

# Corporate Community Investment 2021







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**Photography:** Médecins Sans Frontières, Cáritas, Water.org, Every Mother Counts, Entreculturas, ACNUR, China Women's Development Foundation, Emilio Montero, Red Cross, La Voz de Galicia (César Quián).



# 1.

## Our approach to corporate community investment

## We understand the investment in social programs as an opportunity to contribute to the United Nations 2030 Agenda for Sustainable Development

Our Corporate Community Investment programme (CCI) encompasses the initiatives that respond to Inditex's commitment to contribute to society's development, especially in the geographic areas where we operate. These initiatives must comply with the following principles to form a part of our Corporate Community Investment:

- / They must be **voluntary**, since there is no kind of legal obligation for their implementation.
- / Non-profit and/or focused on a social and/or environmental benefit, because the beneficiary organizations usually participate in this characteristic. Nevertheless, they may also sometimes involve inputs that benefit entities that are not always non-profit organisations but their purpose is contributing to social wellbeing;
- / **Beneficiaries must not be restricted:** the activity must be open to all potential beneficiaries, without prior classifications that discriminate or favour one or other based on their links or relationship with the Company as customers, suppliers, etc. This does not mean that the activity in question cannot be

restricted to a specific group of people (based on their age, training or other characteristics), but that it cannot be restricted on the basis of a particular group's relationship with the company (for example, solely for customers, employees, suppliers, etc.).

At Inditex we understand corporate community investment as an opportunity to contribute to the United Nations 2030 Agenda for Sustainable Development by applying our business resources, both in cash and in kind, as well as the time devoted by the employees that make up our teams. This way of understanding the corporate community investment strategy implies our voluntary participation in socially responsible practices that generate value in the community and in the company.

Our strategy regarding corporate community investment is addressed primarily in the Corporate Citizenship Policy, which is available on our website: [inditex.com](http://inditex.com). Inditex's corporate community investment is substantiated by its collaboration in specific projects.

We thus prioritise long-term strategic projects for specific activities, together with community

organizations, always subject to a thorough monitoring and accountability process, rather than occasional contributions for the general purposes of these organisations. At the same time, each social initiative in our corporate community investment programme is subject to a thorough process for measuring inputs, outputs and impacts. Accordingly, we use the Business Investment for Societal Impact (B4SI) method (previously known as LBG), based on the following management precepts:

- / Careful assignment of inputs in the community.
- / Measuring achievements.
- / Evaluating the impact of the components of the project separately, in order to assess, on the one hand, the origin of profit, and on the other, the programme as a whole.





# 2.

## 2016-2021: What have we achieved?

# 2016 - 2021: What have we achieved?



**+318**

Million euros donated to social programmes



**+13**

Million garments donated to social causes



**+13 million**

Of direct beneficiaries



**762.267**

Hours destined by employees during working hours to social initiatives

**5.212.934**

people have received healthcare

**2.210.448**

migrants, refugees and displaced people assisted

**2.097.890**

people have accessed to water and sanitation

**219.714**

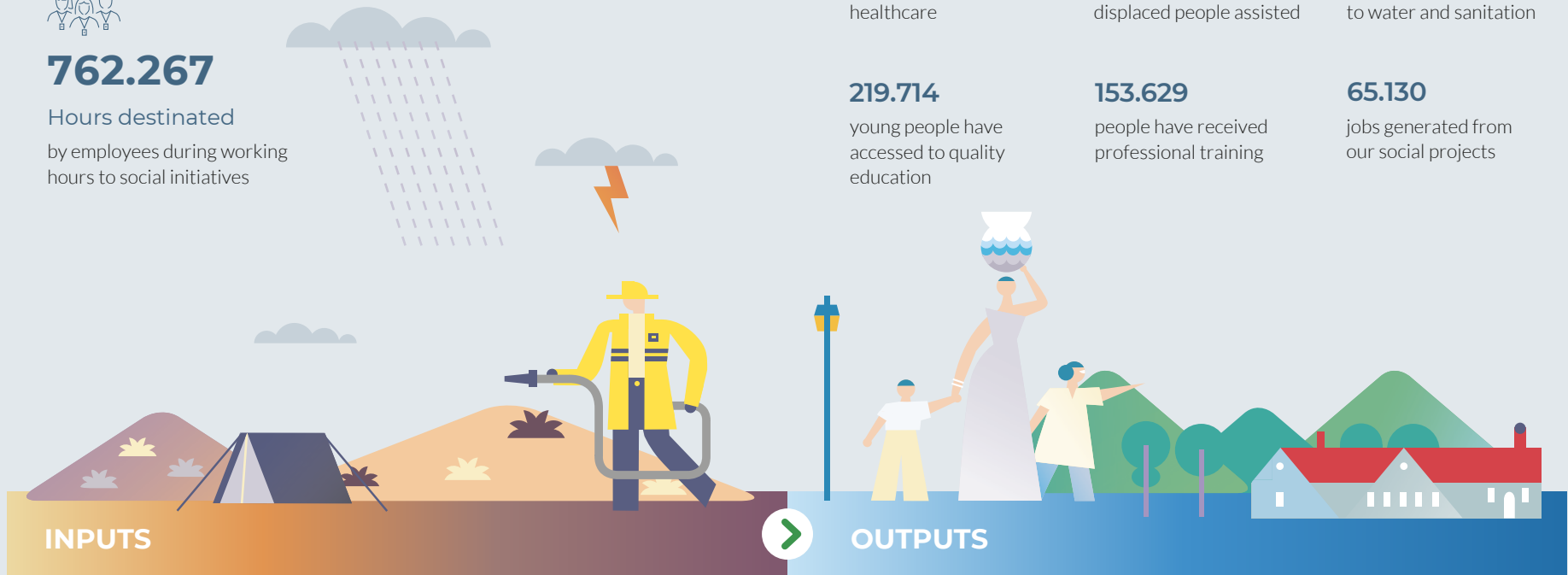
young people have accessed to quality education

**153.629**

people have received professional training

**65.130**

jobs generated from our social projects







# 3.

## Sustainable Development Goals

On 27 September 2015, following a long, multi-stakeholder process, the governments of the member countries of the United Nations (UN) General Assembly adopted the Sustainable Development Goals (SDGs). The document approved was entitled “Transforming our world: The 2030 Agenda for Sustainable Development”.

There are a total of 17 SDGs, and 169 associated targets, and together they cover all three dimensions of sustainable development: economic, social and environmental. They represent aspirational objectives and are aimed at providing coordinated guidance for collective global action in the 2015-2030 period, to adopt measures to solve the world’s main problems: end poverty and inequality; protect the environment; foster sustainable development; and ensure that all persons enjoy peace and prosperity and that “No one left behind”.

In this connection, the SDGs enshrine and establish shared, universally applicable and verifiable objectives. These goals are incumbent upon governments, enterprises and civil society in general, and are seen as an opportunity to foster dialogue among all those parties and to contribute to their responsible, collaborative, coordinated and partnered action.

### The SDGs and the business

In this global era, the governance of issues that affect the world’s population is not confined to the actions of states or inter-governmental organisations, but involves other players whom, with different responsibilities and spheres of influence, can



contribute, through our actions, to building a better future for people.

In this regard, the UN considers that companies are key agents in the drive to achieve the SDGs, both at local and international level. The 2030 Agenda and the SDGs are a response to the multiple challenges we currently face and foster a transformation aimed at generating inclusive prosperity; in other words,

prosperity that is respectful of people and the planet. The SDGs serve as a compass to guide the company’s strategy and represent the driving force behind our corporate community investment strategy.

# 169

## TARGETS

that cover all three dimensions of sustainable development





# 4.

## 2016-2021: Our contribution to the SDGs

# INDITEX'S CONTRIBUTION TO THE SDGs



## SDG 3 GOOD HEALTH AND WELL-BEING

Through our partnerships with Médicins Sans Frontières, Medicus Mundi and Every Mother Counts, we have contributed to improving the health and well-being of more than 6 million vulnerable people around the world. In the context of the covid-19 pandemic, in 2020 we activated a global health emergency programme in terms of community investing to which we allocated 40.4 million euros.



## SDG 4 QUALITY EDUCATION

Education represents one of the priority areas in our corporate community investment programme. In the period 2016-2021, we have continued our efforts with NGOs that promote access to primary and secondary education, such as Entreculturas, as well as university education in collaboration with entities such as Tsinghua University, University of Dhaka or Universidade da Coruña, among others.



## SDG 5 GENDER EQUALITY

Promoting women's empowerment is also a key pillar of our corporate community investment programme, through partnerships with organisations such as Every Mother Counts, Water.org or Medicus Mundi.



## SDG 8 DECENT WORK AND ECONOMIC GROWTH

The promotion of the employment of people at risk or in a situation of social exclusion is one of the priority areas of our corporate community investment programme. In this sense, we develop programmes linked to our activity such as for&from and SALTA, as well as initiatives beyond our sector through initiatives such as the employment programme with Caritas.



## SDG 10 REDUCED INEQUALITIES

In 2020, we signed a new partnership with the United Nations High Commissioner for Refugees (UNHCR), with the aim of collaborating in the mission of protecting and sheltering refugees and displaced persons. In addition, we have also promoted numerous corporate community investment programmes to reduce inequalities, with a total of 68 million euros to initiatives that have had SDG 10 as their main objective.



## SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

We are developing projects such as *Moda Re-* and partnerships such as the one initiated in 2020 with UNHCR, with the aim of extending the life cycle of textile products and reducing the generation of waste.

### OTHER NOTABLE CONTRIBUTIONS



This year we joined *Alianza País Pobreza Infantil Cero* (Country Partnership for Zero Child Poverty), an initiative by the Spanish Government's High Commissioner against Child Poverty. In addition to this initiative, we have continued our work in projects with different non-profit organisations such as Entreculturas. As a result of this alliance, more than 1.3 million vulnerable people in 27 countries have had access to more and better opportunities to transform their lives and their environment.



In the period 2016-2021 we have worked with various non-profit organisations such as the Spanish Federation of Food Banks (FESBAL), La Mie de Pain (France) or Entreculturas (Paraguay) in different initiatives focused on the eradication of hunger.



In December 2015, we formalised our first collaboration agreement with the non-profit organisation *Water.org* to improve access to drinking water and sanitation in several countries. As a result, over the period 2016-2021, more than 2.3 million people in Bangladesh, India and Cambodia, among other countries, have improved their access to water and sanitation.



We develop initiatives with organisations such as Tsinghua University (China), through the creation of the "Tsinghua University-Inditex Sustainable Development Fund" with the aim of promoting the research, dissemination and support of Sustainable Social Development practices related to energy efficiency.



We collaborate with different business organisations in the field of corporate community investment in contributing to inclusive and sustainable industrialisation.



In the period 2016-2021, we have collaborated on a number of community initiatives in partnership with organisations such as Teatro Real and Museo Nacional de Arte Reina Sofía (Spain), Fundação Serralves (Portugal) or the US Green Building Council (United States), which contribute to the achievement of the sustainable cities and communities goal.



We strongly support the fight against climate change. We are involved in numerous initiatives such as Race to Zero, under the United Nations Framework Convention on Climate Change (UNFCCC); the We Mean Business Coalition; or the Business Call for a UN Treaty on Plastic Pollution. The Business Call for a UN Treaty on Plastic Pollution. Also noteworthy is our membership in 2021 to the Climate and Sustainability Consortium of the Massachusetts Institute of Technology (MIT).



Inditex is a member of the Board of the ZDHC (*Zero Discharge of Hazardous Chemicals*) initiative with which we have been collaborating for some time and whose objective is to achieve zero discharge of hazardous chemicals in the textile industry. In line with this goal, we are involved in programmes for the protection of aquatic life with organisations such as Fundación Lonxanet for sustainable fishing or Centro Tecnológico del Mar-Fundación CETMAR (Spain).



In 2021, we joined the LEAF coalition, which focuses on protecting tropical forests. In addition, we have continued our commitment to ecosystem conservation through various projects with organisations such as CANOPY (Canada) or the Galician Forestry Association (Spain).



We contribute to different initiatives in collaboration with organisations such as Entreculturas, UNHCR or the Jesuit Refugee Service with the aim of mitigating conflict, insecurity, weak institutions and limited access to justice.



At Inditex we believe that partnerships are a fundamental aspect to achieve the Sustainable Development Goals and to create a long-lasting impact on the community. It is for this reason that our initiatives always have an important collaboration component, whether it be with organisations such as the United Nations Global Compact, the International Labour Organization, IndustriALL Global Union, Médicins Sans Frontières, or through alliances with the industry, such as Fashion Pact, *Make Fashion Circular* or ACT (*Action, Collaboration, Transformation*).





# 5. Corporate Community Investment 2021

In 2021, our corporate community investment programme has materialized in the development of a number of projects, notably including the following:

/ Strengthening regular collaboration in development cooperation and emergency relief by signing new agreements with organisations such as Medicus Mundi, *Entreculturas* and *Médecins Sans Frontières*.

/ Executing cooperation initiatives within the framework of the strategic partnerships between Inditex and entities such as Water.org, Every Mother Counts, *Entreculturas* and *Cáritas*, among others.

/ Encouraging inputs in kind of articles from our collections for social causes; especially through our partnership with UNHCR.

/ The launch of new commercial initiatives in the community, such as the solidarity *Zara Tribute* collection to help the *Franca Sozzani Fund for Preventive Genomics*, or the renewal and expansion of Massimo Dutti's for&from store in Allariz, in collaboration with the Galician Confederation of People with Disabilities (COGAMI), among others.

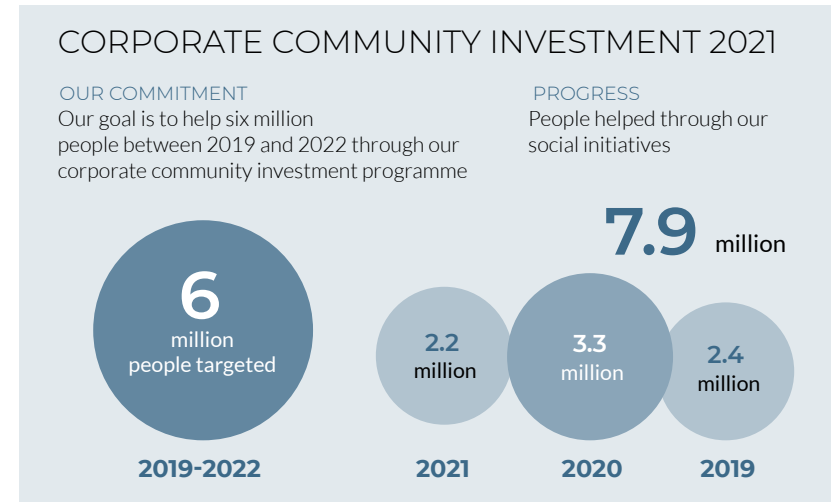
/ The launch of new academic and educational projects, such as those launched with Fudan University to support the MBA Spain Immersion Program of School of Management; or the Inditex Scholarship and Teaching Fund in collaboration with Huazhong University of Science and Technology.

/ The performance of education and research initiatives within the framework of the partnerships established between Inditex

**Since 2019 we have benefited a total of 7.9 million people, surpassing our goal of benefiting 6 million people in the 2019-2022 period a year earlier**

and universities such as Tsinghua University, Massachusetts Institute of Technology (MIT), University of A Coruña, University of Santiago de Compostela or Comillas Pontifical University.

/ The activation of extraordinary emergency programmes such as those developed with the Red Cross in India as a result of the covid-19 pandemic, and in Spain on the back of the volcano eruption in La Palma; as well as the project launch alongside the China Women's Development Foundation and the China



Environmental Protection Foundation as a result of the severe flooding in Henan in July 2021.

Specifically, this year we have launched 725 social initiatives that have directly benefited more than 2.2 million people. Our annual community investment exceeded 63.5 million euros and has focused on those sustainable development goals most closely related to our activity.



