3	0	3
India	0	12	12
Indonesia	0	18	18
Iraq	0	2	2
Iran	0	10	10
Israel	0	50	50
Japan	0	1	1
Jordan	0	4	4
Kazakhstan	0	20	20
Kyrgyzstan	0	2	2
Kuwait	0	6	6
Laos	0	1	1
Lebanon	0	6	6
Malaysia	0	22	22
Mongolia	0	3	3
Myanmar	0	2	2
Oman	0	2	2
Pakistan	0	5	5
Palestine	0	1	1
Qatar	0	8	8
People's Republic of China	11	15	26
Singapore	1	13	14
Syria	0	1	1
Sri Lanka	0	3	3
Thailand	0	24	24
Taiwan	0	21	21
Uzbekistan	0	1	1
Vietnam	0	10	10

1.525
EUROPA

Albania	0	2	2
Germany	75	130	205
Andorra	3	5	8
Armenia	0	3	3
Austria	14	5	19
Azerbaijan	0	4	4
Belgium	12	48	60
Belarus	0	4	4
Bosnia-Herzegovina	0	2	2
Bulgaria	2	0	2
Cyprus	0	7	7
Northern Cyprus (TRNC)	0	1	1
Croatia	16	1	17
Denmark	4	0	4
Slovakia	3	0	3
Slovenia	0	2	2
Spain	239	148	387
Estonia	0	2	2
Finland	6	0	6
France	121	85	206
Georgia	0	2	2
Greece	6	5	11
Netherlands	18	15	33
Hungary	6	0	6
Iceland	5	0	5
Italy	50	20	70
Kosovo	0	2	2
Latvia	0	4	4
Lithuania	0	6	6
Luxembourg	1	0	1
Macedonia	0	2	2
Malta	0	1	1
Moldova	0	1	1
Montenegro	0	1	1
Norway	3	1	4
Poland	18	2	20
Portugal	30	22	52
United Kingdom	40	8	48
Czech Rep.	7	0	7
Romania	11	0	11
Russia	72	73	145
Serbia	0	3	3
Sweden	4	0	4
Switzerland	10	21	31
Turkey	99	0	99
Ukraine	5	7	12

- Company stores
- Franchises
- ◐ Total stores

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 the franchisee has a prime location and when the nature of market makes it more appropriate, even in countries where company stores exist.

The MANGO Sustainability model | STORES AND FACILITIES

Our store concept

The megastore concept has transformed the image of stores, making the customer's shopping experience even more rewarding: very large and luminous stores, located in prime locations in the world's major cities. The increased space makes it possible to display all the collections offered in each store, significantly improving the customer shopping experience.

This store concept was first implemented in 2012 and by 2018 we now had more than 200 megastores. These new stores are characterised for having a new concept of architecture and interior design called The Line, made up of sophisticated and contemporary ambiances, designed to reflect the brand's personality.

Furthermore, the majority of them are equipped with technological features that have been implemented in recent years (digital fitting rooms, Pay&Go, e-receipt, free Wi-Fi, etc.).

Similarly, we are continuously working on making our online store more user-friendly from any device (PC, mobile or tablet) and during any stage of browsing: from searching a garment to the moment of payment.



+200
MEGASTORES



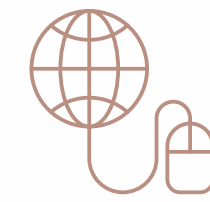
The MANGO Sustainability model | STORES AND FACILITIES

Promotion of online selling as part of the digital transformation

2018 has been a key year in terms of digital development, with online sales now representing 20% of total company sales, a target that was initially set for 2020. Specifically, in 2018 online sales grew by 36%, supporting the strategy established by MANGO to become a leading company in this digital channel.

This growth has been achieved thanks to the sustained rise in visits to the website, together with a continuous improvement in the conversion rate of MANGO's digital customers, the result of the improvements made to the website and to apps.

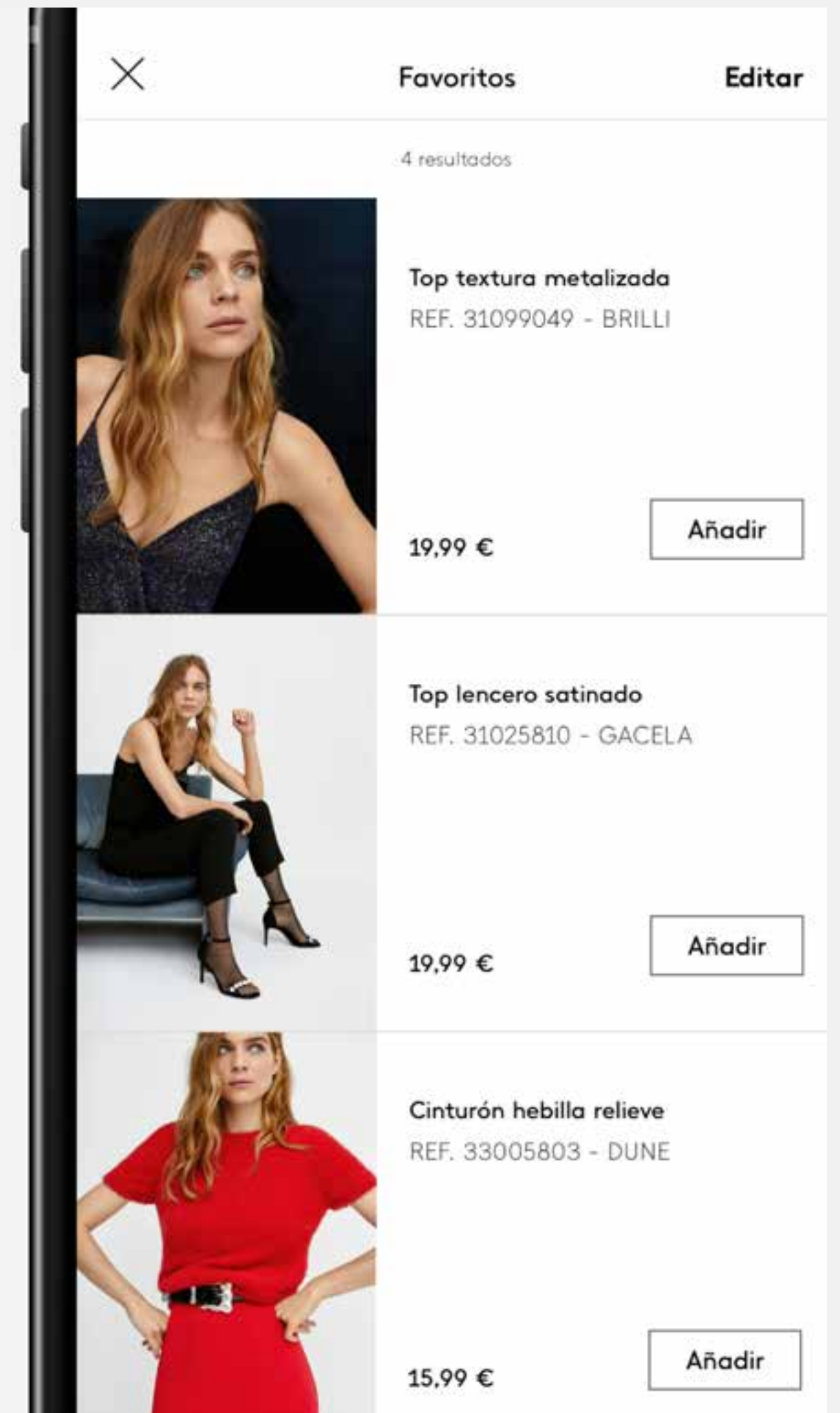
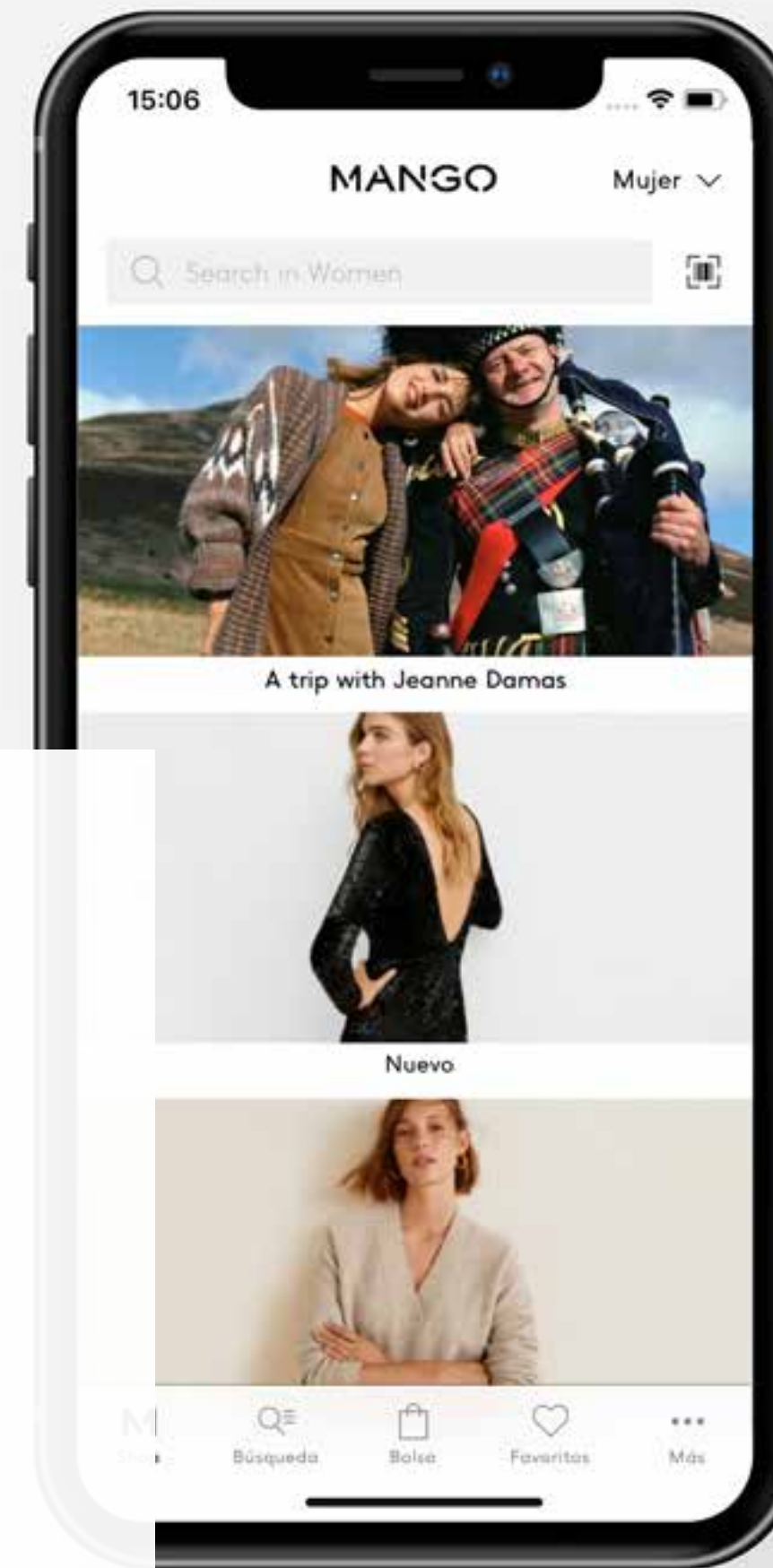
2018 has also been a year of the evolution of the company's omnichannel strategy, with the launch in the United Kingdom of delivering online orders from the store to the customer using the store's own stock, which has a positive impact on the customer owing to the speed of delivery, while also optimising the stock rotation in these stores. In 2018 we also extended the successful e-receipt initiative launched in 2017, with the benefits it entails both for the environment and for customer convenience.



