

Strategic Sustainability Plan

The Group makes specific commitments that are embodied in internal policies and procedures, as well as in the Strategic Sustainability Plan, which is the sustainability roadmap for decision-making on processes and strategic decisions throughout the value chain.

In 2018, the company approved its first Strategic Sustainability Plan 2019-2021, which was subsequently updated with the 2022-2025 ESG Plan, set to be reviewed again in 2024 to better adapt to the regulatory impact in this area and the significant changes that the sector is undergoing.

1.

The Strategic Sustainability Plan proposes ESG (Environment, Social and Governance) management based on double materiality, focusing our work on the most relevant issues and responding to the need to structure our ambition, demonstrate our commitment and highlight the impact of our activities.

2.

This transversal plan highlights our strategy to create economic, social and environmental value with a proposal for continuous improvement, making visible our contribution to the environment in which we operate and, globally, to the United Nations Sustainable Development Goals (Agenda 2030), contributing to the ten goals considered priorities for our activity.

3.

Tendam's roadmap is based on the *The sum that multiply making fashion that matters* goal and is transversal to the different areas through the 'We Care' culture. A culture that emanates from a commitment to sustainability shared by the different Tendam teams together with our employees, and which is supported by Management.




4.

The plan, which integrates 64 actions in four main strategic axes, stems from the mandate of the Board of Directors and its Sustainability Committee. The Sustainability and Human Rights Committee is the body responsible for monitoring compliance with the Strategic Plan.






SUSTAINABILITY PLAN 2022-2025

Completed ● Ongoing ◐ Pending ○

	THEME	STRATEGIC LINES	ACTIONS	PROGRESS	SDG
ENVIRONMENT	Climate Change	Carbon footprint	<ul style="list-style-type: none"> ◆ Extending the calculation of Scope 3 emissions (GHGP) ◆ Providing training on climate change ◆ Develop an action plan for the fulfilment of the SBTi objectives ◆ Participate in carbon offset projects 	<p>●</p> <p>○</p> <p>◐</p> <p>●</p>	
		Sustainable mobility programme	<ul style="list-style-type: none"> ◆ Incentivising the use of low-carbon transport for employees ◆ Continue work on electric charging points 	<p>◐</p> <p>○</p>	
		Climate risk identification and management	<ul style="list-style-type: none"> ◆ Incentivising the use of low-carbon transport for employees ◆ Continue work on electric charging points 	<p>◐</p> <p>●</p>	
	Circular economy: waste	Waste management strategy	<ul style="list-style-type: none"> ◆ Conduct audits to map waste generation points ◆ Analyse and control waste generated in the store and corrective plans 	<p>◐</p> <p>○</p>	
		Plastics	<ul style="list-style-type: none"> ◆ Develop a B2B and B2C plastic substitution and elimination plan 	<p>●</p>	
	Circular economy: product	Textile collection and recycling	<ul style="list-style-type: none"> ◆ Post-consumption garment collection in store 	<p>●</p>	
		Sustainable consumption strategy (customers)	<ul style="list-style-type: none"> ◆ Establish an environmental awareness plan for the customer ◆ Collect information on the life cycle and environmental impact of garments and good environmental practices for their care 	<p>●</p> <p>◐</p>	
		More sustainable product	<ul style="list-style-type: none"> ◆ Achieve product traceability ◆ Increase the line of sustainable products ◆ Participate in initiatives to promote circularity 	<p>◐</p> <p>●</p> <p>●</p>	





	THEME	STRATEGIC LINES	ACTIONS	PROGRESS	SDG
ENVIRONMENT	Energy	Renewable energy	<ul style="list-style-type: none"> Extend initiatives to achieve 100% renewable energy supply by 2030 		
	Construction	Measure and manage sustainable criteria in our buildings	<ul style="list-style-type: none"> Measure and manage store information to improve efficiency and sustainability 		
	Water	Water consumption management and reduction plan.	<ul style="list-style-type: none"> Map water consumption points along the value chain Design and implement corrective measures to improve consumption efficiency 		
SOCIAL	Diversity and inclusion	Inclusion in employment and disability	<ul style="list-style-type: none"> Evaluate and expand new initiatives targeting vulnerable groups Promote the hiring of people with disabilities 		
		Wage Gap	<ul style="list-style-type: none"> Broaden the scope of the wage gap study and identify the categories where the gap is most pronounced Articulate an Action Plan with corrective actions to mitigate the disparity (where it exists) 		
	Attracting and retaining talent	Equality Plan	<ul style="list-style-type: none"> Boost the representation of women in management positions (Tendam Women Sponsoring) 		
	Communication	Internal Communication Plan	<ul style="list-style-type: none"> Design/implement communication actions with stores Articulate a system for monitoring employee proposals, needs, conflicts and suggestions 		
	Training	Training Programme	<ul style="list-style-type: none"> Articulate a system for monitoring employee proposals, needs, conflicts and suggestions 		
		ESG training	<ul style="list-style-type: none"> Deliver training sessions on ESG issues 		