# Corporate Community Investment 2021\*

## Impacts What changes?

<p><b>IMPACT ON PEOPLE (DEPTH)***</b>  <b>9%</b> connection  <b>65%</b> improvement  <b>26%</b> transformation</p>	<p><b>IMPACT ON PEOPLE (TYPE)****</b>  <b>22%</b> behaviour or attitude change  <b>1%</b> skills or personal effectiveness  <b>93%</b> quality-of-life or well-being</p>
<p><b>IMPACT ON COMMUNITY ORGANIZATIONS*****</b>  <b>100%</b> improved or new services  <b>96%</b> improved management processes  <b>86%</b> taken on more staff or volunteers  <b>87%</b> increased their profile</p>	<p><b>IMPACT ON EMPLOYEE PARTICIPANTS*****</b>  <b>98%</b> improved job-related skills  <b>100%</b> improved personal well-being  <b>100%</b> changed their behaviour</p>



## Inputs What's contributed?

**63.5 M€** INVESTED in Corporate Community Investment (CCI) projects

**5.9 M** GARMENTS donated to social causes

**206 k** HOURS DEVOTED by employees to CCI activities during working hours

## Outputs What happens?

**2.2 M** DIRECT beneficiaries

**427** COMMUNITY ORGANIZATIONS supported

**56 M€** LEVERAGED\*\*

**725** SOCIAL INITIATIVES implemented

(\*) Data calculated in accordance with B4SI methodology based on voluntary expenditure by Inditex on Corporate Community Investment projects during the FY2021. The average exchange rate of FY2021 was used to convert contributions into euros. (\*\*) Additional resources contributed to a community organisation or activity that come from sources other than the Company - employees, suppliers and customers, among others. (\*\*\*) Impact assessment carried out on 2,184,117 direct beneficiaries (\*\*\*\*) Impact assessment carried out on 230 community organisations supported by Inditex, on 71 long-term strategic projects. (\*\*\*\*\*) Impact assessment carried out on 100 employees volunteering in 9 countries.

# Corporate Community Investment 2021

**29%**

Increase in Corporate Community Investment (CCI) compared to 2019

## INCREASE IN INVESTMENT

Compared to the years prior to the pandemic, we have significantly increased our Corporate Community Investment (CCI), reaching **63.5 million euros**.

### COLLABORATION BEYOND CASH CONTRIBUTIONS



**61%**

Increase garments donated to social causes compared to 2020



**16%**

Increase time contributions by employees compared to 2020

We have boosted in-kind contributions, exceeding **5.8 million items donated** in 2021, as well as time contributions from employees during working hours, which have exceeded **200,000 annual hours** for the first time.

### MAXIMISING EFFECTIVENESS IN UNLOCKING ADDITIONAL RESOURCES FOR COMMUNITY



In 2021, the additional resources leveraged by our community activities as a result of the contributions made from sources other than the Company – employees, customers, suppliers, etc. – amounted to 56 million euros, which represents a 45% increase on the previous year.

**45%**

Increase in additional funds raised or contributions leveraged from other sources

## INCREASING LEVERAGE

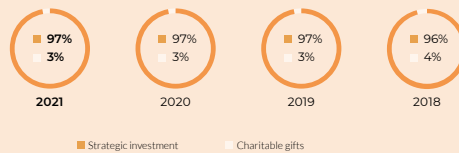
**97%**

contributions driven by strategic investment

## MAXIMISING THE EFFECTIVENESS OF CONTRIBUTIONS

By adopting a strategic approach, we maximise the effectiveness and impact of our social programmes

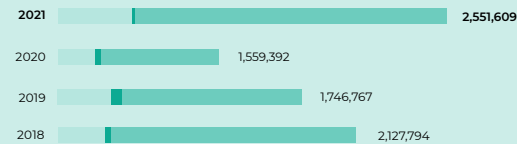
### FOCUS ON STRATEGIC COMMUNITY PROJECTS



For yet another year, we have focused investment on proactive strategic projects (community investment and commercial initiatives in the community), as opposed to charitable gifts in response to short-term or one-off events.

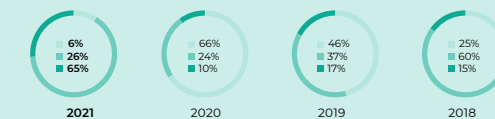
### IMPACT ON PEOPLE

#### TYPE OF IMPACT



- Behaviour or attitude change
- Skills or personal effectiveness
- Quality-of-life or well-being

#### DEPTH OF IMPACT



- Connection
- Improvement
- Transformation

**64%**

Increase in the number of positive impacts on direct beneficiaries

## MAKING GREATER IMPACT

**2,551,609** positive changes experienced by the beneficiaries, who have gained in quality of life, skills development and improved attitude, compared to 1,559,392 the previous year.

Additionally, the depth of impact has increased significantly compared to previous years.

**88%**

of CCI focused in 6 SDG's

**79%**

of CCI focused in 3 priority issues

## ALIGNMENT WITH SDG'S AND COMPANY'S BUSINESS DRIVERS

### WE FOCUS OUR INVESTMENT TO INCREASE IMPACT

#### SDGs

88% of CCI is focused on social initiatives with SDGs 3, 4, 5, 8, 10 and 12 as their main objective

#### Issue addressed

79% of CCI aimed at strengthening the priority issues defined in the Corporate Citizenship Policy – education, social welfare and emergency relief.

Inputs



Outputs



Impact



## 5.1. Inputs

In 2021, Inditex allocated 63.5 million euros to social initiatives. As for the **type of inputs** made, the information is classified into the following categories:

- / **Cash inputs**, which is the aggregate monetary amount invested by Inditex in the development of social programmes together with non-profit organisations.
- / **Time inputs**, which is the proportional cost of employees' paid time spent on activities of a social nature during working hours.
- / **In-kind inputs**, which include donations of products—garments, mainly—to non-profit organisations.
- / **Management costs**, which include the estimated expenses incurred for the general management of social programmes.

In 2021, in keeping with the strategy defined in our Corporate Citizenship Policy, we have significantly increased the number of inputs in kind. We have also notably strengthened the input by employees of their time during their working hours.

In total, we have donated 5.9 million articles to social causes and our employees have devoted more than 206,000 hours from their working



hours to social initiatives. General management costs remained stable year-on-year.

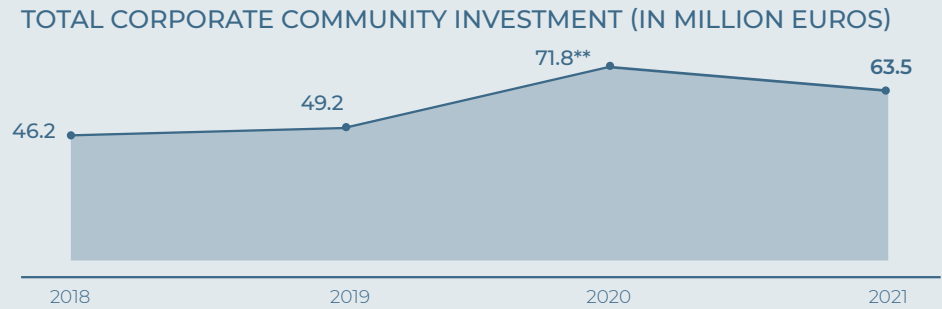
Likewise, we at Inditex report our voluntary contributions to the community, according to the following **categories**:

- / **Charitable gifts**: One-off institutional donations to the general goals of community organisations.
- / **Community investment**, understood as the Group's long-term commitment to collaborating with the community to support specific social activities.

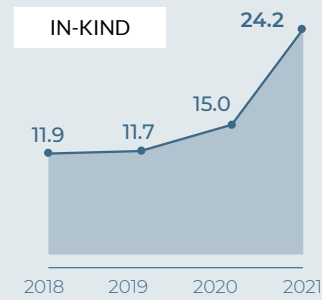
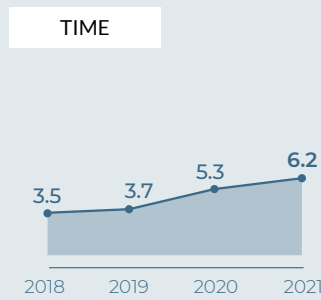
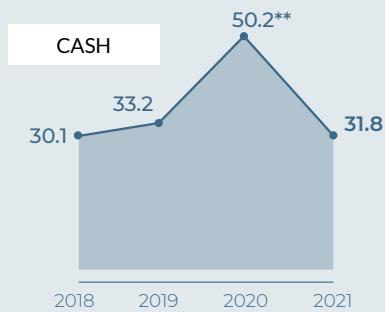
/ **Commercial initiatives in the community**, with the support for programmes of social interest directly related to the company's ordinary activity.

In 2021, **the inputs considered to be strategic** (community investment and commercial initiatives in the community) **accounted for 97% of total investment**, thus maximising the efficacy and broadening the impact of our social projects.

# CORPORATE COMMUNITY INVESTMENT EVOLUTION 2018- 2021



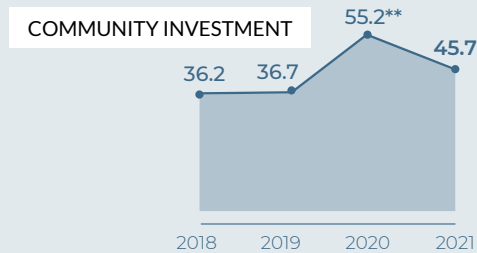
### CORPORATE COMMUNITY INVESTMENT BY TYPE OF CONTRIBUTION (IN MILLION EUROS)



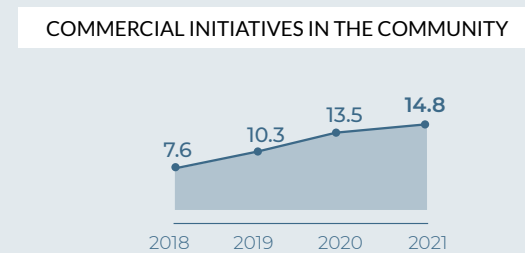
### CORPORATE COMMUNITY INVESTMENT BY CATEGORY (IN MILLION EUROS)\*



One-off institutional donations to the general goals of charities.



Long-term strategic commitment to support specific social activities.



Initiatives of social interest directly related to the company's commercial activity.

\* Management costs excluded

\*\*Extraordinary increase in corporate community investment in 2020 due to the execution of the "Covid-19 Response Program" that included, among others, the acquisition and donation of medical supplies as a response to the pandemic



With regard to the strategic **action areas** defined in the Corporate Citizenship Policy, 79% of the investment in social programmes has been allocated to activities related to social welfare, education and emergency relief.

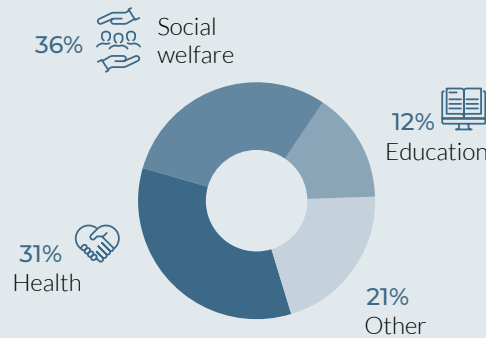
In relation to the **territories** where social programmes are implemented, our company gives priority to stable inputs to the communities made at corporate level in the geographic areas where the Group operates, most notably in Inditex clusters<sup>1</sup>. Likewise, the scope of action of the Group's subsidiaries on social matters is limited to their national territory, implementing local projects that maximise the positive impact within their sphere of influence.

As for the input made by our Company towards the UN Sustainable Development Goals, the primary SDG (and secondary SDG, if applicable), has been identified in respect of the social initiatives implemented during the year. As a result, and consistent with our activity, we have materially contributed to SDGs 5, 8 and 12. Additionally, we have significantly contributed to SDGs 3, 4 and 10. Specifically, we have allocated 88% of our Corporate Community Investment to initiatives that had one of these SDGs as their main objectives.

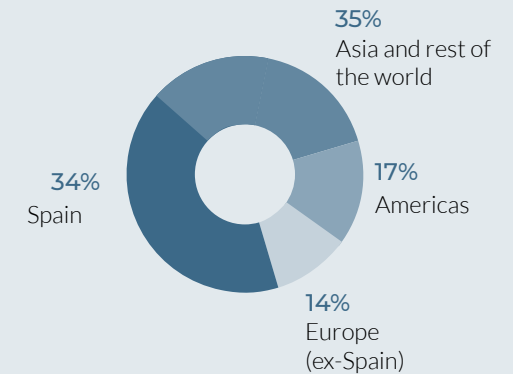
<sup>1</sup> Cooperation and dialogue hubs located in key production areas for Inditex. We currently have 12 supplier clusters located in Spain, Portugal, Morocco, Turkey, India, Pakistan, Bangladesh, China, Cambodia, Vietnam, Argentina and Brazil.

## DISTRIBUTION OF CORPORATE COMMUNITY INVESTMENT IN 2021

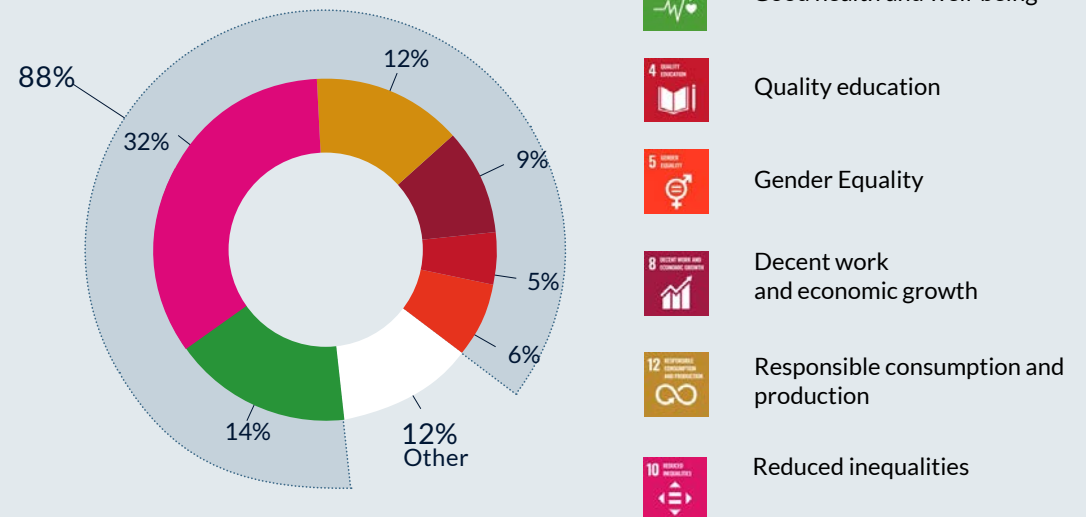
BY ISSUE ADDRESSED (\*)



BY GEOGRAPHIC AREA (\*)



BY SDG



\* Management costs excluded

## 5.2. Outputs

In 2021, we launched 725 social initiatives, compared to 703 in the previous year. These initiatives have directly benefited more than 2.2 million people.

As for the **number of community organisations** supported by Inditex in 2021, we have made contributions to a total of 427 social entities. The amount of benefiting community organisations were 439, 421 and 413 in 2020, 2019 and 2018, respectively.

[More information in section 5.7.4. Key programmes of this Report.](#)

In terms of **leverage**, the additional resources raised by our social programmes in 2021, as a result of the inputs from third parties (employees, customers, etc.) amounted to **56 million euros**. Most of the leverage generated is from initiatives run by Water.org—resulting from the additional capital released by microfinance institutions, Moda re—through the collection of garments, and from the donations made by our employees through their payroll giving schemes.