20%
ONLINE SALES



36%
GROWTH IN
ONLINE SALES



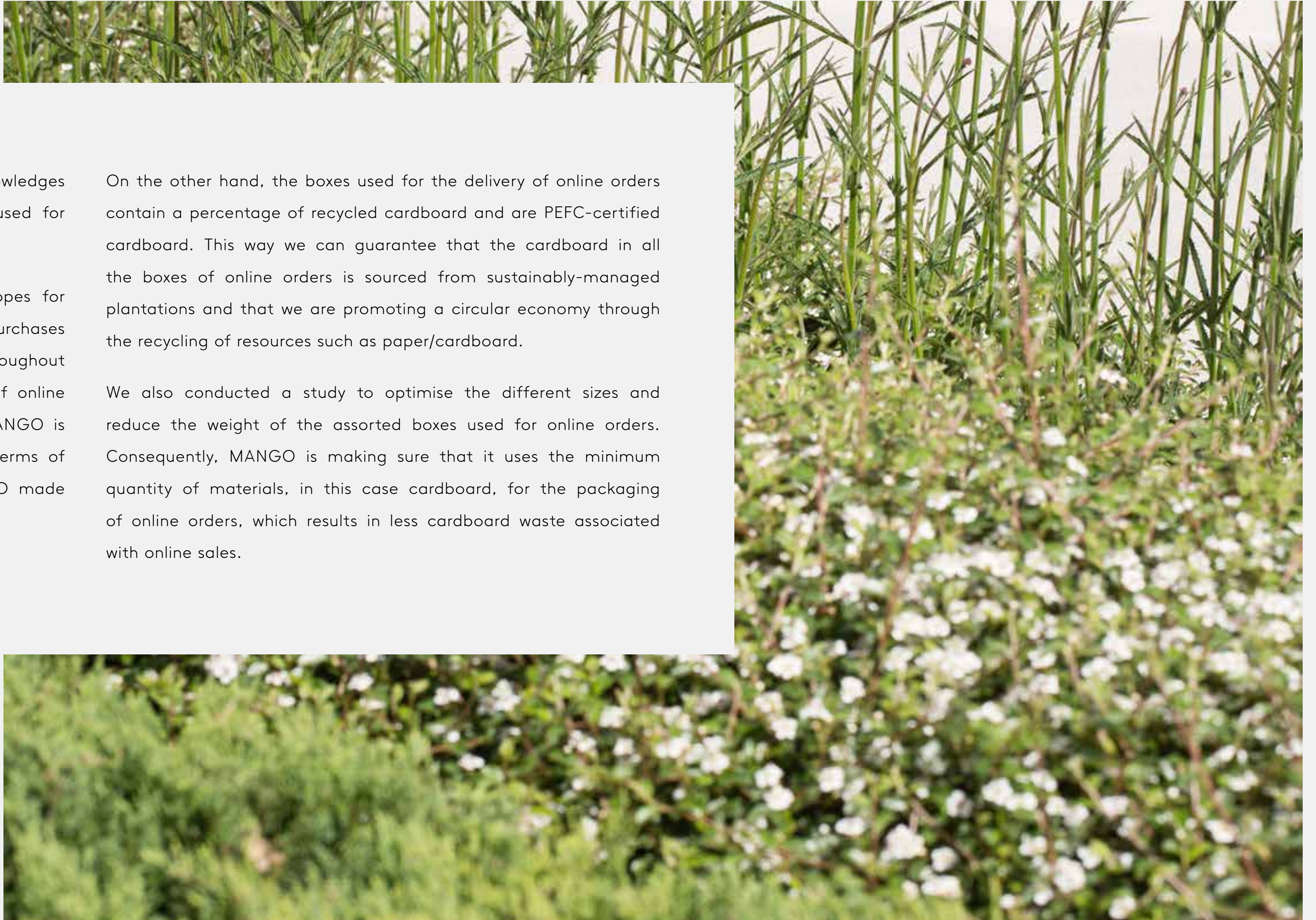
Optimisation of online packaging

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

In 2018 MANGO stopped purchasing plastic bags/envelopes for the delivery of online orders and decided that all online purchases would be delivered in paper/cardboard packaging. Throughout 2018 plastic bags/envelopes were used for the delivery of online orders until all stocks had been used up. In this way, MANGO is making progress to reduce its environmental impact in terms of the use of plastic. Thanks to this policy, in 2018 MANGO made savings of 6 million plastic bags used for online orders.

On the other hand, the boxes used for the delivery of online orders contain a percentage of recycled cardboard and are PEFC-certified cardboard. This way we can guarantee that the cardboard in all the boxes of online orders is sourced from sustainably-managed plantations and that we are promoting a circular economy through the recycling of resources such as paper/cardboard.

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



Sustainability criteria in stores and facilities

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

ILLUMINATION

Lighting using Light-emitting Diodes (LEDs) is installed in all new and refurbished stores and is progressively being installed in all other stores. We have incorporated lighting control systems outside store opening times.

ELECTRICITY CONSUMPTION

COMPANY STORES

41.730

MWh Spain

78.417

MWh Foreign countries

FRANCHISES

16.887

MWh Spain

76.952

MWh Foreign countries

AIR CONDITIONING

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

INTERIOR DESIGN

We are committed to using materials which are less harmful to the environment, last longer and require lower maintenance.



BAGS

82% of MANGO shopping bags are made of paper. All bags are made of PEFC-certified paper to ensure they are made of paper sourced from sustainably-managed forests. Plastic bags are only used in certain outlet stores and in specific countries during the sale period until all stocks are depleted.

E-RECEIPT

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

REUSE

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

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

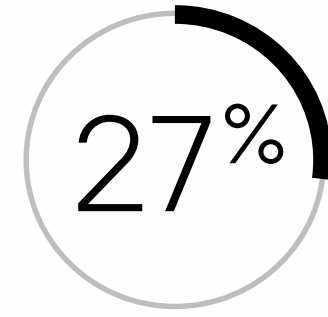
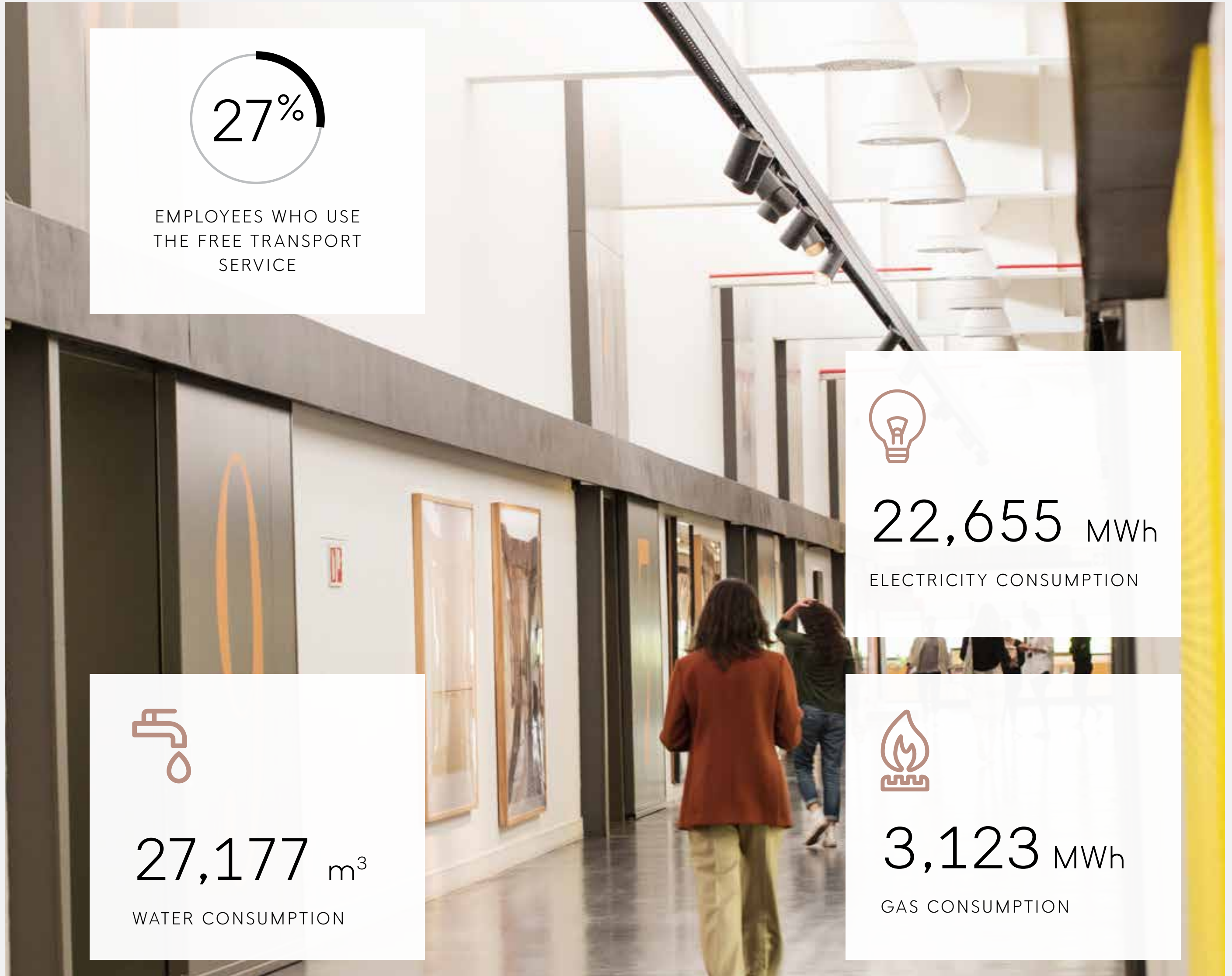
The MANGO Sustainability model | STORES AND FACILITIES