### DISTRIBUTION OF THE PEOPLE BENEFITED BY SOCIAL PROGRAMMES IN 2021 ON THE BASIS OF THEIR SITUATION

95%	
LIVING IN DEVELOPING COUNTRIES	57%
LOW INCOME	27%
REFUGEES	7%
IN SITUATION OF VULNERABILITY	2%
IMMIGRANTS	2%
5%	
OTHER PROFILES <sup>2</sup>	

2

<sup>2</sup> 'Other profiles' refers to people with a disability, the victims of a catastrophe or natural disaster, people who are unemployed or who belong to ethnic minorities, among others.



## 5.3. Impact

### 5.3.1. Impacts on the community

#### 5.3.1.1. Impact on people

To ascertain the effectiveness of the social programmes we carry out, we analyse them from the perspective of both the depth and the type of impact.

In terms of **depth of impact**, the effects on the beneficiaries of the initiatives in which we are involved are broken down into three categories, with the figures computed at each level being mutually exclusive:

/ **Connection**, which represents the number of people reached by an activity who have reported some limited change as a result of a programme.

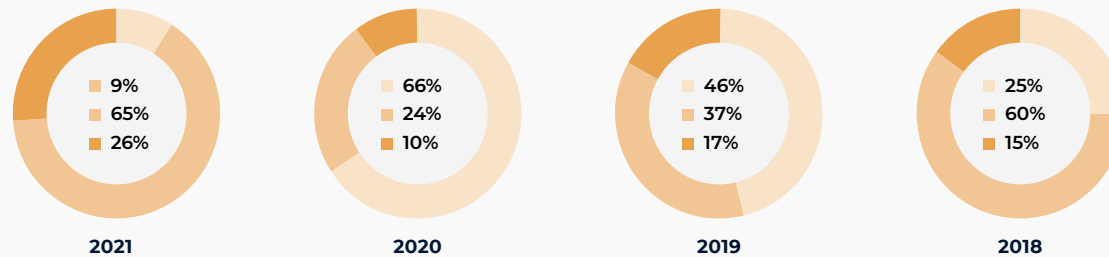
/ **Improvement**, meaning the number of people who have reported some substantial improvement in their lives as a result of the project.

/ **Transformation**, meaning the number of people who have reported a fundamental change in their circumstances as a result of the improvements made.

## IMPACT ON PEOPLE

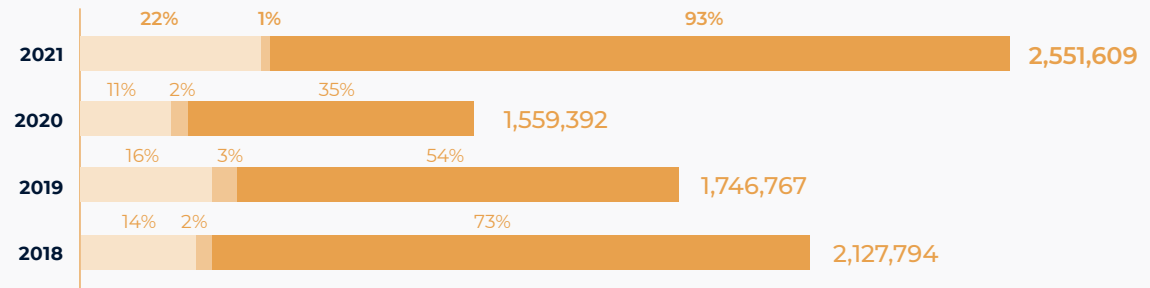
### DEPTH OF IMPACT

Connection Improvement Transformation



### TYPE OF IMPACT

Positive change in behaviour Skills development Improvement in quality-of-life



2021: Assessment of the impact on 2,183,882 direct beneficiaries

2020: Assessment of the impact on 3,272,473 direct beneficiaries

2019: Assessment of the impact on 2,406,380 direct beneficiaries

2018: Assessment of the impact on 2,401,131 direct beneficiaries

With regard to the **type of impact**, we classify the changes in beneficiaries in the following three categories. In some cases, a single beneficiary may experience several types of impact:

**/ Positive change in behaviour or attitude,**

when the activity has helped generate behavioural changes that improve people’s lives. It can also mean that the programme has changed negative attitudes or prejudices and enabled people to make better decisions.

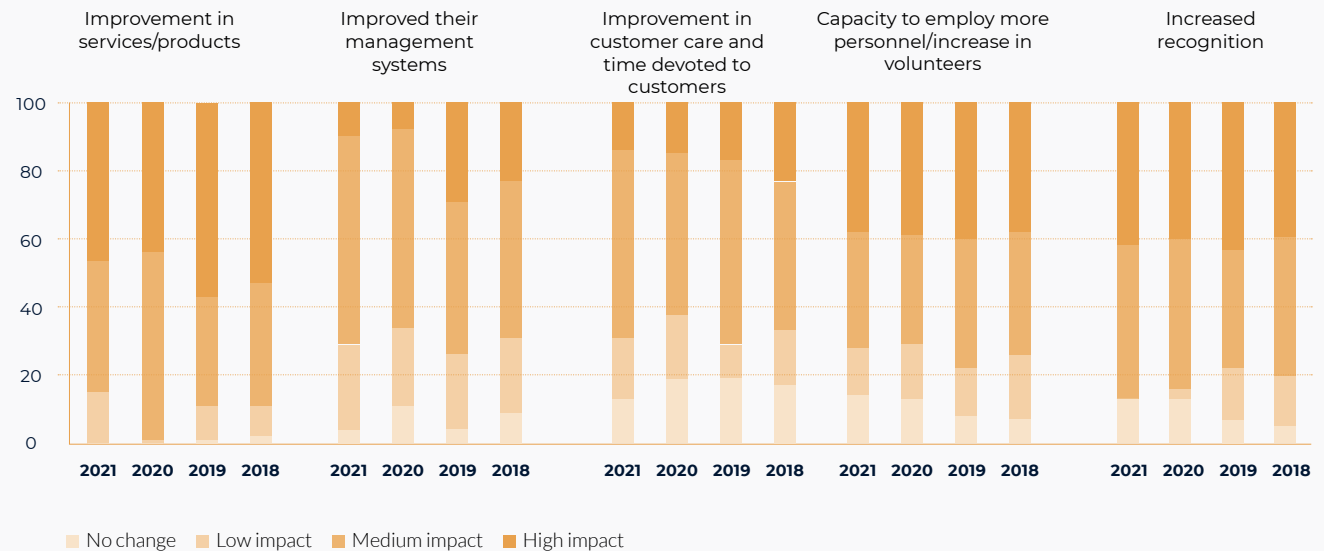
**/ Development of skills,** meaning that the activity has helped to develop new abilities or improve existing abilities, enabling them to develop academically, socially or physically.

**/ Improvement in quality of life,** meaning that the activity has helped people to be healthier or happier, since they have improved their physical, emotional or social well-being.

**5.3.1.2. Impact on community organisations**

In addition to the analysis of the impact on the beneficiaries of the company's social projects, we analyse the effects on the beneficiary community organisations of the corporate community investment projects carried out.

## IMPACT ON COMMUNITY ORGANISATIONS



2021: Assessment of 230 non-profit organisations supported by Inditex in 71 long-term strategic projects.

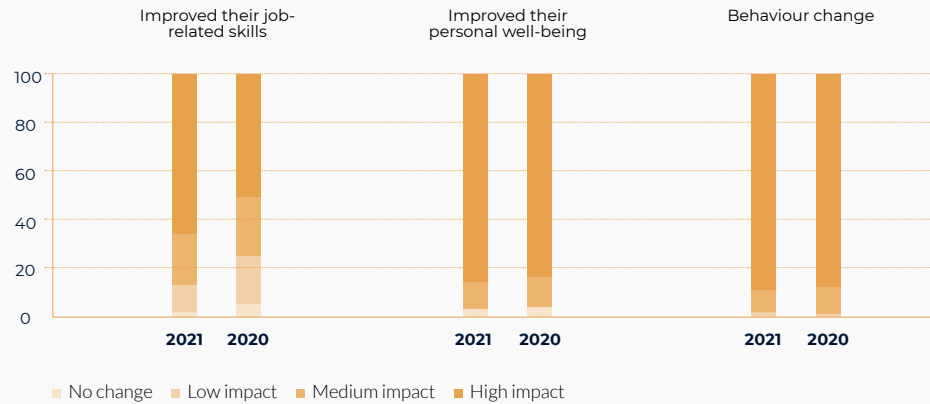
2020: Assessment of 241 non-profit organisations supported by Inditex in 75 long-term strategic projects.

2019: Assessment of 207 non-profit organisations supported by Inditex in 72 long-term strategic projects.

2018: Assessment of 237 non-profit organisations supported by Inditex in 81 long-term strategic projects.

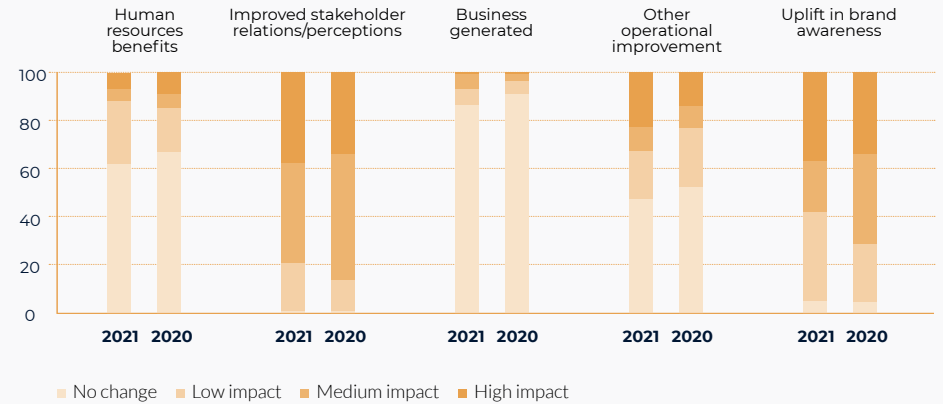


## IMPACT ON EMPLOYEES



2021: Assessment of the impact on 100 volunteers in 9 countries.  
2020: Assessment of the impact on 75 volunteers in 7 countries.

## IMPACT ON THE BUSINESS



2021: Assessment of the impact of the 725 initiatives implemented in the year.  
2020: Assessment of the impact of the 703 initiatives implemented in the year.

### 5.3.2. Impacts on the business

In addition to assessing the impact on the community, both on individuals and community organisations, we analyse the return for the Company derived from the Corporate Community Investment, both from the perspective of the participating employees and the business itself.

#### 5.3.2.1. Impact on employees

The impact on the participating employees is related to the change that occurs after the social initiative has been carried out by the Group. To measure it, we used surveys to pose 15 questions grouped into three key indicators: **skills development, personal improvement**

**and positive change in the perception of the company.**

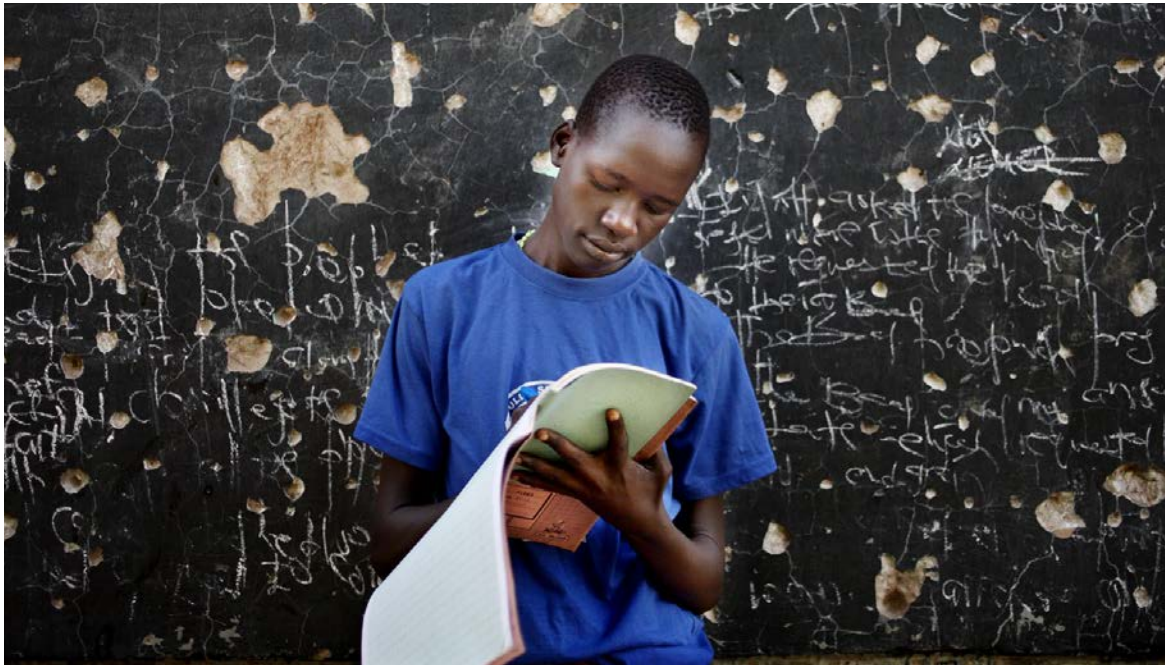
#### 5.3.2.2. Impact on the business

With regard to the impact on the business itself, we evaluate the return in five areas, namely:

- / **Human resources benefits:** improvements in the Company through increased commitment, recruitment or performance, linked to the social initiative carried out.
- / **Improved stakeholder relations and perception:** improved perception by external stakeholders, especially opinion leaders, based

on the social initiative carried out.

- / **Business generated:** contribution to new business such as increased sales linked to social initiatives.
- / **Other operational improvements:** indicator linked to aspects such as increased resilience of suppliers and/or the supply chain.
- / **Uplift in brand awareness:** profit generated through improved brand awareness.



## 5.4. Key programmes

### 5.4.1. Education



#### EPGO III (Educating People, Generating Opportunities)

We have been working with *Entreculturas* since 2001 to promote international cooperation programmes, focusing on education as an essential aspect for the development of the most disadvantaged people and communities. Thanks to this **20-year**

**collaboration**, more than 1.3 million people in situation of vulnerability, including women, children, migrants and refugees, ethnic minorities or excluded groups in 27 countries across Latin America, Africa, Asia and Spain have had access to more and better opportunities to transform their lives and their communities, through initiatives in the fields of education, employment and emergency relief.

Given the social context of the areas where these programmes are carried out, shaped by inequality, forced migration, poverty and difficulties in accessing education, among other issues, since 2014 we have focused our actions under the umbrella of the “**Educating People, Generating**

## Life without education is not sustainable

“We now see the world from a perspective of shared vulnerability, disconcerted by the knowledge that no-one is outside the scope of the seismic waves created by a crisis such as covid-19. After this forced hiatus, we have the chance and the responsibility to use the lessons learned to effect the urgent changes we need, and one of them is to give education the central role it deserves. Only thus can we advance as humanity, leaving no-one behind.

Inditex is an essential partner in the response to the needs of people in situation of vulnerability, especially during a pandemic. In such a changing context, its backing has been crucial to adapt our projects and concentrate our efforts on understanding the new challenges posed by the pandemic, and respond to them through the EPGO (Educating People, Generating Opportunities) programme.”

**Daniel Villanueva.**  
**Executive Vice-President of Entreculturas**



**Opportunities**” (EPGO) programme, so as to provide a coherent, relevant and sustainable response to the challenges facing people in those circumstances.

This process was specified by the involvement of local community organisations which, in keeping with the principles of trust, transparency and integrity, multiplied the opportunities of more

than **583,000 people** over the course of the two, three-year programmes implemented (2014-2016 and 2017-2019), with a third currently underway (2020-2022).

The current EPGO III proposes to provide opportunities for more than **200,000 people** in 12 countries: Argentina, Bolivia, Brazil, Ecuador, Spain, Lebanon, Mexico, Paraguay, Peru, South Africa,

“I migrated alone. Little by little, I have brought my family. Right now I live alone but my second family is the team at JRS (Jesuit Refugee Service); every one here is helping me to become stronger at a personal level, to get on my feet, to see a future and, above all, to feel some emotional stability. They have helped me to be strong despite not having what I miss about my country: its tastes, colours, smells, my friends, childhood memories and my career as a lawyer.”

**Yubiry Sánchez.**  
**Venezuelan in Spain.**



Uruguay and Venezuela. Accordingly, we continue to strengthen and support 25 projects that help reduce inequality and empower people, through the following actions:

**/ Education in contexts of violence and**

**exclusion:** With the aim of promoting integrated and inclusive education, which fosters peaceful co-existence and a culture of peace, personalised support is provided to children and young people through activities such as reading, artistic workshops, school reinforcement, social skills and digital training. This is accompanied by processes to improve harmonious co-existence at education centres as well as community structure, promoting values of equality, healthy habits and emotional education, both for young people and their families.

**/ Job training for the most vulnerable people:**

given the importance of improving employment opportunities for young people and adults in situations of exclusion and socio-economic vulnerability, technical vocational training has been prioritised. This training is a tool for combating poverty, and an instrument for social cohesion, motivating young people, preventing violence and, of course, it is a mechanism for

achieving personal and community development leading to decent working conditions, with an emphasis on women and the generation of equal opportunities.

**/ Emergency relief and integration in situations of**

**forced displacement:** through the Jesuit Refugee Service (JRS), comprehensive care is provided to refugees, asylum seekers, migrants and families in protracted crises who are seeking new life opportunities, to enhance their psychosocial well-being and promote their local integration. These processes involve ensuring people's basic needs, guaranteeing refugee children's access to inclusive education, legal and psychosocial care, employment insertion and changes in the perception of displaced persons and refugees to prevent further breaches of their rights.

In 2021, the **crisis unleashed by covid-19**

continued to affect all the vulnerable groups we work with in EPGO, particularly compounding the vulnerabilities of children, young people and women. It is important to note that, in many of these countries, schools remained closed or their services were disrupted, so projects have had to adapt and provide flexible and effective responses to the current challenges.

“Since finishing my degree, I have been teaching children from middle and working class families in different schools. Working with JRS and teaching refugee children has been a completely new experience for me. It means working with children who have experienced the threat of violence, who have lost their homes, their belongings and sometimes even members of their family. These children are the most vulnerable on the planet. Neither my colleagues at JRS Lebanon nor I want these kids to lose their future, their dreams and their beliefs. That is why we do everything we can to create a welcoming atmosphere for our pupils through the right to education. One day, I remember a pupil asked me: “Miss Abir, can you help me? Because neither my mother nor my sister can read”. That little girl’s question opened my eyes to the enormity of our responsibility. As teachers, we work to educate these children, but also their families.”

**Abid Ahmad Sabra.**  
**Teacher with JRS Lebanon.**



## Inditex Chair of Spanish language and culture

The Inditex Chair of Spanish Language and Culture at the University of Dhaka (Bangladesh), created in 2010, is a cooperation project between the local university and the Spanish universities of A Coruña and Santiago de Compostela (Spain). This education proposal is aimed at promoting Spanish language and culture in Bangladesh, and also has an notable social component, since it seeks to foster equality in education and knowledge within the framework of social improvement.

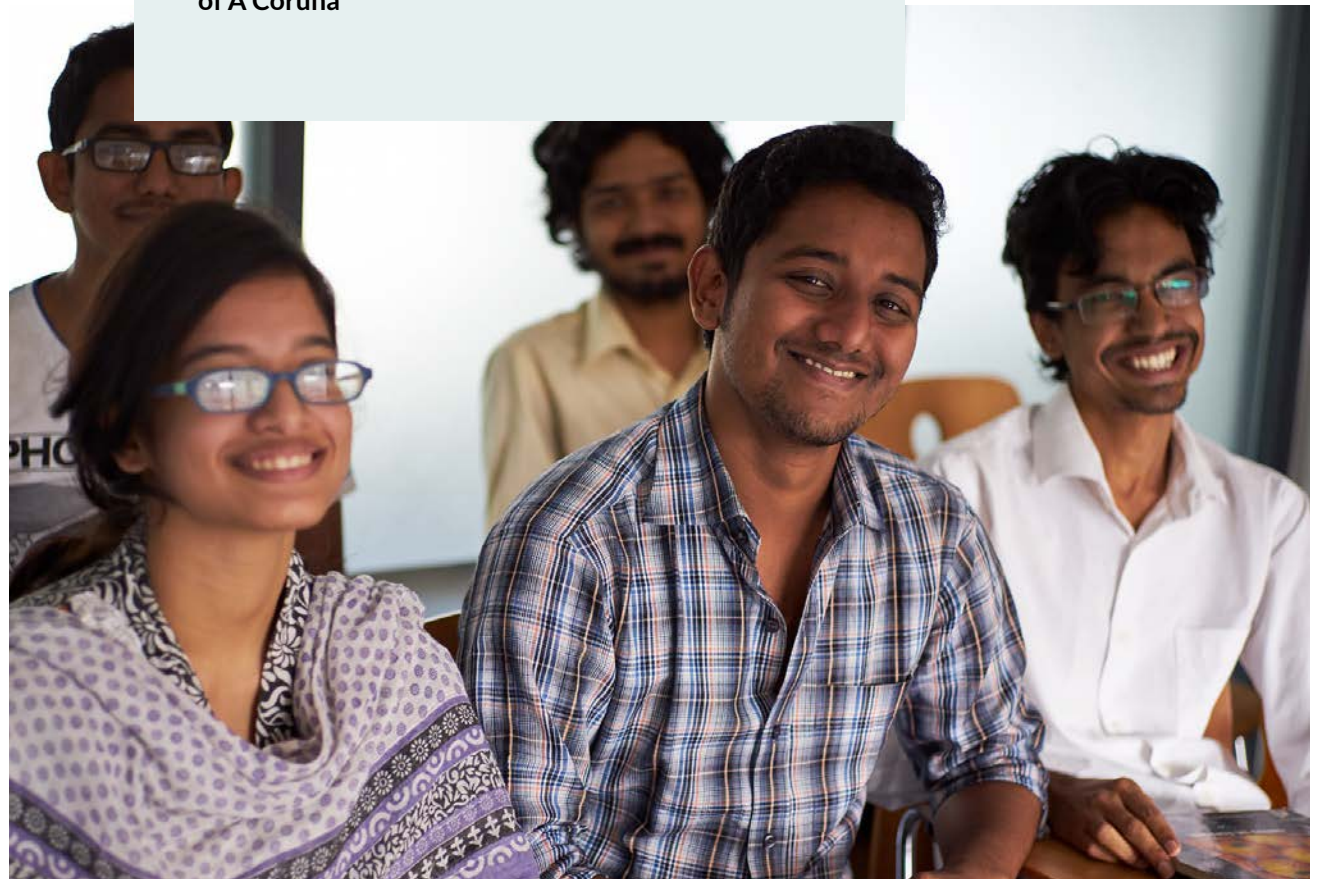
Since it began in 2011, the number of students has increased annually to reach the more than 3,000 who have attended Spanish language classes in the facilities purpose-built for this project by Inditex. Around half of these three thousand students are women, which is highly significant in terms of contributing to achieving gender equality and women empowerment. Furthermore, the rigorous standard of linguistic training provided is evidenced by the large number of participating students, with a high pass rate in international validation exams for which the Chair is accredited.

The range of teaching is guided by the aim of providing the best, most comprehensive and advanced education, complemented by activities of a high academic standard: examples of this are the five international seminars involving European

“The Inditex Chair of Spanish language and culture is a prime example of transfer between university, enterprise and society in the sphere of the Humanities. In the more than ten years since its creation in 2010, the Chair has provided rigorous academic services, associated with the University of Dhaka, the country’s leading higher education institution, making the Chair a benchmark for Hispanic Studies in Asia.”

**María José Martínez**

**Director of the Chair and professor at the University of A Coruña**



**Since the start of its activities in 2011, the number of students has grown annually to reach more than 3,000 students who have attended Spanish language classes in the facilities built for this purpose by Inditex.**

# +3,000

**STUDENTS**

have attended to Spanish language classes since the start of the Chair in 2011.

universities (Heidelberg, Oxford, Sorbonne and Vienna) and prestigious lecturers in the field of Hispanic studies. In addition to this are the activities to disseminate every aspect of Hispano-American culture (exhibitions, concerts, theatre, cinema and literature), in which more than 8,000 people have participated directly.

Thus, the training received by the students in this Chair goes well beyond linguistic learning: evidence of this is the scholarship programme for intensive Spanish courses in Spain, which have so far benefited 30 students. Likewise, one of the major achievements of this initiative is its having trained students who now teach Spanish to the highest standard of competence and autonomy as part of the programme. At the same time, the Chair promotes the social inclusion of disadvantaged students and has managed to involve a high percentage of its female students in all its activities, which is

particularly relevant in the social context in which this project takes place.

The covid-19 health emergency meant some activities at the University of Dhaka had to be cancelled in March 2020, and it was a challenge in respect of which the Chair showed its capacity to adapt. Remote teaching continued, and was followed by more than 300 students over more than 18 months. When in-person teaching resumed in December 2021, this student loyalty resulted in 230 students sitting the final exams for the 2019/2020 academic year. The results yielded significant findings for the project's goals, especially in connection with women's education: the average score of women students in higher courses was 80 points above that of their male counterparts (240 vs 160 points).

Inevitably, the pandemic hampered the academic and

cultural extension activities. Nevertheless, a number of workshops were still held and a video competition was held on the topic of Bangladesh's situation amid the health emergency. Moreover, coinciding with the tenth anniversary of the Chair creation, from June to September 2021, the University of Santiago de Compostela hosted the photography exhibition *Dez anos en Daca* (Ten Years in Dhaka), with the purpose of raising awareness about the country where the project is based.





## Inditex Chair of Refugees and Forced Migrants

Since its creation in 2016, the Inditex Chair of Refugees and Forced Migrants at the Comillas Pontifical University has developed a number of activities linked to **research, practical in-field experience** and **dissemination and awareness** of migration phenomena.

Firstly, it has conducted a **collaboration programme with organisations working in the field** with forced migrants and refugees. 17 post-graduate students from the Masters courses on cooperation and migrations at Comillas Pontifical University joined various national and international organisations—Jesuit Refugee Service, *Entreculturas*, Jesuit Migrant Service—through an annual practical experience programme, to work directly with migrants. The projects are carried out in countries such as DR Congo, South Africa, Ethiopia, Cameroon, Belgium, Greece and Spain.

Over the last five years, the Inditex Chair has launched a number of quality **research** initiatives in this area, so as to disseminate the reality facing refugees and immigrants and improve the programmes and projects connected with them. In this respect, the Chair has been a pioneer in the study of refugee phenomena in Spain through a research project on the integration process and Spain's official system for welcoming refugees. A second line of research, currently underway, refers to a national survey of refugees and immigrants in Spain – the first such endeavour in the country. Furthermore, in collaboration with Cáritas, the Chair published

extensive research in the field of coexistence and/or conflict between the native population and those of immigrant origin in working-class neighbourhoods in various Spanish cities, and the pandemic's effects on them. The work, by the FOESSA Foundation, is entitled "*Lo que esconde el sosiego*" (Behind the calm). Lastly, the initial development is underway of a cross-border survey of refugees and migrants, which will broaden the field of study and is the first of its kind in this area. All the research has been conducted in collaboration and contact with national and international research centres (universities of Deusto, Harvard, Oxford, Ramón Llull, etc.) and various community organisations (Jesuit Migrant Service, Cáritas, Intermon OXFAM, Save the Children, etc.) to ensure both academic quality and the transfer of results to society.

Lastly, the Chair has been very active in raising **awareness**, and transferring knowledge and methods of intervention in this field, through a variety of means: organisation and attendance of national and international conferences, presentation of results, media presence, creation of a website, permanent seminar on refugees with the participation of the main community and academic organisations in the sector, etc. Since May 2016, more than 2,780 people have attended the seminars, which have included a range of current topics.

## This Chair develops various activities linked to research, practical in-field experience and dissemination and awareness of migration phenomena

“The Chair represents a project with a global vocation, whose objectives are theoretical and applied interdisciplinary research on the issue, foster collaboration and joint work with organizations and social agents that work with forced migrants and refugees. Our work provides specialized training, awareness raising and social communication to transform these realities.”

**Cecilia Estrada.**  
Director of the Chair and Professor at U.P. Comillas



## Inditex-UDC collaboration programme

### InTalent

InTalent is a programme run by the University of A Coruña (UDC) and funded by Inditex for the recruitment, retrieval and management of top research talent. To achieve this, postdoctoral researchers with projection and extensive international experience, from anywhere in the world, are recruited on a competitive basis.

Researchers applying for the programme must have at least three years of postdoctoral experience, at least two years of international experience in renowned R&D centres, an excellent research track record, the capacity to generate new knowledge, potential as independent researchers and a promising scientific career.

**InTalent offers researchers a contract with a competitive salary, professional stability and a budget with which to develop their project.** The researchers also teach in the UDC's undergraduate and postgraduate courses, and collaborate with the institution itself in disclosure activities.

During the five years of the programme there have been three recruitment drives for candidates, involving 316 researchers of 48 nationalities. The six researchers recruited have achieved awards for scientific excellence in areas as diverse as the biomedical development of smart sensors

for degenerative diseases and nano-materials for cell regeneration; the development of bio-materials for cartilage regeneration in humans; social anthropology in rural communities; historical disruptions in the process of transformation from medieval to modern culture; gender inequality in the public sphere; and the exploration of advanced rendering and lighting techniques for scientific visualisation.

**InTalent researchers have been able to access external funding sources, through scientific excellence programmes**, which will yield UDC an income of around eight million euros, i.e. a return of more than five and-a-half euros for every euro invested in the programme.

Likewise, and thanks to the traction of the InTalent Programme, UDC has improved its positioning and appeal in terms of attracting new researchers. This has been reflected in two ways: a growing interest among researchers in coming to work at UDC and an increase in the number of applications submitted by the university to highly competitive individual calls for proposals.

### Predocctoral Residency Grant Programme

The Inditex-UDC Predocctoral Residency Grant Programme has been developed since 2013 as part of the collaboration agreement between UDC and Inditex for the internationalisation of

doctoral studies. The grants finance pre-doctoral research residencies at foreign universities and centres, thus complementing students' doctoral training and enabling them to obtain the International Doctorate Mention. **In addition, the programme reserves 5% of grants for students with disabilities to foster diverse and inclusive research environments.**

Since its inception, 226 students from UDC doctoral programmes have completed residencies in 28 countries around the world, especially in Europe and America (United States, United Kingdom, France and Germany).

This also makes it a strategic programme for the internationalisation of research groups at UDC, as it allows partnerships with other research teams to be set up and strengthened.

**The Inditex-UDC Predocctoral Residency Grant Programme has a considerable positive impact on the promotion of talent and the internationalisation of doctoral studies at UDC.**

This is evidenced by the increase in the rate of theses defended at UDC with International PhD Mention, which has tripled in recent years, from 14% in 2012 to 41% in 2021, in a context marked by the negative effects of the covid-19 pandemic.



## Inditex-UDC Sustainability Chair

The Inditex-UDC Sustainability Chair is a knowledge transfer initiative with the University of A Coruña to promote sustainability and social responsibility in the university community and in society.

It was created as a forum for community reflection, academic training and applied research on sustainability and social innovation for public administrations, universities, businesses and non-profit organisations.

In the sphere of training, the tenth edition of the Sustainability and Social Innovation Specialist Course (CESIS), a UDC-specific qualification with 294 students, was held in 2021. In financial year

2021, 162 pre-registrations were received, 25 students participated and 11 of them received tuition scholarships endowed by Inditex.