OFFICES AND DISTRIBUTION CENTRES

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

Key measures include the energy recovery in warehouse robots, the use of rainwater for sustainable watering and the use of low thermal transmission materials to prevent heat entering the building.

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



EMPLOYEES WHO USE THE FREE TRANSPORT SERVICE



22,655 MWh
ELECTRICITY CONSUMPTION



27,177 m³
WATER CONSUMPTION



3,123 MWh
GAS CONSUMPTION

The MANGO Sustainability model | STORES AND FACILITIES

CO₂ emissions

CALCULATION AND OFFSETTING OF GREENHOUSE GAS EMISSIONS

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

Calculation of our carbon footprint

For nine years now at MANGO, we have carried out a comprehensive study and calculation of greenhouse gas emissions. The study includes all the categories of emissions in accordance with international protocols: scope 1 (direct company emissions, such as its own fleet of vehicles), scope 2 (indirect emissions associated with the electricity purchased and consumed by the company) and scope 3 (other indirect emissions over which the company has no control, such as emissions associated with the production chain and employee travel).

The calculation includes 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.

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

SCOPE	TN CO ₂ EQ	%
Scope 1	13,263.13	3.58%
Scope 2	103,167.61	27.88%
Scope 3	253,577.68	68.53%
TOTAL	370.008,42	100.00%

BREAKDOWN	TN CO ₂ EQ	%	SCOPE
Natural gas in offices in Spanish offices and warehou	633.88	0.17%	2
Transport of raw materials	4,784.24	1.29%	3
Electricity in offices and warehouses	7,964.42	2.15%	2
Employee transport	13,263.13	3.58%	1
Electricity production	27,388.20	7.40%	3
Production of raw materials	48,203.64	13.03%	3
Electricity in stores	94,569.31	25.56%	2
Good transport	173,201.60	46.81%	3
TOTAL	370,008.42	100%	

The MANGO Sustainability model | STORES AND FACILITIES

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 2017 and total 17,992 Tn CO₂ eq. These were offset by collaborating in the projects described below.

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



17,992 Tn CO₂ eq

EMISSIONS
OFFSET IN 2017

PROJECT 1**Kepezkaya hydroelectric power plan (Turkey)**

This project consists of the construction of a hydroelectric power plant over the Goksu river in the province of Karaman, Turkey. It is estimated that this power plant will produce an average of 107,587 MWh of electricity per year during the first ten years, reducing GG emissions by replacing electricity generated using fossil fuels with hydroelectrical energy. This source of electricity is more constant and therefore more reliable. Furthermore, the implantation of this project supports the village communities by supplying the people with water for watering purposes, increasing local employment and improving the access routes to the area.

PROJECT 2**Micro-hydroelectric power plans (China)**

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

The MANGO Sustainability model | **STORES AND FACILITIES**



ENVIRONMENTAL LEGISLATION

Compliance with environmental legislation is essential to guarantee the absence of negative impacts with regard to sustainability. Furthermore, breach of the legislation could result in economic and administrative penalties, as well as a risk to our reputation.

To prevent the generation of such negative impacts, MANGO complies with the current environmental legislation and regulations.

MINIMISATION OF ENVIRONMENTAL IMPACT: WASTE

Waste generation

Our commitment to the environment and the promotion of a circular economy has resulted in the selective collection of the waste generated in all our stores and facilities, in order for such waste to be evaluated and recycled. The waste generated is managed by specialised external countries.

MANGO has signed up to integrated waste systems established in certain countries (green point systems). Special waste (waste associated to technology and office maintenance: toner, fluorescent lighting, batteries, aerosols, solvents, etc.), which represent less than 1% of the waste generated, are correctly managed according to their characteristics.

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



The MANGO Sustainability model | STORES AND FACILITIES



WASTE PROCESS	TN	%	MANAGEMENT
CARDBOARD/PAPER	3637.170	71.81%	Recycling (V11)
ORDINARY	939.526	18.55%	Management by a collection centre (T62)
LIGHTWEIGHT/PLASTIC CONTAINERS	145.000	2.86%	Recycling (V11, V12, V41)
WOOD	210.200	4.15%	Recycling and reuse (V15)
RECOVERABLE MIXTURES (Plastic)	63.380	1.25%	Recycling of plastics (V12)
RAEE	25.822	0.51%	Mechanical treatment or fragmentation to adapt to the size or volume of the waste for other subsequent treatments (R1205)
TEXTILE	37.67	0.74%	Textile recycling (B13)
OTHER NON-SPECIAL	5.668	0.11%	Recycling and recovery (V41, V14)
OTHER SPECIAL	0.283	0.006%	Management by a collection centre (T62)
TOTAL	5064.719	100.00%	

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

PROMOTING THE CIRCULAR ECONOMY: SECOND CHANCES

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

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

After the first phase, in 2017 the SECOND CHANCES project was expanded throughout Spain and Europe. In 2018 we had over 160 containers in the major cities of Spain and 30 in Europe distributed throughout Croatia, France, Germany, Italy, the Netherlands, Portugal and the United Kingdom. In 2018 collections from the MANGO SECOND CHANCES containers increased by 35% compared to 2017.




+160
CONTAINERS
IN SPAIN



30
CONTAINERS
IN EUROPE

The MANGO Sustainability model | STORES AND FACILITIES

In this manner, and in line with the UN Sustainable Development Goal for responsible consumption (SDG 12), MANGO is increasing its responsibility as a producer of textile waste and offering its customers the opportunity to give their used clothing and footwear a second chance. Customers can deposit textiles and footwear, irrespective of the brand, in the MANGO SECOND CHANCES containers and in this way help close the textile waste loop. Everything collected is donated and processed at the KOOPERA recovery and recycling centre, where the textiles are duly classified in order to be reused, converted into a raw material or recycled for new uses such as thermal insulation, carpets for cars or for waste-to-energy purposes. This allows us to ensure that 100% of the textiles and footwear deposited in the SECOND CHANCES containers are given a second opportunity.

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

In 2019 it is planned to extend it to 100% of company stores in Spain and France in order to offer our customers the opportunity to give their used garments a second chance.



THE USE OF THE GARMENTS FOOTWEAR COLLECTED ARE DISTRIBUTED INTO THE FOLLOWING CATEGORIES:

64%

LOCAL REUSE

17%

INTERNATIONAL REUSE

11%

RECYCLED FOR NEW USES

8%

WASTE TO ENERGY

The MANGO Sustainability model | CUSTOMERS AND SOCIETY

Customers and society

Improving the communication with our customers in an omnichannel environment

CUSTOMERS

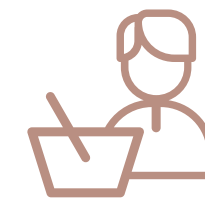
We are orienting the company towards the customer. This is one of the strategic pillars of MANGO.

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

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

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

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



2018

CREATION
OF THE CUSTOMER
DEPARTMENT



The MANGO Sustainability model | **CUSTOMERS AND SOCIETY**

CUSTOMER VOICE

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

We send our customers in Spain who have made purchases in our physical or online stores questionnaires by e-mail to discover their degree of satisfaction. Based on their responses, we detect areas for improvement in the shopping experience and we have implemented various initiatives to ensure that this experience is improved in order to fulfil our customers' expectations.