The course, which was held in person whenever the health situation allowed, has a duration of 625 hours, divided into ordinary sessions, seminars, workshops, tutorships, conferences and company visits. The course is taught by 36 guest lecturers from the professional world, from UDC and from other centres.

With the aim of promoting the transfer of knowledge to organisations, CESIS students developed five learning-service projects in 2021 together with non-profit organisations and local companies. **Accordingly, action plans were developed in response to economic, social,**

## environmental and governance sustainability challenges.

In the area of disclosure, the Chair was not able to hold the tenth edition of the Open Source lecture series, due to the health situation caused by covid-19 and capacity restrictions.

In the area of applied research, the Chair continued its reflection on teaching innovation in the field of sustainability. Following the publication of the first study evaluating its social impact in the International Journal of Sustainability in Higher Education, entitled *Enhancing the effects of university education for sustainable development on social sustainability: the role of social capital and realworld learning*, the Chair has continued to develop tools to evaluate the social value provided by university education in terms of sustainability.





## Collaboration programme Inditex – Massachusetts Institute of Technology (MIT)

### Inditex Chair Materials Science and Engineering Fellowship Fund

In collaboration with the MIT Department of Materials Science and Engineering, this initiative is dedicated to promoting research in sustainability, logistics and supply chain. The aim of the fellowship fund is to develop pioneering projects in circular economy and the application of advanced sustainable techniques to the textile industry.

### Inditex chair Operations Research and Management Fellowship Fund

In collaboration with the MIT Sloan School of Management, its mission is to promote research and innovation in data analytics, including prescriptive and predictive modelling, as applied to business.

### MIT Institute for Data, Systems and Society

Inditex is a member of the *MIT Institute for Data, Systems and Society*, which is dedicated to deepening the analysis of areas such as artificial intelligence, machine learning and data science.

### Scholarships for students on the MIT Leaders for Global Operations (LGO) Master

Inditex collaborates with the MIT School of

Engineering and the MIT Sloan School of Management with the aim of fostering the improvement of technical and management skills through tailored and targeted educational experiences through temporary student residences at Inditex's headquarters in Arteixo (Spain).

### MIT – Spain Inditex Circularity Seed Fund

The MIT - Spain Inditex Circularity Seed Fund is part of MISTI Global Seed Funds.

The fund chiefly supports new collaborations between MIT professors and students and their counterparts at universities and research institutions in Spain through an annual call for proposals.

2021 is the fifth year of collaboration with the MIT – Spain Inditex Circularity Seed Fund, through its International Science and Technology Initiatives (MISTI). This purpose of the fund is geared towards financing research in areas such as:

- / New textile recycling techniques.
- / Creating new fibres with sustainable technologies.
- / New methodologies for improving maintenance and extending the use of garments.
- / Optimising the biodegradability of garments.

/ Developing new fibre-level trace systems.

This fund fosters collaboration in circularity between research teams of MIT professors and students and their counterparts at universities and research institutions in Spain. The purpose of the main project funded by this programme is to improve the textile-to-textile circularity of mixed fibres, one of the biggest challenges facing the textile industry today. Chemical recycling of fabrics with mixed compositions is used to achieve this. By continuing its development, we aim to evolve this technique into a shared project with partners from other companies, ultimately enabling an industrial-scale approach.

### MIT Climate and Sustainability Consortium

Inditex belongs to a group of founding companies of the MIT Climate and Sustainability Consortium (MCSC), created in 2021 to accelerate the development of large-scale solutions to fight against climate change. The initiative brings together leaders of various industries to work with the Massachusetts Institute of Technology (MIT) to share environmental innovation processes and strategies.



## Programa de colaboración Inditex – Tsinghua University

### Global Immersion Program

In November 2016, Inditex and the School of Economics and Management of Tsinghua University (Tsinghua SEM) signed a collaboration agreement to enhance international students practice experience. Since January 2017, 120 MBA students from Tsinghua SEM have taken a study trip to Spain, visiting Inditex Headquarters and deepening their research in the field of

fashion, logistics, environmental protection and sustainable development. This program also supports teachers' overseas research and academic exchanges and sports meetings, as well as other campus activities of SEM.

The partnership between Tsinghua SEM and Inditex was reinforced in 2020 through Inditex joining the Tsinghua SEM Advisory Board.

### Oversea Student Scholarship and Teaching Fund

In May 2018, Inditex and Tsinghua University signed 3 million RMB scholarship agreement to support Tsinghua overseas students and related teaching affair. This initiative also supports Tsinghua teachers and students to study, visit and short-term work abroad. This teaching fund aims to support the University's internationalization strategy.



### Sustainable Development Fund

In May 2019, INDITEX donated 3 million euros to establish the “Tsinghua University - INDITEX Sustainable Development Fund”, which aims to support Tsinghua University through pioneering research, collaborative teaching and social practice to promote the establishment of campus for sustainability awareness, the creation of campus for culture development and the exploration of global sustainable development solutions.

This fund firstly approved 18 projects with a total supporting of 4.69 million RMB. A total of 2.52 million RMB for the first year (2019-2020) and 1.78 million RMB for the second year (2020-2021) have been allocated to the research team, and 0.39 million RMB for the 3rd year (2021-2022) withholding for their due time.

Regarding to the first batch of 18 projects, 4 of them have finished within one year and one failed to conduct due to the pandemic and canceled by the committee, 13 projects are on-going for now.

### ZARA x Tsinghua Academy of Art & Design Artworks Exhibition

In June 2020, ZARA launched in-depth cooperation with the Academy of Art & design of Tsinghua University. ZARA offered the flagship

store in Wangfujing street to the students and teachers to exhibit their excellent art works.

The exhibition space and related subsidies provided by ZARA, relying on the long history accumulation and excellent international reputation of the Academy of Art & design, cutting-edge teaching achievements, display the art and design works of the students and teachers of the Academy, showing a perfect combination of fashion, art and business.

### Tsinghua Sports Marketing Case Analysis Competition

In August 2021, Tsinghua University invited OYSHO to join Sports Marketing Case Analysis Competition as a brand related with sports. The competition is sponsored by Tsinghua University, openly recruiting corporate cases from society and recruiting participating teams from universities across the country. Through the communication, OYSHO presented its appeals and the participating team will compete with their solutions. This initiative aims to increase awareness in the field of sustainability.

## 5.4.2. Social welfare

### Moda Re-

2021 represented the fifth year running the programme to strengthen the management of the life cycle of textile products in partnership with Cáritas. This initiative, to which Inditex has allocated 7 million euros for the 2016-2022 period, has resulted in the creation by Cáritas of the ‘Moda Re-’ Programme.

“In the way we see the world, there is something that has brought us together... That has brought Cáritas and Inditex together in an ambitious project to improve society. This is an initiative aimed at the reuse, recycling and sale of used clothing, promoting a supportive and circular economy aimed at creating social employment and fostering care for the environment. It is an example of social economy that, after several years of collaboration, and thanks to the support and financial input of Inditex, has borne fruit, managing to promote a circular economy of solidarity.”

**Natalia Peiro, Secretary-General of  
Cáritas Spain**





“Thanks to my contract through the employment integration company Formació i Treball, an entity promoted by Càritas dedicated to the collection of clothes, I have managed to regulate my situation and now I have a work permit. It has also been my first job opportunity in Spain with a legal contract, an opportunity that nobody had given me until now. I feel I am a hard worker with the capacity to do many things. I didn't used to value myself and I was afraid to look for a job.”

**Rabia Chtabou, Moda Re-  
worker**

**Moda Re-** is a programme dedicated to collecting used textiles in order to recover and reuse them through a sustainable business model based on the circular economy. Its purpose is to generate employment for vulnerable people through the collection, recycling, and reuse of used garments.

In addition to reintegration into the labour market and dignifying the way in which those who need clothes receive them, the project is linked to environmental care, not only through the reuse and recovery of the clothes, but also through the techniques used in the treatment and recycling plants.

In addition, in this programme we collaborate with different yarn manufacturers in various R&D+I

initiatives to convert used garments into new raw materials with high added value, with the aim of continuing to advance circularity in the textile sector.

The **Moda Re-** programme is clearly geared towards self-sufficiency, as all proceeds from it are invested in its own development and growth, through the promotion and creation of the largest network of second-hand clothes stores in Spain.

Thanks to Inditex's support for this initiative, some 2.3 million articles have been donated to vulnerable people; 2,446 clothing collection containers of used garments have been installed and more than 75,000 tonnes of clothing collected; and 61 second-hand clothing stores have been opened or refurbished.

The programme currently generates 1,000 jobs, 500 of them the result of insertion initiatives. Likewise, the initiative has become a benchmark in the process of dignifying the free delivery of clothes to those most in need, based on donations made through the more than 100 solidarity stores that currently make up the **Moda Re-** network.



## Employment and Training Programme in Spain

Inditex has been supporting the Cáritas Employment Programme since 2011, whose aim is to promote access to decent employment for persons in a situation of vulnerability. This initiative, to which Inditex has contributed 13 million euros in the 2011-2021 period, is based on the following lines of action:

- / Promoting **social economy initiatives** to generate employment in a protected environment that bridges the gap between the individual's situation and the requirements of the labour market. As a result of this line of action, focused primarily on setting up labour integration companies, 1,679 people in situation or at risk of exclusion have been able to access the job market.
- / Support for vulnerable people with entrepreneurial capacity who can achieve their socio-occupational integration through **self-employment**. In this sphere, 154 people have received support to set up 57 entrepreneurial initiatives and, in this way, gain access to self-employment.
- / Improving vocational training as a pre-requisite for increasing employability. More than 5,600 people have received training in various sectors such as elderly care, hotel and catering or

## Carifood: employment integration company in the restaurant and catering sector

On 15 August 2018, Oussama reached Bolonia beach (Cádiz) by boat from Tangiers: "It was five o'clock in the morning, I remember, because all life's key events have a time".

After hiding for most of the day in the nearby mountains, he made his way to Madrid. He spent three days sleeping on the streets until, as a minor, he was placed in a centre for unaccompanied minors. He was there for five months. It was just around the time that a new Cáritas apartment for unaccompanied minors was opened in Madrid, which he accessed through the regional social services "and I was the first in, it was waiting for me! From then on, everything changed."

Oussama successfully completed a cooking course arranged by Cáritas and then, last July, started working for the community enterprise **Carifood**. He ticked all the boxes because, in addition to being at risk, he was eager to work: "I wanted a future for myself and to improve my family's life. I wanted my father, who at 70 is still working, to be able to stay at home." And he immediately started sending them money monthly: "I keep just enough to live on."

The young man, who has been in the kitchen since early morning, will study "for an hour or two" when he gets home because he is taking his driving test. "If you see Concha, who manages the Cáritas apartment, give her my best. She helped me so much!", he adds.

agriculture, among others. Specifically, 455 courses have been held, providing 97,975 hours of training. The training courses offered have included job opportunities, thus not only boosting training but also leading to labour integration.

As a result, **7,482 people in situation or at risk of exclusion have improved their employability, and 2,537 people have found an employment** over the last 10 years.





### Every Mother Counts Programme

In a three-year partnership that builds on a longstanding relationship with Every Mother Counts (EMC), Inditex is providing \$1.5 million to support maternal health projects across the United States and in Bangladesh. In 2021, Inditex's support enabled EMC to build on its core efforts in grantmaking, storytelling, and policy and advocacy to make pregnancy and childbirth safe, respectful, and equitable for every mother, everywhere. From underserved communities in the U.S. to the refugee camps in Bangladesh, the work and impact of the community-based organizations supported through this partnership reached new heights in 2021, despite ongoing challenges related to covid-19 and an increased number of natural disasters.

In Cox's Bazar, Bangladesh, with support from Inditex, EMC continued to work with the **HOPE Foundation for Women and Children** to increase access to critical prenatal, childbirth, postpartum, and newborn care, as well as education on breastfeeding, newborn care, and family planning for pregnant and childbearing Bangladeshi and refugee women. In 2021, through the partnership with HOPE, 13,228 women and children received skilled





## Inditex's support has allowed the NGO Every Mother Counts to work together with the HOPE Foundation for Women and Children of Bangladesh

“One of the most meaningful things about EMC, which we have cherished over this past decade of support, has been the way they truly incorporate every mother into their mission, at all times. Funds provided by the partnership between EMC and Inditex ensure that we can build on our own mission as a midwifery school to support and scale the diversification of the maternity workforce so that every person has access to safe and equitable care wherever, whoever and however they choose.”

**Jennie Joseph**

**Founder and Executive Director of Commonsense Childbirth**

reproductive, newborn, and maternal health care services. In addition to clinical health services, the HOPE midwifery program enrolled 40 new student midwives and graduated a class of 30 midwives who are now equipped to provide quality, respectful maternity care in even more difficult-to-reach areas of Bangladesh.

In the United States, addressing racial disparities in maternal health continued to take a spotlight in 2021. EMC's collaboration with Inditex supported several organizations in the U.S. who are at the forefront of addressing disparities in maternal health and promoting respectful and equitable care. Together, these midwife and doula-led organizations of color, including Commonsense Childbirth (Florida), Tewa Women United (New Mexico), and SisterWeb (California) provided services and education to 1,243 women.

In particular, EMC expanded its support of Commonsense Childbirth to include the Commonsense Childbirth School of Midwifery, which in 2020, became the only Black-owned and nationally accredited private midwifery training school in the country and in 2021, enrolled its first major class. The midwifery school, established by world-renowned midwife and maternal health advocate, Jennie Joseph, creates a critical pathway for expanding and diversifying the midwifery workforce to ensure all pregnant people can receive respectful, culturally sensitive, and racially congruent care.

In addition to investment in community-based organizations, Inditex's support helped to fuel EMC's progress in community and issue engagement through educational and storytelling content, our running and fitness program, as well as advocacy

work. In 2021, on Human Rights Day, EMC released a new short film about EMC's founding, mission, and work to continue to educate others about maternal health challenges and opportunities and to advocate for the human rights of every mother. Through EMC's running and fitness program, we engaged runners through several core races in US and individuals through a virtual Global Fitness Challenge, all engaging in sports to raise awareness for maternal health. EMC also launched the EMC Advocacy Toolkit, an action-oriented guide for community members to advance maternal health and birth equity. The EMC Advocacy Toolkit works to demystify advocacy in the U.S., by breaking down the who-what-where-when-why-how of advocacy and provides actionable tools throughout to help guide users towards taking action for maternal health.



### Water.org Programme

We have been collaborating with Water.org since 2015 to improve access to drinking water and sanitation for vulnerable families in countries such as Bangladesh, Cambodia, India and Latin America. The aim of the programme is to increase this access with microcredits to low-income women in developing countries. Through this market-driven model, low-income people get access to affordable loans to cover their water and sanitation needs. Based on the philanthropic contribution of Inditex during the period 2015-2021 (more than 7.5 million dollars), an additional \$218 million was mobilized by local financial institutions, which allowed 553,000 loans to be granted. As a result, more than 2.1 million people have improved their access to water and sanitation.

Our partnership with Water.org gained momentum in January 2020 with the signing of a four-year agreement called “Empowering women and families with access to water and sanitation”. This agreement, currently in progress, materializes in a comprehensive programme that has accelerated and expanded access to safe drinking water and sanitation for 889,968 people living in poverty in India, Cambodia and Bangladesh, including 541,965 people in 2021. The programme also provides for new global initiatives to help those who need these two essential services.

In India, Water.org supported their financial institution partner during the pandemic through providing virtual trainings so that they could expand water and sanitation lending into new geographies. Their partner went on to generate demand for their water and sanitation loan product by reaching more than 5,000 borrowers in 2021.

In Bangladesh, Water.org’s four financial institution partners continued scaled their water and sanitation loan portfolios and worked to reach borrowers with solutions during the pandemic. Cumulatively, their partners provided water and sanitation education through group meetings for more than 33,000 people in 2021. Water.org also began conducting a landscaping study on water and sanitation small and medium enterprises with the intent of launching a database of enterprises that are interested in accessing financing to expand their water and sanitation services.

In Cambodia, Water.org’s microfinance institution partners increased their lending to private water utility operators, which have experienced an increased demand in their services during the pandemic, which has required the utilities to expand to meet the needs of new and existing customers.

Water.org also continued preparing for the launch of its Global Credit Enhancement Facility. The Facility

“Inditex’s support of our sector advocacy and innovative financing strategies has allowed us to pilot approaches that go beyond traditional methods and have the potential to scale our work in the future. Inditex is a critical partner in our work, accelerating us toward our shared vision of safe water and sanitation for all.”

**Gary White, co-founder, and CEO of Water.org**

## Meet Shyama

Shyama is a 37-year-old wife and mother of two teenage sons. She lives in Thikaria village in Madhya Pradesh. She works with her husband at a flour mill and cultivates organic cotton while her two sons attend school. Until recently, her home did not have a toilet.

Shyama's husband and sons did not have a problem not having a toilet in their home. But Shyama would have to walk more than a kilometer from their home to find a safe spot to relieve herself. This caused that she faced harassment and shame several times during the journey. She also feared contracting covid-19 while having to visit public spaces so frequently.

Shyama was conscious about the importance of having a household toilet and ASA's WSS loans during a self-help group meeting. This motivated Shyama to avail a loan to purchase and install a toilet.

Shyama is now able to comfortably use her own private toilet. Her husband and sons also use the toilet, which has helped to improve the life quality of all family members.

will spur first-time lending by commercial banks in India for household water and sanitation services for those in need. After initially launching in India, learnings will be applied to facilitate expansion into additional countries. In 2021, Water.org began to re-engage with financial institutions in India to confirm their interest in the Facility.

Finally, Water.org continued to foster the global water and sanitation ecosystem. They worked with sector stakeholders like Sanitation and Water for All and USAID and participated in global forums organized by Stockholm World Water Week, the Global Impact Investment Network, and the Organization for Economic Co-operation and Development, helping to shine a light on the critical role of access to affordable financing to address the global water and

sanitation crisis. Water.org also designed and began to implement a technical assistance platform to provide wholesale technical assistance in support of and in partnership with funds and institutions deploying capital to the water supply and sanitation sector. They are piloting the technical assistance platform in partnership with their sister organization and investment firm, WaterEquity: Water.org is providing technical assistance to two financial institutions in Ecuador and one in Mexico that are receiving capital investments from WaterEquity to help grow and strengthen their water supply and sanitation loan products and portfolios.

### **Organic Cotton Accelerator program helps farming families access safe water and toilets**

Water.org and its local partner, ASA Foundation,

reached 2,496 organic cotton growers in India in 2021, bringing our cumulative reach under the partnership to 4,589 people since September 2019. The program helps organic cotton farmers access safe drinking water and sanitation solutions for their homes through small, affordable loans.

In 2021, Water.org and their partner expanded the project implementation to additional target villages and sent COVID-related demand generation messages to 1,200 potential borrowers to promote water and sanitation financing. They also reached more than 5,500 people during awareness sessions in 204 villages to create demand for water and sanitation loans.





## For&from

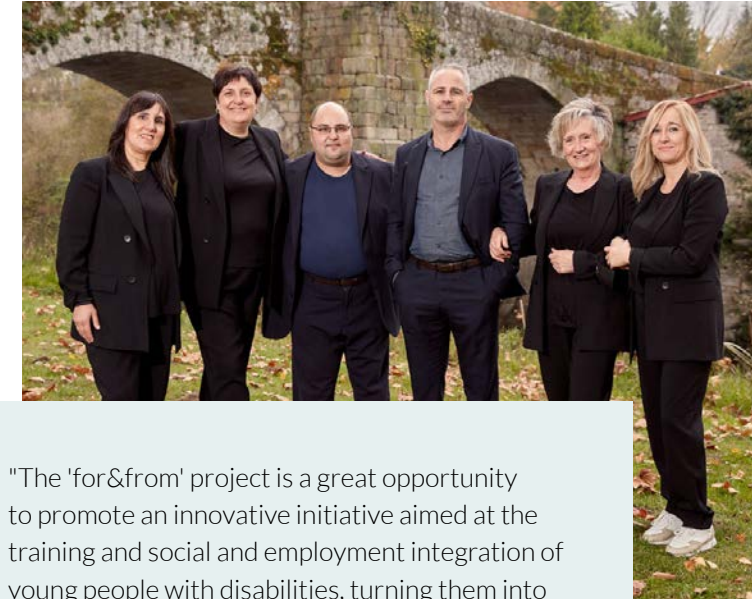
For&from is a social/workplace integration programme for people with disabilities that is based on launching commercial spaces under the image of the Inditex's different brands. These stores are managed by non-profit organisations and staffed by people with disabilities. Inditex makes an initial outlay to build the store and, from then on, the community organisations manage a self-sustaining model through the sale of products.

For&from stores stock clothes and accessories from the previous season at competitive prices. The proceeds go entirely to the managing organisations to fund projects that help people with disabilities. The programme currently has 15 stores, 14 in Spain and one in Italy, employing more than 200 people.

All the stores are managed by community organisations specialising in the integration of people with disabilities into the workplace, such as *Fundación Molí d'en Puigvert*, the Galician Confederation of People with Disabilities (COGAMI), the non-profit cooperative Moltacte, the Association for the Mentally Disabled of Alicante (APSA), *Fundación Prodis* and *Fondazione Cometa*.

Throughout its almost two decades of life, Inditex's for&from programme has created more than 659 jobs, 532 for people with disabilities, and more than seven million euros of net profit, which have been invested in the community projects of the organisations that manage the 15 stores that currently make up the project.

In 2021, we refurbished and expanded the Massimo Dutti for&from store in Allariz (Galicia, Spain), in collaboration with COGAMI. The renovated space added the first floor of the building to the retail area and introduced Massimo Dutti's new interior design concept, which focuses on the noble materials typical of Galicia, such as wood and stone. The refurbishment of this building, representative of the architecture of the Allariz historic centre, maintains the same floor level attained in the first store intervention 14 years ago to align it with street level.



"The 'for&from' project is a great opportunity to promote an innovative initiative aimed at the training and social and employment integration of young people with disabilities, turning them into excellent professionals through their daily hard work and responsibility."

### **Erasmus Figini, founder of Fondazione Cometa (Italy)**

"Re-entering the world of work signalled a complete change in my life, with positive repercussions in all aspects: personal, professional, family... At the store we support each other a lot. We are more than a team: I found a second family".

### **Sara. Store manager of Massimo Dutti for&from Allariz (Spain)**

"The training materials have substantially enriched our knowledge of health, safety and hygiene, as well as mediation and conflict resolution, giving us a quick and striking reference to keep in mind."

**Samira EL HOUAOUI, worker at the textile company AN FASHION**



### Medicus Mundi Programme

Medicus Mundi has been working with Inditex in Morocco since 2015 to improve the social and health situation for workers in the garment industry in the Tangier-Tetouan-Al Hoceima and Casablanca-Settat regions.

In 2021, despite the impact of the covid-19 pandemic, Medicus Mundi has continued to promote the right to health and the social and labour rights of workers in the sector through networking. Its interventions were backed by Moroccan civil society organisations, such as the Union of Feminist Action (UAF) and the Moroccan Association of Occupational Health (AMSAT), as well as companies in the garment sector.

During the year, Medicus Mundi organised various activities:

/ A health campaign in partnership with the Social Security's Caja Nacional Polyclinics (CFNSS), supporting 1,766 workers.

/ Prevention of occupational risks and diseases, raising awareness among 1,341 workers. .

/ Organisation of training sessions on health-safety-hygiene and communication-mediation-conflict resolution for 96 representatives of the Health and Hygiene Committees (CSH) and for delegates from textile companies in Casablanca and Tangiers.

/ Helping to fight against covid-19 by disseminating information and prevention messages through posters, messaging and other awareness elements.

Similarly, in 2021, progress was made in drawing up a protocol against moral and sexual harassment, with the involvement of trade unions, NGOs, companies, professional associations and state institutions. Medicus Mundi has also collaborated with local organisations that promote women workers' rights, with the aim of advancing labour rights and equality. These activities were attended by 2,319 people and included the production of a video to raise awareness about the labour rights of women workers.



## The year 2021 has represented a strong boost to our partnership with Medicus Mundi through the signing of a new three-year agreement

**Our partnership with Medicus Mundi was strongly boosted in 2021 by the signing of a new three-year agreement called "Promoting the Right to Health and Social Rights of Women Garment Workers in Morocco".** This latest intervention, with 1.2 million euros in Inditex funding, continues work in areas such as occupational risk and disease prevention and adds the implementation of the protocol against sexual and moral harassment at the workplace. The new programme also focuses on improving the health and social context of the sector, through activities linked to the socio-occupational integration of vulnerable groups, support for the local public healthcare system and the promotion of sexual and reproductive health. Lastly, the programme plans to extend its activities to other, neighbouring countries, such as Tunisia.



### A Flote programme

The Emalcsa Foundation, A Coruña City Council and Inditex have been working together since 2017 in the **A Flote** social integration and social benefits programme. The agreement between these entities, with an original duration of three years, brought stability to the programme, allowed it to broaden its objectives and improved the social integration expectations of its beneficiaries, from the geographic area of A Coruña (Spain).

The agreement was renewed in August 2020 for another three years, in the context of the covid-19 pandemic. The health emergency had a significant and immediate economic and social impact on the most

vulnerable families. Inditex's support in this context enabled the most basic needs of the most vulnerable groups in A Coruña to be addressed immediately.

In 2021, the demand for help normalised, returning to parameters similar to those of 2019. Specifically, 423 emergency social benefits were handled by **A Flote**, 319 requested by women and 105 by men. These emergency benefits were used mainly for help with housing, school meals and utility expenses (water and electricity).

"The **A Flote** programme shows us two realities: the capacity of institutions to secure solutions to the problems of very vulnerable people and families, signalling itineraries for integration based on housing stability; and the importance of collaboration between the public and private sectors, which enables us to reach those in need sooner and better. Once again this year, highest standards of management at the Emalcsa foundation, the important collaboration of Inditex and effective coordination with social workers and community educators from the City Council combined to efficiently and rigorously resolve acute and urgent social problems. Due to the special vulnerability of the people involved, these needs often cannot be covered by other resources in the time or form required."

**Inés Rey, Mayor of A Coruña and Chairwoman of Fundación Emalcsa**





# 1,500

**PEOPLE**

have been trained and joined Inditex  
through Salta

**The objective of Salta  
is the employment of  
vulnerable people in  
our stores, factories or  
logistics centers**



## Salta

**Salta** is an Inditex programme aimed at incorporating young people in situations or at risk of social exclusion into the labour market through training and job opportunities. It was launched in France in 2008 as the *Jeunes Project* and reached Spain in 2010.

Salta's aim is to integrate vulnerable persons in our stores, factories or logistics centres. The programme currently operates in 13 markets: Germany, Brazil, South Korea, Spain, the United States, France, Greece, Italy, Mexico, Poland, Portugal, the United Kingdom and Turkey.

Thanks to the 3,000 employees who took part as trainers, tutors and mentors to guarantee their proper

incorporation and adaptation to the workplace, a total of more than 1,500 people have been trained and joined Inditex through **Salta**. Also essential to this initiative is the work of a number of non-profit organisations that support us in the selection, training and subsequent follow-up of the beneficiaries. Since the programme's launch, we have collaborated with more than 40 community organisations such as The Door in the United States, United Work in Turkey or the Red Cross in Germany, Spain and Portugal.

In 2021, 126 people joined our store and logistics teams through **Salta**, and more than 300 employees were involved as trainers and mentors, both in face-to-face sessions and online workshops.

Likewise, in the United Kingdom, Brazil and Italy, we continued to strengthen our partnerships with the community organisations we work with in **Salta**, offering workshops to improve the employability of the users of these NGOs. Pursuant to this collaboration, 18 people from our teams (human resources, sales and store managers) delivered training modules on self-esteem/personal branding, CV writing, active employment search on social media, personal styling and mock job interviews.



## ZARA Tribute

Zara Tribute is a business-related initiative launched by Zara in 2021 to support social causes through the launch of capsule collections onto the market. The program is based on creating a series of limited-edition collections by identifying a relevant theme and charity each season. In this way, Zara Tribute seeks to support different non-profit organizations and social causes related to selected themes linked with creativity and artistic talent. The entire revenues generated from the sales of those collections are donated to the charity involved in each season.

For the first season, Zara launches Tribute collection celebrating the biggest names and talents of nineties fashion with focus on supermodels and the pioneering work of Peter Lindbergh. This project is endorsed by Peter Lindbergh Foundation and Fabien Baron as a curator.

The Zara Tribute collection has featured t-shirts and sweatshirts with black and white images of Kate Moss, Amber Valletta, Linda Evangelista, Helena

Christensen and Lyonne Koester-some of the most memorable photographs in modern fashion history.

Proceeds raised by Zara Tribute 01 have gone to The Franca Sozzani Fund for Preventive Genomics, initiative named in honor of the late Franca Sozzani, iconic long-time editor of Vogue Italia and a creative pioneering woman who revolutionized the fashion world.

The Franca Sozzani Fund supports work on preventive genomics, specifically the 10,000 Babies Project Global BabySeq Project, a groundbreaking genome sequencing project planning to enroll at least 10,000 babies in collaboration with Brigham and Women's Hospital and Harvard Medical School, focused on accelerating preventive medicine and, in particular, helping addressing racial disparities within the field of genomics.





## China Programme

In 2021 Inditex continued reinforcing its long-term relationship with the main entities with which it collaborates in community investment in China.

In fighting pandemic and disaster relief aspect, Inditex cooperated with China Development Research Foundation, donated 201,000 unites medical materials to Hubei province to support local fighting with pandemic. When the sudden rainstorm disaster hit Henan province in July, Inditex donated RMB 1,000,000 through China Women Development Foundation and cooperated with China Environmental Protection Foundation, donated disaster relief materials valued more than RMB 10,000,000 to help the people tide over the disaster.

With regarding to education investment which we persistent doing for many years in China, in 2021 Inditex continuing its cooperation with Tsinghua University Education Foundation to support MBA Spain Immersion Program of Tsinghua SEM and start the similar program with Fudan University in Shanghai to support MBA Spain Immersion Program of School of Management for three years. In the middle area of China, Inditex establish the Inditex Scholarship and Teaching Fund in Huazhong University of Science and Technology to support

the construction and development of School of Economics.

To persistent supporting sustainability in China, Inditex continued the operation of Tsinghua University – Inditex Sustainable Development Fund which focused on helping Tsinghua University in research, collaborative teaching and social practices in sustainable development filed.

In addition, Inditex also commitment to women's empowerment career in China, by supporting “A Needle and A Thread Charity Project” with China Women Development Foundation to establish an art workshop to recruit women craftsmen to do training and other charity communication.

In terms of social welfare, Inditex's contributions in 2021 were primarily focused on poverty relief in rural and poor area in southwest and northwest of China. Through local red cross organization, Inditex donated computer equipment to local primary and middle schools in Gansu province. To help improving drinking water sanitation, water dispensers were donated to Yunnan province, installed in 8 rural primary schools. Also, Inditex donate computers and books to rural schools in Sichuan, to bring urgently needed supplies.