MANGO likes you

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

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

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

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

TE-RECEIPT

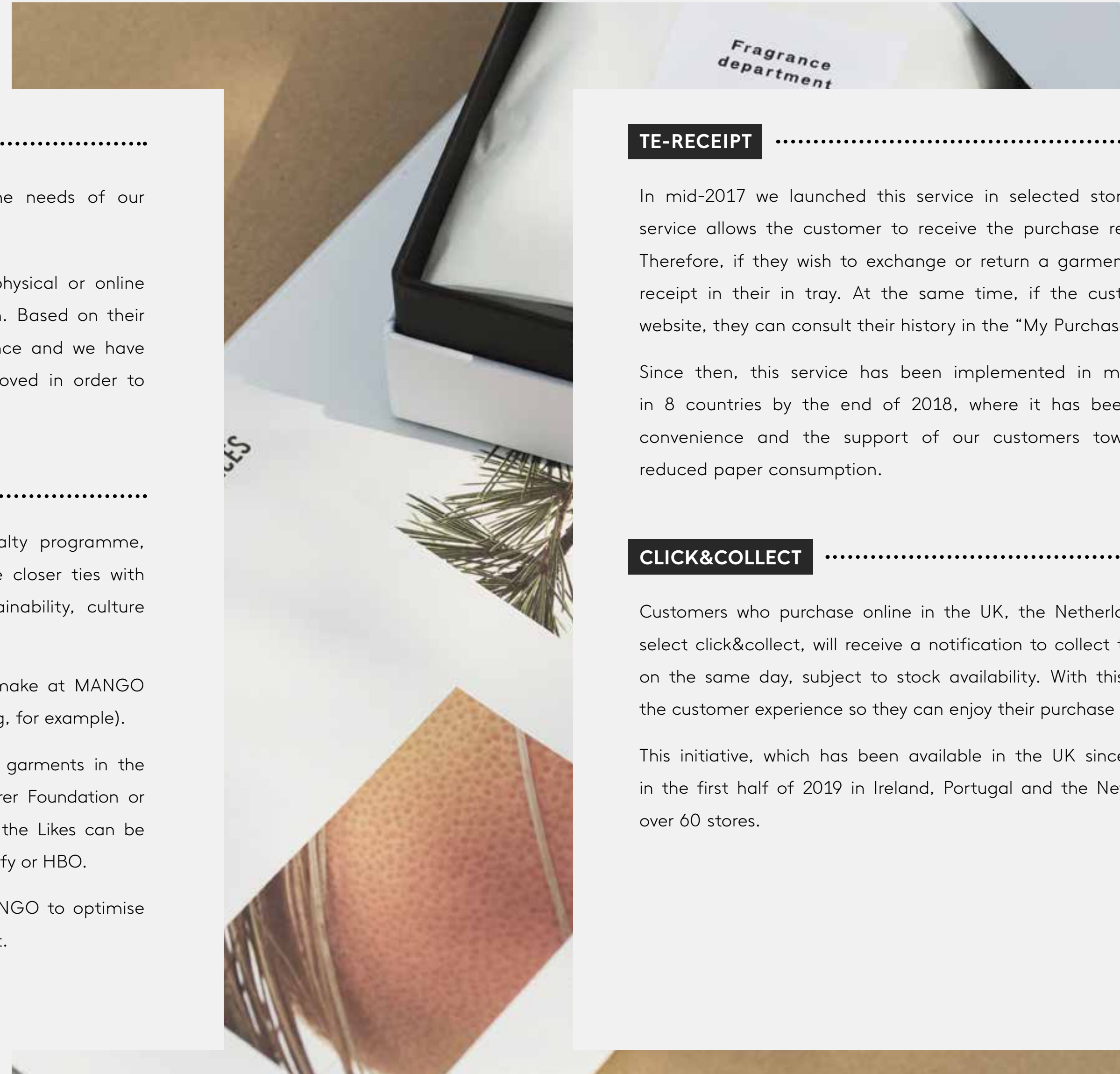
In mid-2017 we launched this service in selected stores in Spain and the UK. This service allows the customer to receive the purchase receipt at their e-mail address. Therefore, if they wish to exchange or return a garment, they can simply consult the receipt in their in tray. At the same time, if the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

Since then, this service has been implemented in more countries, being available in 8 countries by the end of 2018, where it has been positively received given its convenience and the support of our customers towards initiatives that result in reduced paper consumption.

CLICK&COLLECT

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

This initiative, which has been available in the UK since October 2017, was launched in the first half of 2019 in Ireland, Portugal and the Netherlands, and now operates in over 60 stores.



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SHIP FROM STORE

Online customers in London have the option to receive their order at their home address on the same day or the following day if the Oxford Street store has the product in its stockroom. This service is currently available at the Oxford Street store in London. With this service, and the click&collect service, MANGO is committing to the integration of the online and offline channels, which not only involves reduced delivery times for customers but also an improvement in stock optimisation.

QR CODE SCANNING

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

FASHION ASSISTANT

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

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



DIGITAL FITTING ROOM

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

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



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



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



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

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

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

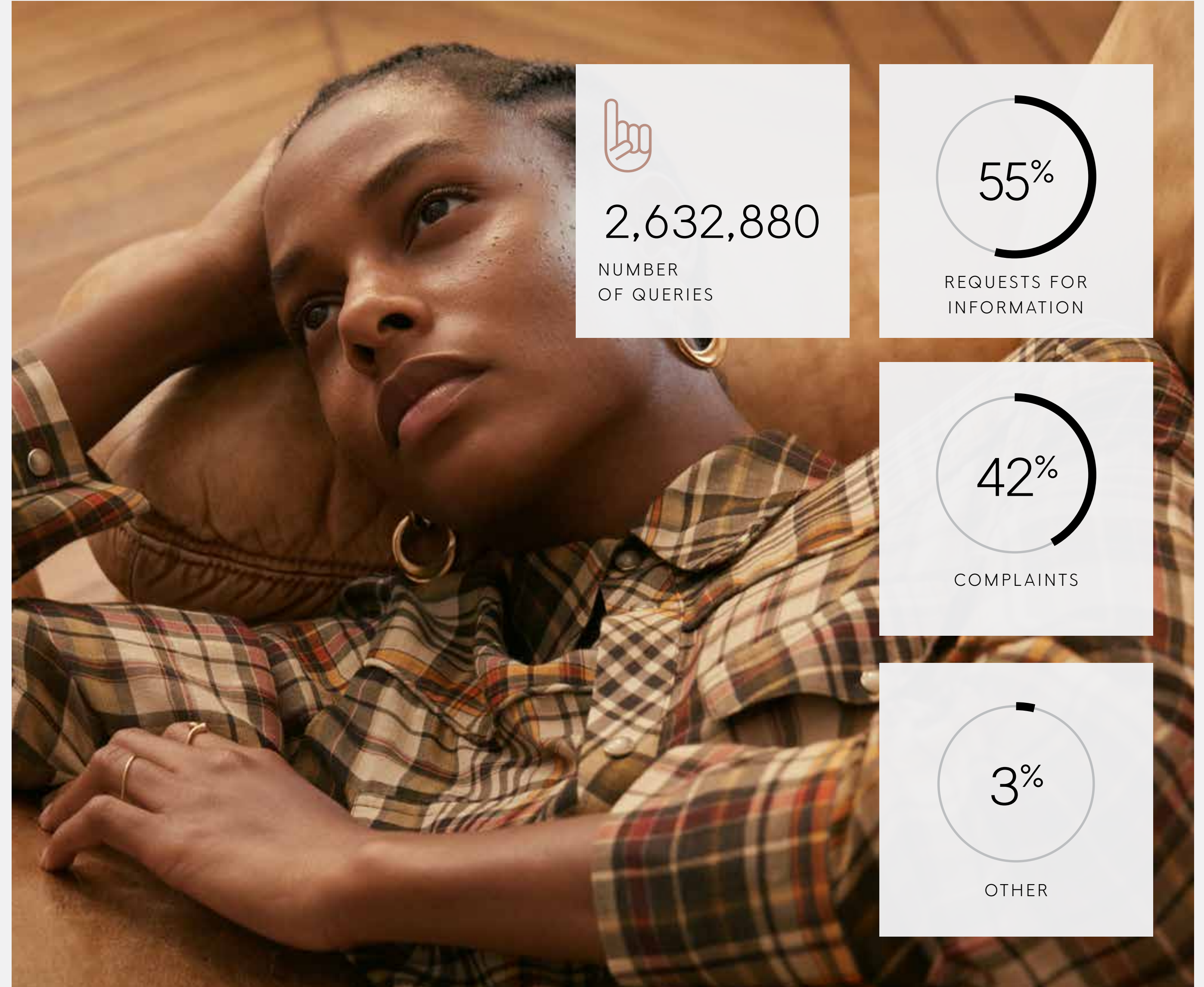
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Customer Service: a priority for MANGO

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

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

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



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Presence on social media

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

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



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CAMPAIGNS

The new MANGO Autumn/Winter 2018 campaign

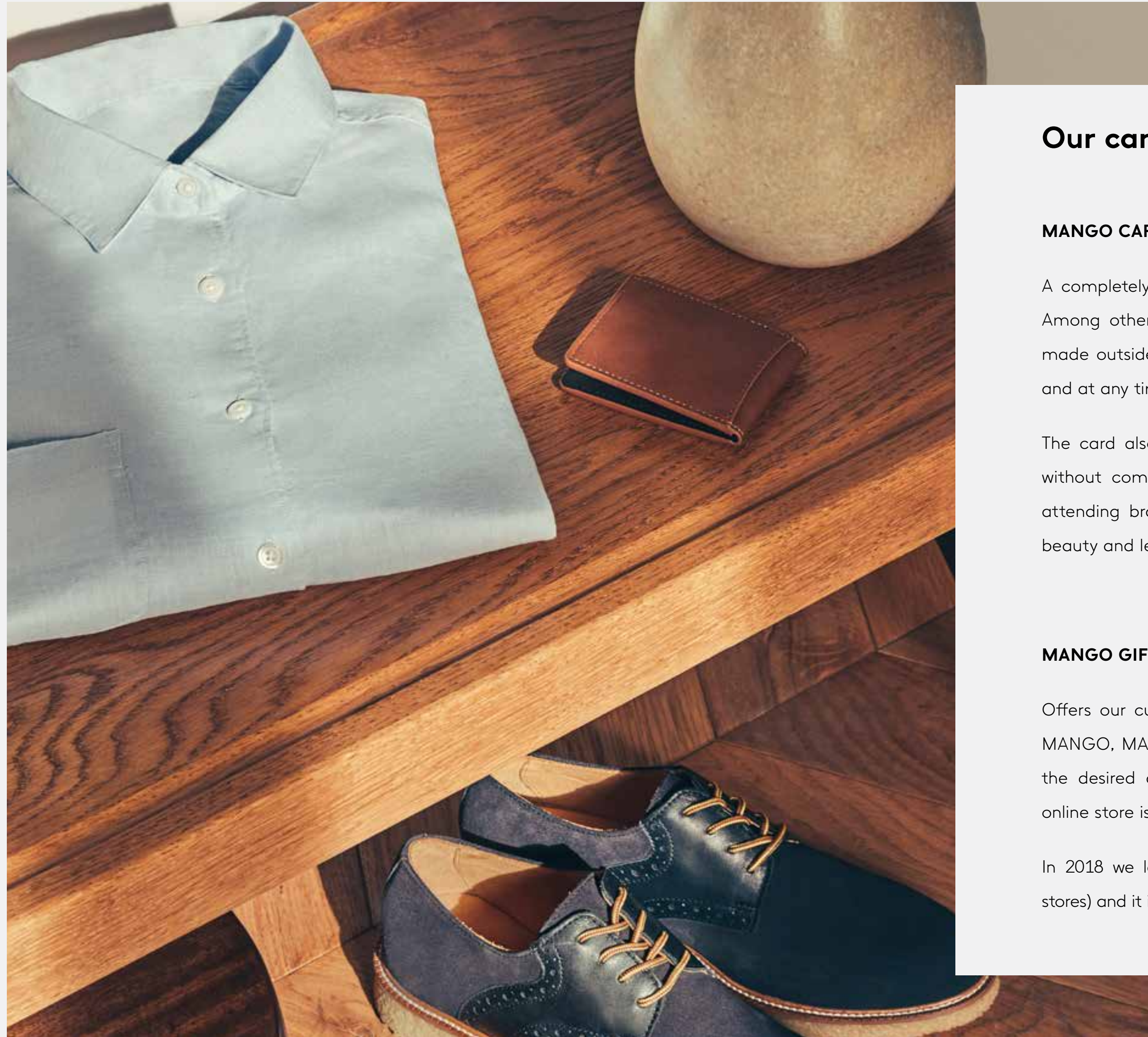
A personal vision of the photographer Mario Sorrenti, which reflects intimate moments of his day-to-day relations with his protagonists and in which the MANGO TOGETHER is developed. It was an ensemble campaign which analyses the concept of community in a very intimate way through its protagonists. A fraternal message focusing on the personal ties and close relationships a group of very diverse people have with Sorrenti himself and with MANGO, a group of very diverse people who are part of his everyday environment, creating one big family.