## Alentae

**Alentae** is a project run by the Galician Confederation of People with Disabilities (COGAMI) in cooperation with Inditex, aimed at helping people with disabilities to access the labour market. This community initiative special employment centre, specialised in manufacturing surgical masks, commenced its activity in 2021 with the support of Inditex, which donated five automated production lines worth 1.5 million euros, with a monthly production capacity of 13 million units. In addition, the facilities were fully refurbished by Inditex to adapt to the requirements for producing surgical masks.

Located in the industrial estate of Bergondo (A Coruña, Spain), it employs 16 people with disabilities. It commenced its activity last year after obtaining the relevant health licence to operate from the Spanish Agency of Medicines and Medical Products. The resulting product is currently being marketed to large-scale distributors, as well as to companies and corporations in various sectors.



### 5.4.3. Emergency relief

#### The partnership between MSF and Inditex

MSF and Inditex have been working together since 2008 in developing numerous medical-humanitarian response projects in various parts of the world. As a result of this cooperation, to which Inditex has channelled more than 30 million euros, 6 million people threatened by armed conflict, epidemics, diseases or natural disasters have received medical care from MSF health workers.

Ethics, strict requirements, self-criticism, independence and dynamism in decision-making are values that we share with Médecins Sans Frontières (MSF) and that represent essential pillars of this partnership. These shared values led to the signing of our framework agreement 13 years ago, with the common goal of helping to preserve the lives and alleviate the suffering of people in urgent need.

Ever since then, our relationship has been based on trust. In understanding that there is a mutual need to do things better and that partnerships should be built to deepen the impact of humanitarian action. Ours is a partnership based on continuous contact, transparency, accountability, honesty and the knowledge that what we are doing will have an impact on the people on the ground. This joint responsibility is key to the partnership between MSF and Inditex.



2021 will be remembered as one of the toughest years for Médecins Sans Frontières Spain. On 23 June, three of their colleagues, **Maria, Tedros and Yohannes**, were murdered in Tigray while doing what they did best: caring for the people suffering most.

This is our tribute to them.

In 2021, a year marked by the murder of our colleagues Maria, Yohannes and Tedros in Tigray, Ethiopia, we have felt more closely supported by Inditex than ever. We channelled our pain by multiplying our efforts and our commitment, in the knowledge that saving lives, alleviating suffering and restoring the dignity of people who need us at a time of acute crisis is radically right, and in achieving this we have Inditex as our travelling companions.

Together we responded to situations of violence and displacement in the Sahel, and to entrenched conflicts and crises in the Democratic Republic of the Congo or Yemen. We assisted the victims of yet another earthquake in Haiti and worked hand in hand in the American corridor, where Inditex has been supporting us for years. Through our partnership, we continue to place people at the centre, above other interests, supporting the most vulnerable of the vulnerable.

Hence, it is our patients who define our partnership as indispensable.

**David Noguera, President of Médecins Sans Frontières Spain**



### Supporting the MSF Emergency Unit

Since 2011 we have been collaborating with *Médecins Sans Frontières* (MSF) with the aim of guaranteeing an immediate response to medical-humanitarian crises anywhere in the world. Since then together we have helped provide assistance to **more than four million vulnerable people without access to medical care in around 70 countries. In 2021** we fully financed the structure of the Emergency Unit (based in Barcelona, Spain), as well as part of the regional teams in the Democratic Republic of Congo (the RUSK), in the Central African Republic (the EURECA) and in Ethiopia (the ESS).

Médecins Sans Frontières is ready to provide a medical response to any emergency that may arise, wherever that may be. To respond to humanitarian crises, an operating model has been developed that ensures intervention within 72 hours of a medical emergency. When an emergency breaks out in complex or large-scale environments, whether due to armed conflict, natural disasters or epidemic outbreaks, it is the **Emergency Unit** that coordinates the intervention. To deploy swiftly to the epicentre of the emergency, the Emergency Unit has a large team of people ready to travel to provide assistance on the ground.

At the same time, ancillary to the regular project teams, **permanent emergency teams have been**

**placed in the Democratic Republic of the Congo, Central African Republic, Ethiopia, Sudan, Colombia, Nigeria, Niger and Mali**, because emergencies are recurrent in these countries (due to the vulnerability of the health system, seasonality of epidemic outbreaks or entrenched conflict) and having teams ready in these circumstances all year round allows us to respond quickly when alerts occur.

Inditex's continued support has made it possible to assist people affected by the conflicts in Burkina Faso, Mozambique and northern Ethiopia in 2021, as well as to carry out operations in response to epidemics and displacement in the Democratic Republic of Congo, Central African Republic and Ethiopia.

2021 will be remembered as one of the toughest years for Médecins Sans Frontières. On 23 June, three of their colleagues, Maria, Tedros and Yohannes, were murdered in Tigray while doing what they did best: caring for the people suffering most in this brutal conflict against civilians. This is our tribute to them.

The Emergency Unit has been in charge of managing MSF's activities in Tigray until weeks after the terrible incident. Since the end of 2020, this Ethiopian region has been engulfed in fighting between Ethiopian armed forces, supported by Eritrean militias, and Tigrayan liberation forces. In a matter of weeks, the

civilian population found itself surrounded by crossfire and under direct attack. Médecins Sans Frontières launched several projects in the area to bring medical care to the most remote and neglected areas. Because of the incident, and for their employees' safety, MSF was forced to suspend its activities until the facts are clarified, which has not yet happened.

Meanwhile, the conflict in northern **Burkina Faso** raged on into 2021, and the teams deployed in the country by the Emergency Unit continued to respond to the boundless needs of the population. Among other activities, vaccination campaigns have immunised 100,015 children, and an additional 146,058 children have been treated for malaria, one of the leading causes of child mortality. In addition, 8,896 pregnant women were cared for, ensuring a safe delivery for themselves and their babies.

In **Mozambique**, incursions by armed rebel and radical groups are wreaking havoc among the population of Cabo Delgado. MSF's efforts have focused on providing basic medical care and mental health care, of which there is a gaping lack in the Mozambican health system. In 2021, MSF teams carried out 148,769 outpatient consultations, treated 36,462 people for malaria, distributed 56,000 litres of water and held 4,840 mental health consultations.

In addition, the Emergency Unit was responsible for responding to the outbreak of violence in Tambura, South Sudan, for conducting an exploratory mission to Afghanistan in March to assess the health status of certain parts of the country, and for initiating another exploratory mission in the Philippines in the aftermath of the devastating Typhoon Rai in late 2021.

Furthermore, the regional emergency response teams have again been indispensable in analysing the context and responding to emergencies requiring swift intervention.

In the Democratic Republic of the Congo, **RUSK** is the only remaining actor in South Kivu with the capacity to respond to large-scale emergencies in record time. In the Central African Republic, **EURECA** has cemented its capacity to respond anywhere in the country. Finally, in Ethiopia, the **ESS** has been closely monitoring various emergency alerts that broke out in the first six months of 2021. Unfortunately, following the terrible events of June, the monitoring and emergency response team has been placed on standby while the events are clarified and a degree of safety and security is restored for the rest of the Médecins Sans Frontières teams present in the country.



# EMERGENCY





# 650,000

**ROHINGYA PEOPLE**

have arrived to Bangladesh since 2017



### Access to healthcare for the Rohingya community in Bangladesh

In August 2017, more than 650,000 Myanmar Rohingya fled for their lives and crossed into Bangladesh. It is currently estimated that there are almost one million Rohingya in southern Bangladesh, in the Cox's Bazar district. They live in harsh, unhygienic conditions, with limited access to clean water, latrines and food, in an unsafe environment and exposed to inclement weather. The Rohingya are not allowed to leave the camps and are not allowed to work, forcing them to be dependent on emergency relief provided by NGOs such as Médecins Sans Frontières. In such difficult situations, children and pregnant women suffer the most.

# 103,899

## PEOPLE

have received health care in 2021 thanks to our support to MSF in Bangladesh

Since 2017, Inditex has supported MSF projects to support the Rohingya population in Bangladesh

# SUPPORT

## Inditex has been supporting Médecins Sans

**Frontières projects since 2017** in response to this community's medical and humanitarian needs. Hundreds of thousands of people have been helped through this cooperation, in particular women and children under five. The lack of food and water and the poor hygienic conditions in which they live are factors that directly affect their health.

At present, **the Cox's Bazar district does not have the necessary services to cater for all the Rohingya refugees** in addition to the Bangladeshi population already living there. There is a public maternity and children's hospital, but access for Rohingya refugees is restricted, so they cannot benefit from its services.

The lack of adequate health structures focused on serving the displaced population leaves the Rohingya

in a situation of helplessness and with limited access to healthcare. Médecins Sans Frontières' activities therefore focus on providing secondary care to the most vulnerable population. Goyalmara Mother and Child hospital, located in the southern part of Ukhia district, has been operational since October 2017. The following services are available at this hospital: **outpatient clinics** (paediatrics, gynaecology, obstetrics, sexual violence, mental health), **paediatric emergencies, paediatric hospitalisation, nutrition and paediatric intensive care** (PICU).

In addition, basic medical care is provided to pregnant women and children aged under 15 years at a clinic in Unchiprang, which is located further south (Teknaf sub-district). Rohingya families living in this area are further away from the main camp and therefore have fewer services available to them. Moreover, being in

an area close to the border, they are more exposed to insecurity due to the presence of smuggling, trafficking and organised crime groups, making them still more vulnerable. The presence of Médecins Sans Frontières guarantees them access to healthcare through outpatient paediatric and gynaecological consultations, as well as general consultations. There is also a maternity ward where women can give birth safely.

Thanks to our support in 2021, among other actions, MSF teams have carried out 36,475 outpatient consultations, 20,450 visits to emergency departments and 6,979 hospital admissions. In addition, the vaccination record of 4,836 children has been updated and 1,599 births were attended to. 14,355 patients have required mental health care, highlighting the extraordinary level of trauma the Rohingya continue to suffer.



### Access to healthcare for the migrant population crossing Mexico

Every year, more than 500,000 Central Americans cross Mexican territory to the United States in search of a better life. Most of them are from El Salvador, Guatemala and Honduras. These people face a difficult life that leads many of them to decide to leave their countries of origin to get away from the violence and seek a safe place for themselves and their families, crossing Central America northwards. Along the way, they lack access to basic medical care and safe places to eat or sleep. The stress they endure both in their countries of origin and on the way makes them extremely vulnerable.

Inditex has been funding Médecins Sans Frontières' activities along the migrant route since 2018. More than four years of continuous support have brought basic medical care to thousands of people who have decided to embark on one of the toughest journeys of their lives.

Médecins Sans Frontières teams care for them in several hostels and stopover points for

migrants along the way, offering basic medical and psychological care. These hostels, usually run by non-profit organisations, are located along the different routes and offer places to eat, sleep and wash up in a safe environment. The medical staff of Médecins Sans Frontières treat ailments and health issues primarily resulting from the hardship of the journey. Furthermore, teams of psychologists conduct individual and group sessions aimed mainly at those who have encountered violence in their countries of origin or during the journey. They also work with mobile clinics that go to the areas most frequented by migrants where, in addition to medical and psychological care, they also distribute hygiene products, water and blankets. MSF also has a Comprehensive Care Centre in Mexico City where specialised medical care is offered to migrants and refugees who have been victims of violence.

In 2021, supported by Inditex, MSF health workers carried out 20,775 outpatient consultations and 4,597 mental health consultations.



**26,209 migrants have been assisted in 2021 in Mexico by MSF teams**





### Caring for mothers and children at Port-à-Piment, Haiti

On 14 August 2021, a powerful 7.2 magnitude earthquake struck Haiti, exacerbating the country's existing famine and instability. The departments most affected were Grand'Anse, Nippes and Sud, where Port-à-Piment is located. More than 2,200 people were killed and 12,200 were injured. Numerous municipalities in the area were isolated. Torrential rains in the immediate aftermath of the disaster caused extensive flooding and landslides, making search and relief efforts much more difficult. Haiti's Civil Protection Agency reported that more than 130,000 families were directly affected by the quake. According to the United Nations, more than 650,000 people needed emergency humanitarian relief to survive. Countless infrastructures and homes were severely damaged or collapsed. Health centres, schools and other public places were reduced to rubble.

After the earthquake, Inditex decided to support Médecins Sans Frontières' efforts in that part of the country. Thanks to this collaboration, the MSF-run maternity and children's hospital was able to continue operating, caring for dozens of women at one of the most challenging times of their lives: childbirth.

At the maternity hospital in Port-à-Piment, Médecins Sans Frontières provides free medical care to pregnant women at the time of delivery, monitors pregnancies (prenatal and postpartum consultations), offers family planning, and supports survivors of sexual violence. They also have a referral service for complicated deliveries or deliveries requiring caesarean section, as well as neonatal care.

After the earthquake, they had to move their maternity ward to a new temporary space, as the tremor directly affected the infrastructure and it was no longer safe to continue working there. In response to this emergency, mobile clinics were set up between August and October to serve the disaster-affected population around the city.

In 2021, with Inditex's support, MSF professionals carried out 3,016 pre-natal consultations, assisted 615 women during delivery and conducted 3,161 family planning consultations at the Port-à-Piment maternity and children's hospital.



### UNHCR Programme

For the second year running, Inditex and UNHCR, the United Nations High Commissioner for Refugees, carried out their ambitious programme of in-kind donations to help clothe refugees and internally displaced people.

Through this initiative, which is rolled out in conjunction with various suppliers, Inditex supports UNHCR in its task of sheltering refugees who have been forced to abandon their homes and all their possessions, and helping to restore their dignity.

In 2021, **more than 2.4 million garments and pairs of shoes were donated to displaced people.**

In Africa, donations were made in the following African countries:



/ More than 1.5 million garments were donated to 1,563,604 refugees in **Uganda**, spread across 13 refugee camps and in urban settlements/Kampala city.

/ More than 30,000 garments were donated in **Rwanda** to culminate the project started in 2020 to fully cover the needs of its entire refugee population, amounting to 127,112 people, spread over 5 camps and urban settlements/cities in Kigali, Nyamata and Huye; in 2 Reception Centres and 1 Transit Centre.

“I left a lot behind when I fled my country. I left my siblings and we lost our farms; I took nothing when I fled. In the camp they offered me a wide range of clothing, both for adults and children. I was very happy to receive the clothes because what little we had were old.”

**Uwamahoro Clarisse, Congolese refugee**

/ More than 450,000 garments and pairs of shoes were donated in **Burkina Faso**, to be distributed among the 25,008 refugees settled in the Goudoubou refugee camp (Sahel region), outside the camp and in urban settlements/cities of Dori, Ouagadougou and Bobo-Dioulasso, as well as among the displaced people, who number 1,501,775.

This programme has delivered garments and warm clothing to thousands of refugees, mostly women and children. In addition to protecting the physical well-being of the beneficiaries, the donations are intended to improve their emotional well-being, helping refugees regain some sense of normality.

### Emergency response

In addition to the clothing donations made in line with the needs of the population in the three African countries mentioned above, UNHCR also responded to the following requests for clothing in emergencies in 2021:

/ In response to the wildfires in Greece, more than 35,000 Zara Home products were donated to the people affected by this emergency.

/ More than 20,000 garments and items of footwear were donated in the Canary Islands, in coordination with the Spanish government, in response to the arrival of migrants to island coasts.

/ More than 11,000 garments were sent to **Turkey** to keep refugees from Afghanistan warm as part of UNHCR's emergency relief package aimed at improving their conditions.

"Inditex's generous donation is invaluable to UNHCR and the people we protect. This project makes a difference in the lives of thousands of refugees".

**Filippo Grandi. United Nations High Commissioner for Refugees**

**In 2021 we have donated more than 2.4 million items of clothing and pairs of shoes to displaced people through UNHCR**



### Assistance to displaced people in South America

Since 2009 we have been collaborating with **Entreculturas** on a programme to tackle the situation of people forced to flee in Colombia and on its borders (Panama, Ecuador and Venezuela), due mainly to the armed conflict which over this period has led to the exodus of millions of Colombians from the region. For this purpose we established a partnership with the **Jesuit Refugee Service Latin America and the Caribbean (JRS LAC)**, which has helped 77,000 refugees or displaced persons, primarily children and young people at risk of being linked to, used or forcibly recruited by armed groups, as well as refugees and displaced persons with disabilities, ethnic minorities, black and indigenous communities and women-headed households with children.

In September **2021, the fourth three-year phase of the programme was completed**, with the aim of improving the quality of life of people in situations of displacement and forced migration. In the past year, JRS has worked in Colombia, Ecuador and Venezuela responding to several major challenges: the escalation of violence in some regions, the remobilisation of illegal armed groups and the two-way flow of displaced people from Venezuela and Colombia. All this was compounded by the border closures due to the covid-19 pandemic, which hampered the use of migratory routes by displaced persons. This exposed them to a disease that has affected them especially severely, as they lacked health and sanitation



Since 2009 we have collaborated with Entreculturas in this program aimed at facing the situation of forcibly displaced people in Colombia and its borders

# 77,000

**REFUGEES OR DISPLACED PEOPLE**

mainly children and young people at risk of forced involvement, use or recruitment have been supported through our alliance with JRSLAC

measures for prevention, as well as access to the health services they needed.

The programme has adapted its measures so as to provide care along the new migratory routes used, and has also had to adapt its activities to provide support, despite the sanitary measures restrictions limiting the movement of people. **At no time were services and support for the migrant population halted**, and online and telephone assistance options were developed, increasing itinerant missions to reach more people who were unable to visit the attention offices, and increasing the distribution of emergency health aid.

Thus, in 2021, the focus was on **Comprehensive Emergency Relief**, meeting basic food, health and shelter needs, as well as providing legal accompaniment, psychosocial care and employment

training for 2,293 people. One of the biggest challenges JRS has faced in the year has been the increase in cases of gender-based violence suffered by displaced women. To address this, Colombia, for example, has provided an immediate response with psychosocial, legal and/or emergency relief assistance.

In addition, 2,816 people took part in the **Education for Peace and Peacebuilding and Reconciliation programmes in host communities**. In this regard, JRS worked in educational settings, supporting the integration of displaced people into schools and encouraging schools to become protective environments in risk scenarios.

In October 2021, given the humanitarian crisis in **Venezuela**, where there is a mass exodus of population, mainly to neighbouring countries and Latin American

territories (4.6 million displaced Venezuelans in this region), Inditex got behind a **new three-year programme serving displaced people alongside JRS** in the region. The aim is to support the displaced Venezuelan population, in a precarious situation as more than half of the people who make up this mass migration do not have regular status in the host country, clearly limiting their access to rights and protection.



### Education in Emergencies project in Venezuela.

**Education in emergencies** is the fundamental right underpinning this project, launched in 2021 by *Entreculturas* with the support of Inditex, to respond to the risks of educational exclusion, learning loss and the exacerbation of educational inequalities as a result of the social and humanitarian crisis in Venezuela.

The covid-19 pandemic and the preventive measures implemented to curb the transmission of the virus compounded the already-difficult humanitarian situation in the country and exacerbated the population's vulnerability, including in the realm of education. In response, this programme provides distance education, food assistance, early crisis recovery and, in particular, care for teachers. They are the pillar of education, and the instability and precariousness of their work in the country's educational emergency places thousands of students' right to education in extreme jeopardy.

To reinforce the work carried out in the region, Inditex aims to improve the conditions for access to education and work in 176 educational centres, benefiting more than 14,000 students, through **aid to teachers**, with the goal of mitigating the humanitarian needs they and their families face, thus preventing them from leaving their jobs..



### La Palma Volcano Programme

On 19 September 2021, a volcanic eruption began on the island of La Palma (Canary Islands, Spain), lasting for 85 days and becoming the longest eruption ever recorded on the island. The eruption caused extensive damage to infrastructure, buildings, vehicles, agriculture and the environment, forcing the relocation of dozens of families.

Against this backdrop, Inditex activated an emergency response programme in cooperation with the Red Cross which resulted in the donation of more than

# 47,000

**ZARA HOME ITEMS**  
sent to La Palma to supply  
homes of people affected  
by the volcano

47,000 Zara Home articles to supply 300 homes to relocate families who lost theirs to the volcano.

The material, shipped to La Palma from our Cabanillas logistics platform (Guadalajara, Spain), included blankets, sheets, quilts, towels, table cloths, cutlery, hygiene products, dishes and glassware, among other items, to equip the homes of the families affected.



#### 5.4.4. Other issues addressed

In addition to the programmes described above, in 2021 we allocated 21% of our corporate community investment to initiatives linked to the environment, social and economic development, healthcare, art and culture.

Likewise, in 2021 we have continued to support research institutions such as *Fundación Pro CNIC*, Massachusetts Institute of Technology (MIT), *Real Instituto Elcano* and *Fundación Carolina*, among others. Inditex's links to art and culture are embodied by collaborations with institutions such as the Royal Spanish Academy, Reina Sofía National Museum of Art and the Royal Theatre opera house, among others.

Likewise, Inditex makes charitable gifts at corporate level and from the Group concepts and subsidiaries to help further the general aims of non-profit organisations. We earmarked 1.7 million euros in 2021 for charitable gifts in connection with requests from non-profit organisations, which were distributed among more than 150 entities.



#### Emergency programme in India

In May 2021, South Asia rapidly became the new global epicentre of the covid-19 pandemic. Against this backdrop, Inditex launched a programme in cooperation with the International Federation of Red Cross and Red Crescent Societies (FICR) and the Red Cross India with the aim of responding to this emergency.

This programme, to which Inditex provided funding of 500,000 euros, was aimed primarily at meeting the following needs:

- / Supplying ambulance services, first aid, healthcare and oxygen to some of the most vulnerable people.
- / Supporting the local administration in surveillance, screening at state borders, testing and the creation of isolation/quarantine facilities.
- / as well as distributing soap, masks and hygiene kits to people in need.



# Annex.

## Corporate community investment in figures

### Corporate community investment indicators

	2021	2020	2019	2018	Total 2018-2021
Corporate community investment (in euros)	63,500,135	71,803,602	49,231,909	46,218,895	230,754,541

Form of contribution (in euros)	2021	2021 %	2020	2020 %	2019	2019 %	2018	2018 %	Variation 2018-2021
Cash	31,865,805	50%	50,247,787	70%	33,248,048	68%	30,109,825	65%	6%
Time	6,182,600	10%	5,341,060	7%	3,668,531	7%	3,542,309	8%	75%
In-kind	24,171,628	38%	15,046,374	21%	11,684,094	24%	11,935,563	26%	103%
Management costs	1,280,102	2%	1,168,380	2%	631,236	1%	631,198	1%	103%
<b>Total</b>	<b>63,500,135</b>	<b>100%</b>	<b>71,803,602</b>	<b>100%</b>	<b>49,231,909</b>	<b>100%</b>	<b>46,218,895</b>	<b>100%</b>	<b>37%</b>

Management costs included

Category (in euros)	2021	2021 %	2020	2020 %	2019	2019 %	2018	2018 %	Variation 2018-2021
Charitable gifts	1,700,733	3%	1,915,938	3%	1,633,093	3%	1,801,149	4%	-6%
Community investment	45,748,133	73%	55,242,082	78%	36,668,336	75%	36,179,975	79%	26%
Commercial initiatives in the community	14,771,167	24%	13,477,202	19%	10,299,244	21%	7,606,572	17%	94%
<b>Total</b>	<b>62,220,033</b>	<b>100%</b>	<b>70,635,222</b>	<b>100%</b>	<b>48,600,673</b>	<b>100%</b>	<b>45,587,697</b>	<b>100%</b>	<b>36%</b>

Management costs excluded

Issue addressed (in euros)	2021	2021 %	2020	2020 %	2019	2019 %	2018	2018 %	Total 2018-2021	
Education	7,278,201	12%	7,518,126	11%	8,501,897	17%	7,468,318	16%	30,766,542	Management costs excluded
Health	3,261,939	5%	24,198,243	34%	2,798,355	6%	3,861,618	8%	34,120,154	
Economic development	3,293,301	5%	1,220,854	2%	1,304,020	3%	1,610,820	4%	7,428,995	
Environment	5,594,131	9%	4,680,860	7%	5,446,742	11%	3,586,327	8%	19,308,060	
Arts and culture	1,079,312	2%	988,654	1%	1,221,122	3%	870,924	2%	4,160,012	
Social welfare	19,019,444	31%	21,506,246	30%	19,646,921	40%	19,098,184	42%	79,270,795	
Emergency relief	22,693,705	36%	10,522,239	15%	9,681,616	20%	9,044,621	20%	51,942,181	
Other	0	0%	0	0%	0	0%	46,883	0%	46,883	
<b>Total</b>	<b>62,220,033</b>	<b>100%</b>	<b>70,635,222</b>	<b>100%</b>	<b>48,600,673</b>	<b>100%</b>	<b>45,587,697</b>	<b>100%</b>	<b>227,043,625</b>	

Location of the activity (in euros)	2021	2021 %	2020	2020 %	2019	2019 %	2018	2018 %	Total 2018-2021	
Spain	21,203,015	34%	41,228,603	58%	17,529,175	36%	20,297,453	45%	100,258,246	Management costs excluded
Europe ex-Spain	8,752,685	14%	7,316,927	10%	7,464,704	15%	5,643,921	12%	29,178,237	
Americas	10,608,807	17%	10,357,432	15%	13,328,564	27%	10,208,058	22%	44,502,861	
Asia and rest of the world	21,655,526	35%	11,732,259	17%	10,278,231	21%	9,438,265	21%	53,104,281	
<b>Total</b>	<b>62,220,033</b>	<b>100%</b>	<b>70,635,222</b>	<b>100%</b>	<b>48,600,673</b>	<b>100%</b>	<b>45,587,697</b>	<b>100%</b>	<b>227,043,625</b>	

SDG (in euros)	2021 %	2021	2020	2020 %	2019	2019 %	2018	2018 %	Total 2018-2021
1. No poverty	1,796,811	2.9%	199,709	0.3%	52,547	0.1%	161,176	0.4%	2,210,243
2. Zero hunger	509,079	0.8%	171,091	0.2%	399,582	0.8%	163,364	0.4%	1,243,116
3. Good health and well-being	9,223,912	14.8%	28,371,255	40.2%	7,375,925	15.2%	7,260,232	15.9%	52,231,324
4. Quality education	3,810,370	6.1%	4,958,119	7.0%	5,405,862	11.1%	5,824,809	12.8%	19,999,160
5. Gender Equality	2,980,153	4.8%	3,422,346	4.8%	2,581,715	5.3%	1,687,518	3.7%	10,671,732
6. Clean water and sanitation	1,032,230	1.7%	1,396,363	2.0%	952,531	2.0%	785,861	1.7%	4,166,985
7. Affordable and clean energy	464,644	0.7%	30,684	0.0%	20,000	0.0%	20,000	0.0%	535,328
8. Decent work and economic growth	5,869,853	9.4%	7,259,969	10.3%	7,859,961	16.2%	8,334,396	18.3%	29,324,179
9. Industry, innovation and infrastructure	844,244	1.4%	397,752	0.6%	1,884,953	3.9%	446,410	1.0%	3,573,359
10. Reduced inequality	19,973,638	32.1%	12,901,353	18.3%	9,870,828	20.3%	9,294,145	20.4%	52,039,964
11. Sustainable cities and communities	842,896	1.4%	793,168	1.1%	1,243,389	2.6%	1,206,475	2.6%	4,085,928
12. Responsible production and consumption	12,863,973	20.7%	9,729,241	13.8%	8,818,385	18.1%	7,745,279	17.0%	39,156,878
13. Climate action	519,761	0.8%	115,627	0.2%	88,294	0.2%	89,427	0.2%	813,109
14. Life below water	204,690	0.3%	160,416	0.2%	270,429	0.6%	378,437	0.8%	1,013,972
15. Life on land	824,001	1.3%	250,000	0.4%	289,465	0.6%	379,806	0.8%	1,743,272
16. Peace, justice and strong institutions	89,652	0.1%	346,048	0.5%	621,561	1.3%	608,050	1.3%	1,665,311
17. Partnerships for the goals	370,126	0.6%	132,080	0.2%	865,247	1.8%	1,202,312	2.6%	2,569,765
<b>Total</b>	<b>62,220,033</b>	<b>100%</b>	<b>70,635,222</b>	<b>100%</b>	<b>48,600,673</b>	<b>100%</b>	<b>45,587,697</b>	<b>100%</b>	<b>227,043,625</b>

Management  
costs  
excluded



## Output indicators

	2021	2020	2019	2018	2018-2021 change
Number of hours spent by employees on corporate community investment activities during working hours	206,087	178,035	122,284	118,077	75%
Number of corporate community investment initiatives implemented	725	703	670	622	17%
Number of garments donated to social causes	5,899,270	4,114,490	3,164,804	3,225,462	83%
Number of direct beneficiaries	2,217,342	3,313,581	2,441,300	2,425,639	-9%
Number of community organisations supported	427	439	421	413	3%

	2021	2020	2019	2018	Total 2018-2021
Number of children with access to education	19,556	31,054	43,443	48,794	142,847
Number of people receiving professional training	14,546	14,399	26,763	32,514	88,222
Number of migrants, refugees and displaced persons served	188,054	172,160	405,335	952,935	1,718,484
Number of people receiving medical care	1,348,727	732,601	930,223	1,078,634	4,090,185
Number of employments created through community investment projects	5,391	5,524	11,288	16,437	38,640
Number of people with access to water and sanitation	583,426	359,675	361,978	553,653	1,858,732

	2021	2020	2019	2018	Total 2018-2021
Leverage (in euros)	56,044,311	38,525,899	79,291,268	49,827,907	223,689,384

## Impact indicators

	2021	2020	2019	2018	Total 2018-2021
Number of direct beneficiaries for which impact has been measured	2,184,117	3,272,473	2,406,380	2,401,131	10,264,101

## Depth of impact (number of beneficiaries that...)

	2021	2020	2019	2018	2018-2021 change
Made a connection as a result of the initiative	203,349	2,147,665	1,108,752	599,741	-66%
Made an improvement as a result of the initiative	1,412,624	791,219	890,818	1,450,128	-3%
Made a transformation as a result of the initiative	568,144	333,589	406,810	351,262	62%

## Type of impact (number of beneficiaries that...)

	2021	2020	2019	2018	2018-2021 change
Experienced a direct positive change in their behaviour or attitude as a result of the initiative	478,076	351,101	374,548	324,788	47%
Developed new skills or an increase in their personal well-being	31,725	50,079	71,321	59,921	-47%
Experienced a positive impact on their quality of life	2,041,808	1,158,212	1,300,898	1,743,085	17%

## Social cash flow

	2021	2020	2019	2018
Cash received from the sale of products and services	27,716	20,402	28,286	26,145
Flow received from financial investments	4	6	31	29
Cash received for sales of assets	0	36	40	159
<b>Total value added flow</b>	<b>27,721</b>	<b>20,444</b>	<b>28,357</b>	<b>26,333</b>

## Distribution of value added flow

	2021	2020	2019	2018
Remuneration to employees for their services	4,179	3,376	4,430	4,136
Tax on profits paid	734	452	1,207	1,070
Return of financial debt	-22	-17	-49	73
Dividends paid to shareholders	2,192	1,090	2,741	2,335
Corporate Community Investment	64	72	49	46
Cash retained for future growth	1,790	-398	1,284	510
Payments made outside the Group for the purchase of goods, raw materials and services	17,729	15,204	17,669	16,586
Payments made for investment in new productive assets	1,055	665	1,026	1,577
<b>Total distribution of value added flow</b>	<b>27,721</b>	<b>20,444</b>	<b>28,357</b>	<b>26,333</b>



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