COMMITTED campaigns

For the second year running, MANGO launched two COMMITTED campaigns, collections produced adopting sustainability criteria.



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Our cards

MANGO CARD (SPAIN)

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

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

MANGO GIFT CARD

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

In 2018 we launched the Omnichannel Gift Card in Spain (for use both in physical and online stores) and it is expected to be launched in more countries during 2019 and in subsequent years.

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SOCIETY

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

At MANGO we believe that we have a commitment to the community in which we operate. This is why we carry out various social actions through financial support, volunteering and product donations, in order to achieve a more just and more charitable society.

Throughout 2018 MANGO has remained a strategic partner in charity projects and has collaborated with other, more recent projects.

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



The MANGO Sustainability model | CUSTOMERS AND SOCIETY

Social Action

1. EDUCATION AND TRAINING

VICENTE FERRER FOUNDATION

Aligned with the commitment of this foundation, MANGO is participating in the second phase of the creation of a production and training centre in textile crafts for disabled women in Anantapur, India.

ARED FOUNDATION

In collaboration with this foundation, MANGO is funding industrial dressmaking scholarships for women in the process of social reinsertion. These women currently do garment alternations in stores.

HOMAC FOUNDATION

Aimed at promoting education and training in the local communities of countries such as Ethiopia, we are funding a course in cutting and dressmaking in Awasa, the maintenance of a nursery school in Dodola, a provision for emergency displacement of persons close to the border between Sudan and Ethiopia.

AGH FOUNDATION

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



The MANGO Sustainability model | **CUSTOMERS AND SOCIETY**

Social Action

ÖĞRENCILERE YARDIM DERNEĞİ

El proyecto desarrollado en Turquía, ofrece financiación de becas a jóvenes sin recursos de Istanbul.

ACTIVE AFRICA FOUNDATION

Committed to promoting education and eradicating inequality, we are collaborating with the NGO Active Africa in the construction of two schools, the maintenance of an orphanage and the funding of nutrition programmes in Malawi. We also make specific investments, such as the purchase of an electricity generator for the Likuni Mission Hospital, all in Malawi.



The MANGO Sustainability model | CUSTOMERS AND SOCIETY

Social Action

2. CONTRIBUTION TO RESEARCH

FERO FOUNDATION (CANCER STUDY AND RESEARCH FOUNDATION)

For the third year running, MANGO has funded part of a research project which reveals the importance of chromatin dynamics in the development of cancer, a study led by Dr. Sandra Peiró.

AECC FOUNDATION AGAINST CANCER

MANGO has funded a research grant for Dr. María Abad for a study on the interaction of cancer and its root cause. An innovative project covering the development of new treatments.

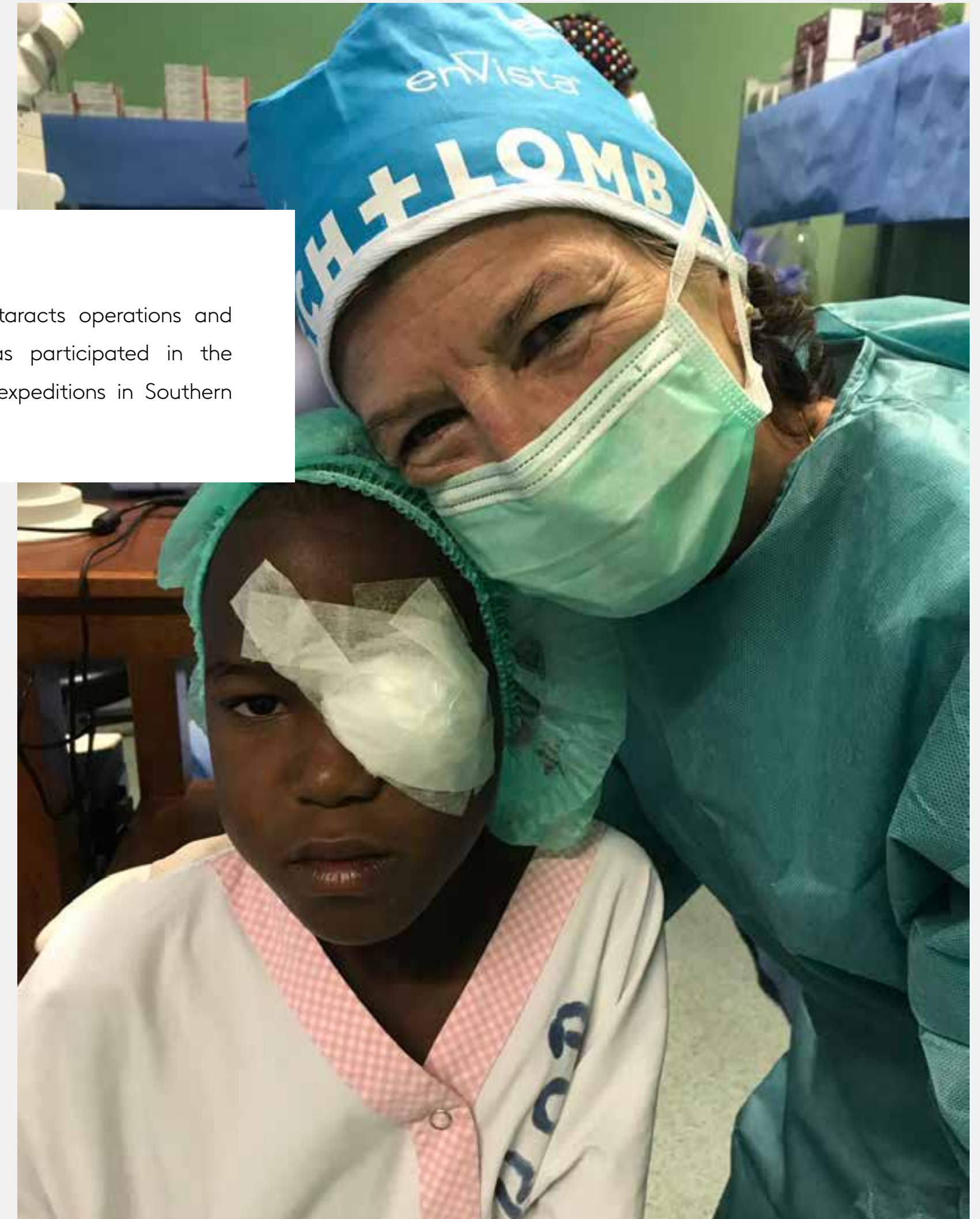
JOSEP CARRERAS FOUNDATION AGAINST LEUKAEMIA

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

3. HEALTH AND WELL-BEING

BARRAQUER FOUNDATION

This foundation specialises in cataracts operations and through its project MANGO has participated in the funding of its medical solidarity expeditions in Southern Hemisphere countries.



The MANGO Sustainability model | CUSTOMERS AND SOCIETY

Social Action

4. REDUCING INEQUALITY, HUNGER AND POVERTY

VITA MUNDI FOUNDATION

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

FOOD BANK FOUNDATION

One of the most basic shortages in infant nutrition is milk. In order to help overcome these shortages, MANGO contributes through the purchase of milk for member associations of the Bank.

NAMLO EUROPE FOUNDATION

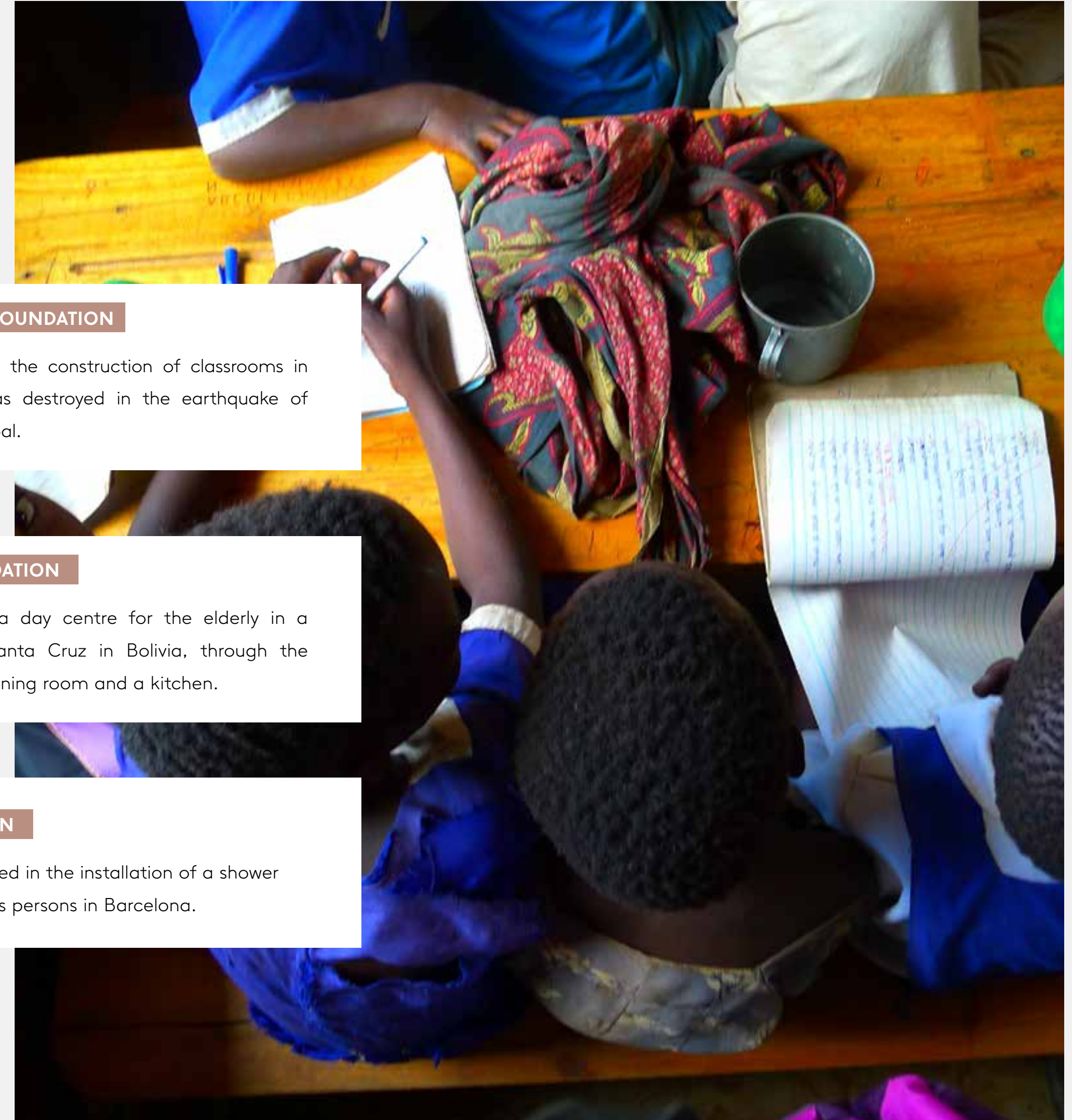
MANGO is funding the construction of classrooms in a school which was destroyed in the earthquake of 2015 in Namlo, Nepal.

NEW MEN FOUNDATION

Refurbishment of a day centre for the elderly in a slum district of Santa Cruz in Bolivia, through the construction of a dining room and a kitchen.

ASSIS FOUNDATION

MANGO collaborated in the installation of a shower service for homeless persons in Barcelona.



Social Action

5. EMERGENCY AID

MÉDICINS SAN FRONTIÈRES

MANGO is a strategic partner of the NGO and the funds donated directly support the Emergencies Unit, which aims to provide an immediate response to any emergency or disaster situation such as epidemics, natural disasters or armed conflict. This Unit continuously monitors alerts for these types of events.

6. EMPLOYEE VOLUNTEERING

DREAMING AWAKE FOUNDATION

MANGO employees participated in Volunteering Day with children who live in tutored centres and shelters in Barcelona. During this day they accompanied children on their visit to the fun fair in Tibidabo (Barcelona).

#MangoVolunteer



The MANGO Sustainability model | CUSTOMERS AND SOCIETY

Social Action

7. OTHER COLLABORATIONS

In order to increase our positive impact on society, in 2018 we continued to donate 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 collaborations, such as:



Charity markets



TEAMING (voluntary donations of 1€ a month)



Blood donation campaigns



Food collections



Toy collections during Christmas



Other



The MANGO Sustainability model | CUSTOMERS AND SOCIETY

The MANGO corporate social responsibility chair

In 2006 we created the Mango Corporate Social Responsibility Chair, by signing a collaboration agreement with the Higher School of International Trade (ESCI-UPF), in association with Universidad Pompeu Fabra (Barcelona). This initiative is in accordance with the values of both institutions in relation to sustainability and ethical commitment aspects.

Its main goal is to increase the knowledge of corporate social responsibility (CSR) and analyse the sustainability of our economic and business activity, combining academic rigour and practical application.

These aims also include generating knowledge, analysis and debate on such issues and, at the same time, translating these considerations to society.

The projects, activities and other details may be consulted on its webpage:



<http://esci.upf.edu>



RESEARCH PROJECTS AND WORKING DOCUMENTS

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

Key among those conducted during 2018 were, on the one hand, measuring the social impact through the application of a methodology for calculating the integrated social value (ISV) of various organisations. The Integrated Social Value (ISV) represents an innovative indicator which integrates the economic and social results of an organisation into a single concept of generating value to society.

We also commenced a study in collaboration with the Spanish Association of Social Responsibility Directors (DIRSE) on the function of social responsibility in Spanish companies. The aim of the latter study is to analyse today's CSR or Sustainability managers and their role in the implantation of such issues in companies. Working alongside DIRSE and online survey was sent to over 300 Spanish companies and the responses received were analysed statistically. The results of the study will be presented in 2019.

SYSTEM FOR EVALUATING SOCIAL AUDITING

Key among the activities carried out during 2018 was the consultation by a group of experts on the relative importance of the different points contained in a Code of Conduct for suppliers proposed by the MANGO CSR Chair. Between February and July 2018 an evaluation questionnaire was sent to 13 experts with different perspectives on the social auditing process: experts from companies that contract manufacturing services, manufacturing companies, consultancies, auditors, employers associations, trade unions and organisations that promote CSR. The experts agreed on the relevance of the aspects contained in said Code.

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 2018 we drafted the fourth and fifth dossiers corresponding to China and Portugal, which were in addition to those already drafted for Morocco, Turkey and Vietnam. In 2019 we will update all the dossiers drafted to date.

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.

04

Other
information
of interest



Other information of interest | **FINANCIAL RESULTS**

Financial results

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

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

Compliance with socio-economic legislation is essential to guarantee the absence of negative impacts with regard to sustainability. Furthermore, breach of the legislation could result in economic and administrative penalties, as well as a risk to our reputation.

KEY FIGURES

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

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

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

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

RESULTS	2016	2017	2018
Net turnover	2,260,751	2,193,634	2,233,089
EBITDA	77,304	114,840	135,137
Net profit	(60,940)	(33,166)	(35,674)

BALANCE	2016	2017	2018
Equity	706,512	620,342	594,395
Total balance	2,214,760	2,032,287	1,811,699
Percentage of equity out of total balance	31,90%	30,52%	32,80%

DIRECT FINANCIAL VALUE GENERATED AND DISTRIBUTED	2016	2017	2018
Financial value created	2,337,276	2,298,976	2,291,228
Financial value distributed	2,259,057	2,203,626	2,191,750
Financial value retained	78,219	95,350	99,478

Other information of interest | **FINANCIAL RESULTS**

Economic performance indicators

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

SALES BY TYPE OF BUSINESS	2016	2017	2018
Sales in company stores	1,668,157	1,610,205	1,643,369
Sales to franchises	592,594	583,429	589,720
NET TURNOVER	2,260,751	2,193,634	2,233,089

SALES BY GEOGRAPHICAL REGIONS	2016	2017	2018
Spain	481,427	525,443	504,993
European Union	959,803	940,339	996,270
Rest of the World	819,520	727,852	731,826
NET TURNOVER	2,260,751	2,193,634	2,233,089

STAFF COSTS	2016	2017	2018
Salaries	333,611	334,267	341,857
Social security and other social expenses	80,074	79,346	81,392
TOTAL	413,685	413,613	423,249

DISTRIBUTION OF STAFF COSTS	2016	2017	2018
Spain	184,618	191,545	210,355
European Union	168,371	167,759	168,389
Rest of the World	60,695	54,309	44,505
TOTAL	413,685	413,613	423,289

COST OF SALES AND GROSS PROFIT	2016	2017	2018
Gross Margin	53.1%	56.1%	58.59%

Other information of interest | FINANCIAL RESULTS

CHANGES IN RESERVES

STATEMENT OF CHANGES IN EQUITY	SHARE CAPITAL	ISSUE PREMIUM	OTHER RESERVES	FINANCIAL YEAR PROFIT	ADJUSTMENT FOR CHANGE IN VALUE	TOTAL
Balance at start of financial year	22,233	139,778	508,362	(33,166)	(16,865)	620,342
Distribution 2017 financial year	0	0	(33,166)	33,166	0	0
Profit 2018 financial year	0	0	0	(35,674)	0	(35,674)
Dividends	0	0	0	0	0	0
Other overall profit for financial year	0	0	(16,955)	0	26,971	10,016
Variation due to changes in consolidation perimeter	0	0	(289)	0	0	(289)
Other changes in net assets	0	0	0	0	0	0
BALANCE AT CLOSE OF 2018 FINANCIAL YEAR	22,233	139,778	457,952	(35,674)	10,106	594,395

103

SUPPLIERS OF CAPITAL	2016	2017	2018
Short-term debts with financial institutions	(147,905)	(128,125)	(71,996)
Long-term debts with financial institutions	(789,275)	(655,683)	(397,000)
TOTAL DEBT	(937,180)	(783,808)	(468,996)
Equity and short-term investments	351,540	368,714	154,647
TOTAL NET DEBT	(585,640)	(415,094)	(314,349)
TOTAL BALANCE	2,214,760	2,032,287	1,811,699
NET DEBT/BALANCE (%)	(26.44%)	(20.42%)	(17.35%)

PROFIT ON TAX

GEOGRAPHICAL REGION	2016	2017	2018
Spain	(31,897)	(11,147)	9,688
European Union	(1,241)	(386)	(3,070)
Rest of the World	617	617	816
TOTAL	(32,521)	(10,916)	7,434

Other information of interest | FINANCIAL RESULTS

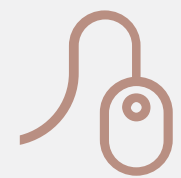
SUBSIDIARY COMPANY	DATE OF INCORPORATION	ACTIVITY	COUNTRY	%
MANGO FRANCE S.A.R.L.	15/11/1995	Fashion retail	France	99.99
MANGO DEUTSCHLAND GMBH	13/09/1996	Fashion retail	Germany	100
MNG MANGO UK LTD.	22/04/1997	Fashion retail	United Kingdom	100
MANGO TR. TEKSTILTIC LTD. STI.	21/07/1997	Fashion retail	Turkey	99.95
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

SUBSIDIARY COMPANY	DATE OF INCORPORATION	ACTIVITY	COUNTRY	%
MANGO GARMENTS AND ACCESSORIES TRADING LTD.	29/06/2006	Fashion retail	China	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 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
MÉXICO SERVICIOS DE GESTIÓN DE RL DE CV	26/02/2014	Fashion retail	Mexico	99.99
MANGO ONLINE CANADA CORPORATION	14/03/2017	Fashion retail	Canada	100

Other information of interest | FINANCIAL RESULTS

Contact details

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



lg_rsc@mango.com



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Polígono Industrial Riera de Caldes
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Barcelona, Spain



05 Indices



Indices | GRI STANDARDS CONTENT INDEX

INDICATOR	DESCRIPTION INDICATOR	SECTION	PAGE	REMARKS	EXTERNAL AUDITING	GLOBAL COMPACT PRINCIPLE
1. PROFILE OF THE ORGANISATION						
102-1	Name of the organisation	1.1 About MANGO: Group	7		✓	
102-2	Activities, trademarks, products and services	1.1 About MANGO: Group	7		✓	
102-3	Location of the headquarters	1.1 About MANGO: Group	8		✓	
102-4	Location of operations	1.1 About MANGO: Group	8		✓	
102-5	Ownership and legal form	1.1 About MANGO: Group	7		✓	
102-6	Markets served	3.6 Stores and Facilities	73		✓	Principle 6
102-7	Size of the organisation	Key data 3.3 Employees 4.1 Financial results	5, 29, 101-104		✓	
102-8	Information about employees	3.3 Employees	29,30,31		✓	
102-9	Supply Chain	1.1 About MANGO: Groups	5, 7		✓	
102-10	Significant changes in the organisation and its supply chain	1.1 About MANGO: The group 2. About the report 3.1 Stakeholder groups and material aspects matrix	7-12, 11-20		✓	
102-11	Precaution principle or focus	3.0 Sustainability Model	18		✓	
102-12	External initiatives	3.0 Sustainability Model 3.5 Supply Chain 3.7 Customers and Society: Society	19, 61, 64, 91-99		✓	
102-13	Affiliation to associations	3.0 Sustainability Model 3.5 Supply Chain 3.7 Customers and Society: Society	19, 61, 64, 91-99		✓	
2. STRATEGY						
102-14	Declaration of top managers responsible for decision making	Letter from the general manage	3		✓	
102-15	Main impacts, risks and opportunities	3.1 Stakeholder groups and material aspects matrix	20-26		✓	
3. ETHICS AND INTEGRITY						
102-16	Values, principles, standards and rules of conduct	3.0 Sustainability Model	11		✓	Principle 10

Indices | GRI STANDARDS CONTENT INDEX

INDICATOR	DESCRIPTION INDICATOR	SECTION	PAGE	REMARKS	EXTERNAL AUDITING	GLOBAL COMPACT PRINCIPLE
4. GOVERNANCE						
102-18	Structure of governance	3.2 Good governance	8, 27		✓	
5. PARTICIPATION OF STAKEHOLDER GROUPS						
102-40	List of stakeholder groups	3.1 Stakeholder groups and material aspects matrix	20-21		✓	
102-41	Collective bargaining agreements	3.3 Employees	28		✓	Principle 3
102-42	Identification and selection of stakeholder groups	3.1 Stakeholder groups and material aspects matrix	22		✓	
102-43	Enfoque para la participación de los grupos de interés	3.1 Stakeholder groups and material aspects matrix	23		✓	
102-44	Key issues and concerns mentioned	3.1 Stakeholder groups and material aspects matrix	26		✓	
6. PRACTICES FOR THE DRAFTING OF REPORTS						
102-45	Organisations included in the consolidated financial accounts	4.1 Financial results	104		✓	
102-46	Definition of content of the report and coverage of the issue	3.1 Stakeholder groups and material aspects matrix	23-24		✓	
102-47	List of material aspects	3.1 Stakeholder groups and material aspects matrix	25		✓	
102-48	Re-expression of the information	2. About the report	14		✓	
102-49	Changes in the drafting of the report	3.1 Stakeholder groups and material aspects matrix	22		✓	
102-50	Reporting period	2. About the report	14		✓	
102-51	Date of the latest report	2. About the report	14		✓	
102-52	Drafting of reports cycle	2. About the report	14		✓	
102-53	Point of contact for queries about the report	4.2 Contact details	105		✓	
102-54	Declaration of the drafting of the report in accordance with GRI standards	2. About the report	3, 14		✓	
102-55	GRI content index	5.1 GRI standards content index	106-114		✓	
102-56	External auditing	2. About the report	15		✓	

Indices | GRI STANDARDS CONTENT INDEX

INDICATOR	DESCRIPTION INDICATOR	SECTION	PAGE	REMARKS	EXTERNAL AUDITING	GLOBAL COMPACT PRINCIPLE
7. MATERIAL ASPECTS						
		MATERIAL ASPECT		WHERE IS THE IMPACT PRODUCED?		INVOLVEMENT OF MANGO IN THE IMPACT
		FINANCIAL PERFORMANCE			✓	
		Financial performance		Inside and outside the organisation		Direct and indirect
		ENVIRONMENTAL PERFORMANCE			✓	
		Emissions		Inside and outside the organisation		Direct and indirect
		Effluent and waste		Inside and outside the organisation		Direct and indirect
		Environmental compliance		Inside the organisation		Direct
		Chemical substances		Inside and outside the organisation		Direct and indirect
		SOCIAL PERFORMANCE			✓	
		Employment		Inside the organisation		Direct
		Health and safety at work		Inside the organisation		Direct
		Training and education		Inside the organisation		Direct
		Diversity and equal opportunities		Inside the organisation		Direct
		Non-discrimination		Outside the organisation		Direct
		Child labour		Outside the organisation		Direct and indirect
		Forced or obligatory labour		Outside the organisation		Direct and indirect
		Auditing of human rights		Outside the organisation		Direct
		Social auditing of suppliers		Outside the organisation		Direct
		Salaries and working hours		Outside the organisation		Direct and indirect
		Anti-corruption		Inside and outside the organisation		Direct
		Unfair competition		Outside the organisation		Direct
		Social action and CSR chair		Outside the organisation		Direct
		Code of Conduct		Inside and outside the organisation		Direct
		Auditing process		Inside and outside the organisation		Direct
		Detection of breaches		Inside and outside the organisation		Direct
		Corrective action plans		Inside and outside the organisation		Direct
		Health and safety of customers		Inside and outside the organisation		Direct and indirect
		Marketing and labelling		Inside and outside the organisation		Direct
		Customer confidentiality		Inside and outside the organisation		Direct
		Socio-economic compliance		Inside the organisation		Direct and indirect
103-1 b)	Coverage of material aspects and its impact and involvement					
103-1 c)	Relative limitation to coverage of the aspect					There were no relative limitations to the coverage of material aspects

Indices | GRI STANDARDS CONTENT INDEX

INDICATOR	DESCRIPTION INDICATOR	SECTION	PAGE	REMARKS	EXTERNAL AUDITING	GLOBAL COMPACT PRINCIPLE
FINANCIAL PERFORMANCE						
Financial performance					✓	
103-1a	Explanation of the material aspect	4.1 Financial results	101			
103-2	Management focus and its components	4.1 Financial results	101			
103-3	Evaluation of the management focus	4.1 Financial results	101			
201-1	Direct financial value generated and distributed	4.1 Financial results	101			
ENVIRONMENTAL PERFORMANCE						
Emissions					✓	
103-1a	Explanation of the material aspect	3.6 Stores and Facilities	79-80			
103-2	Management focus and its components	3.6 Stores and Facilities	79-80			
103-3	Evaluation of the management focus	3.6 Stores and Facilities	79-80			
305-1	Direct GG emissions (scope 1)	3.6 Stores and Facilities	79			Principle 7 and 8
305-2	Indirect GG emissions by generating energy (scope 2)	3.6 Stores and Facilities	79			Principle 7 and 8
305-3	Indirect GG emissions (scope 3)	3.6 Stores and Facilities	79			Principle 7 and 8
Effluent and waste					✓	
103-1a	Explanation of the material aspect	3.6 Stores and Facilities	81			
103-2	Management focus and its components	3.6 Stores and Facilities	81			
103-3	Evaluation of the management focus	3.6 Stores and Facilities	81			
306-2	Waste by type and method of elimination	3.6 Stores and Facilities	82			Principle 8
Environmental compliance					✓	
103-1a	Explanation of the material aspect	Index		Compliance with environmental legislation is essential to guarantee the absence of negative impacts with regard to sustainability. Furthermore, breach of the legislation could result in economic and administrative penalties, as well as a risk to our reputation.		
103-2	Management focus and its components	3.4 Product				
103-3	Evaluation of the management focus	3.4 Product 3.6 Stores and Facilities				
307-1	Breach of the environmental legislation and regulations	Index		At the date of this report, MANGO has not been fined or penalised for breach of the environmental legislation and regulations.		Principle 8
Chemical substances					✓	
103-1a	Explanation of the material aspect	3.4 Product	53-56			
103-2	Management focus and its components	3.4 Product	53-56			
103-3	Evaluation of the management focus	3.4 Product	53-56			
Own indicator	Chemical substances analysed in the product	3.4 Product	54, 56			

Indices | GRI STANDARDS CONTENT INDEX

INDICATOR	DESCRIPTION INDICATOR	SECTION	PAGE	REMARKS	EXTERNAL AUDITING	GLOBAL COMPACT PRINCIPLE
SOCIAL AND EMPLOYMENT PERFORMANCE						
Employment						
					✓	
103-1a	Explanation of the material aspect	3.3 Employees	28, 35, 37			
103-2	Management focus and its components	3.3 Employees	28, 35, 37			
103-3	Evaluation of the management focus	3.3 Employees	28, 35, 37			
401-3	Parental permission	3.3 Employees	36			Principle 6
Health and safety at work						
					✓	
103-1a	Explanation of the material aspect	3.3 Employees	40-41			
103-2	Management focus and its components	3.3 Employees	40-41			
103-3	Evaluation of the management focus	3.3 Employees	40-41			
403-3	Employees with high incidence or high risk of illnesses related to their activity	Index		No company employees carry out an activity with an elevated risk of serious illness.		
Training and education						
					✓	
103-1a	Explanation of the material aspect	3.3 Employees	42-43			
103-2	Management focus and its components	3.3 Employees	42-43			
103-3	Evaluation of the management focus	3.3 Employees	42-43			
404-2	Programmes to improve the skills of employees and programmes to help their transition	3.3 Employees	42-43			
Diversity and equal opportunities						
					✓	
103-1a	Explanation of the material aspect	1.1 The Group / 3.3 Employees	31-35			
103-2	Management focus and its components	1.1 The Group / 3.3 Employees	31-35			
103-3	Evaluation of the management focus	1.1 The Group / 3.3 Employees	31-35			
405-1	Diversity in management bodies and employees	3.3 Employees	31-35			Principle 6
Non-discrimination						
					✓	
103-1a	Explanation of the material aspect	1.1 The Group / 3.3 Employees / 3.5 Supply Chain	11, 35, 37, 62			
103-2	Management focus and its components	1.1 The Group / 3.3 Employees / 3.5 Supply Chain	11, 35, 37, 62			
103-3	Evaluation of the management focus and its components	1.1 The Group / 3.3 Employees / 3.5 Supply Chain	11, 35, 37, 62			
406-1	Cases of discrimination and corrective measures taken	1.1 El Grupo / 3.3 Employees / 3.5 Supply Chain		No cases of discrimination were recorded during the reporting period.		

Indices | GRI STANDARDS CONTENT INDEX

INDICATOR	DESCRIPTION INDICATOR	SECTION	PAGE	REMARKS	EXTERNAL AUDITING	GLOBAL COMPACT PRINCIPLE
SOCIAL AND EMPLOYMENT PERFORMANCE						
Child labour						
					✓	
103-1a	Explanation of the material aspect	3.5 Supply Chain	59-71			
103-2	Management focus and its components	3.5 Supply Chain	59-71			
103-3	Evaluation of the management focus and its components	3.5 Supply Chain	59-71			
408-1	Operations and suppliers with significant risk of cases of child labour	3.5 Supply Chain		No cases of child labour were recorded during the reporting period.		Principle 5
Forced or obligatory labour						
					✓	
103-1a	Explanation of the material aspect	3.5 Supply Chain	59-71			
103-2	Management focus and its components	3.5 Supply Chain	59-71			
103-3	Evaluation of the management focus and its components	3.5 Supply Chain	59-71			
409-1	Operations and suppliers with significant risk of cases of forced or obligatory labour	3.5 Supply Chain		No cases of forced were recorded during the reporting period. Adopting the audit protocol, all production centres were audited to detect potential breaches in this sphere.		Principle 4
Auditing of human rights						
					✓	
103-1a	Explanation of the material aspect	3.5 Supply Chain	59-71			
103-2	Management focus and its components	3.5 Supply Chain	59-71			
103-3	Evaluation of the management focus and its components	3.5 Supply Chain	59-71			
412-1	Factories subjected to reviews or impact audits on human rights	3.5 Supply Chain	66			Principle 1 and 2
Social auditing of suppliers						
					✓	
103-1a	Explanation of the material aspect	3.5 Supply Chain	59-71			
103-2	Management focus and its components	3.5 Supply Chain	59-71			
103-3	Evaluation of the management focus and its components	3.5 Supply Chain	59-71			
414-1	New suppliers that have passed recruitment filters in accordance with social criteria	3.5 Supply Chain	59, 61			Principle 2
Salaries and working hours						
					✓	
103-1a	Explanation of the material aspect	3.3 Employees / 3.5 Supply Chain				
103-2	Management focus and its components	3.3 Employees / 3.5 Supply Chain				
103-3	Evaluation of the management focus and its components	3.3 Employees / 3.5 Supply Chain				











Indices | GRI STANDARDS CONTENT INDEX

INDICATOR	DESCRIPTION INDICATOR	SECTION	PAGE	REMARKS	EXTERNAL AUDITING	GLOBAL COMPACT PRINCIPLE
SOCIAL AND EMPLOYMENT PERFORMANCE						
Anti-corruption						
103-1a	Explanation of the material aspect	3.0 The MANGO sustainability model	18		✓	
103-2	The management focus and its components	3.0 The MANGO sustainability model	18			
103-3	Evaluation of the management focus	3.0 The MANGO sustainability model	18			
205-3	Confirmed cases of corruption and measures taken	3.0 The MANGO sustainability model	18	No cases of corruption occurred during the reporting period.		Principle 10
Unfair competition						
103-1a	Explanation of the material aspect	3.0 The MANGO sustainability model	16-20		✓	
103-2	The management focus and its components	3.0 The MANGO sustainability model	16-20			
103-3	Evaluation of the management focus	3.0 The MANGO sustainability model	16-20			
206-1	Lawsuits related to unfair competition	3.0 The MANGO sustainability model		No cases contrary to free competition or monopolistic practices occurred during the reporting period.		
Social action and CSR chair						
103-1a	Explanation of the material aspect	3.7 Customers and society: Society	91-99		✓	
103-2	Management focus and its components	3.7 Customers and society: Society	91-99			
103-3	Evaluation of the management focus	3.7 Customers and society: Society	91-99			
Code of Conduct						
103-1a	Explanation of the material aspect	3.5 Supply Chain	61-63		✓	
103-2	Management focus and its components	3.5 Supply Chain	61-63			
103-3	Evaluation of the management focus and its components	3.5 Supply Chain	61-63			
Auditing process						
103-1a	Explanation of the material aspect	3.5 Supply Chain	64-67		✓	
103-2	Management focus and its components	3.5 Supply Chain	64-67			
103-3	Evaluation of the management focus and its components	3.5 Supply Chain	64-67			
Detection of breaches						
103-1a	Explanation of the material aspect	3.5 Supply Chain	67		✓	
103-2	Management focus and its components	3.5 Supply Chain	67			
103-3	Evaluation of the management focus and its components	3.5 Supply Chain	67			

Indices | GRI STANDARDS CONTENT INDEX

INDICATOR	DESCRIPTION INDICATOR	SECTION	PAGE	REMARKS	EXTERNAL AUDITING	GLOBAL COMPACT PRINCIPLE
SOCIAL AND EMPLOYMENT PERFORMANCE						
Corrective action plans					✓	
103-1a	Explanation of the material aspect	3.5 Supply Chain	67			
103-2	Management focus and its components	3.5 Supply Chain	67			
103-3	Evaluation of the management focus and its components	3.5 Supply Chain	67			
Product safety					✓	
103-1a	Explanation of the material aspect	3.4 Product	53			
103-2	Management focus and its components	3.4 Product	53			
103-3	Evaluation of the management focus	3.4 Product	53			
416-1	Evaluation of the health impact of product or services categories	3.4 Product	53			
Marketing and labelling					✓	
103-1a	Explanation of the material aspect	3.4 Product	58			
103-2	Management focus and its components	3.4 Product	58			
103-3	Evaluation of the management focus	3.4 Product	58			
417-1	Information requirements and product labelling	3.4 Product	58			
Customer confidentiality					✓	
103-1a	Explanation of the material aspect	3.7 Customers and society: Customers	87			
103-2	Management focus and its components	3.7 Customers and society: Customers	87			
103-3	Evaluation of the management focus	3.7 Customers and society: Customers	87			
418-1	Fundamental complaints relative to breaches of customer confidentiality and loss of customer data	3.7 Customers and Society: Customers	87	All the information relating to personal data used in our used in our organisation are protected in accordance with the stipulations of the different applicable laws and regulations. No complaints with regard to the violation of privacy and the leak of customer data were received during the reporting period.		
Socio-economic compliance					✓	
103-1a	Explanation of the material aspect	3.0 The sustainability model / 3.2 Good governance 4.1 Financial results	11, 27, 101			
103-2	The management focus and its components	3.0 The sustainability model / 3.2 Good governance 4.1 Financial results	11, 27, 101			
103-3	Evaluation of the management focus	3.0 The sustainability model / 3.2 Good governance 4.1 Financial results	11, 27, 101			
419-1	Breach of social and economic laws and regulations	3.0 The sustainability model / 3.2 Good governance 4.1 Financial results		There were no cases of fines for breach of the regulations with regard to the supply and use of products and services.		

Indices | **SDG CONTENT INDEX****INDEX OF SUSTAINABLE DEVELOPMENT GOALS (SDG)****PAGE**

1		End poverty in all its forms everywhere	91-97
2		End hunger, achieve food security and improved nutrition and promote sustainable agriculture	91-97
3		Ensure healthy lives and promote well-being for all at all ages	40-41, 53-56, 91-97
4		Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	42-44
5		Achieve gender equality and empower all women and girls	28-44
7		Ensure access to affordable, reliable, sustainable and modern energy for all	80
8		Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	101-104
12		Ensure sustainable consumption and production patterns	45-58
13		Take urgent action to combat climate change and its impacts	79-80
17		Revitalise the global partnership for sustainable development	19, 65, 70-71, 82-83, 92-99

MANGO

DESIGN AND LAYOUT

MANGO
REPORTIA