	THEME	STRATEGIC LINES	ACTIONS	PROGRESS	SDG	
EXTERNAL PARTNERSHIPS	Multi-stakeholder initiatives	Strategic alliances with global impact	◆ Participating in the Business Environmental Performance Initiative (BEPI)	●	SDG 17 	
			◆ Expand participation in ZDHC and Better Cotton	●		
			◆ Join new initiatives in the sector: SAC - HIGG Index	●		
			◆ Establish multi-stakeholder partnerships with potential impact on the protection of human rights.	●		
	Supply chain		Social audits	◆ Maintain the programme of semi-announced social audits	●	SDG 12 
			Traceability	◆ Achieve supply chain mapping and product traceability	●	
			Environmental audits	◆ Expand the environmental audit programme	●	
			Risk map	◆ ESG country risk map	○	
			Selection of suppliers	◆ Establish criteria for prioritising suppliers in terms of greenhouse gases and water treatment.	○	
			Chemical control	◆ Encourage our supply chain to adopt the ZDHC guidelines	●	
	Corporate Volunteering	Volunteer scheme	◆ Corporate volunteering programme and encouraging employee participation	●		
			◆ Extend volunteering initiatives to the environmental field.	●		
	Human rights		Due diligence and risks	◆ Design and implement a Human Rights Policy ◆ Initiate the implementation phase of Due Diligence	●	SDG 16 
			Communication and remediation channel	◆ Define the procedure for the effective handling of human rights complaints.	●	
Monitoring and control			◆ Update the corresponding internal procedures following the approval of the Human Rights Policy	●		
Transparency and reporting			◆ Disseminate the policy internally and externally to relevant groups. ◆ Develop an awareness and training plan at corporate level by function	●		
Sustainable financing	ESG-linked supplier financing	◆ Study and implement, where appropriate, improvements in supplier financing according to ESG criteria	●			

	THEME	STRATEGIC LINES	ACTIONS	PROGRESS	SDG
GOVERNANCE	Good governance	Policies and procedures	<ul style="list-style-type: none"> ◆ Develop a Sustainability Policy and review and adapt to new regulatory requirements ◆ Developing sustainability policies ◆ Define a human rights complaints procedure 		
		Environmental responsibilities	<ul style="list-style-type: none"> ◆ Structure the tree of responsibilities of management and each area with the Climate Change Strategy ◆ Report to management on the status of the strategy and the achievement of actions ◆ Report and oversee the identification and assessment of climate-related risks by the Risk Committee. 		
	Remuneration and incentives	Variable remuneration linked to ESG criteria	<ul style="list-style-type: none"> ◆ Align monetary targets to incentivise the implementation of the Climate Strategy. ◆ Implement a system of non-monetary incentives for all employees. 		
	Transparency and reporting	ESG assessments and ratings	<ul style="list-style-type: none"> ◆ Tendam's reporting improvement plan (TCFD, SASB, GRI, ECOVADIS, CDP) ◆ Review and update of reporting in line with new European legislation 		
	Risk assessment and risk management	Human Rights Risks	<ul style="list-style-type: none"> ◆ Develop an ad hoc agenda in case of relevant human rights events for discussion and treatment by the Sustainability and Human Rights Committee. 		
	New business models	Circularity	<ul style="list-style-type: none"> ◆ Assess the feasibility of new business models and/or establish partnerships (subscription/rental/second-hand models). 		

Objectives and progress

Completed ● Ongoing ◐ Pending ○

Pillar (ESG Plan)	TARGET	YEAR*	KPI 2023	Status	Report Reference
Diversity and inclusion 	60% women in management positions	2025	62% of women in management positions	●	P. 60
	50% women on the Board of Directors	2025	50% women on the Board of Directors (with the secretary)	●	P. 60
	Establishment of the Diversity and Inclusion Committee	2024	-	◐	-
Circular economy: product 	50% garments with sustainable features according to Tendam's Sustainable Product Standard	2025	51%	●	P. 79
	50% demand for Better Cotton in our apparel	2025	62.28%	●	P. 81
Climate Change 	46.2% reduction in scope 1 and 2 GHG emissions (baseline year 2019)	2030	-74%	●	P. 129
	62% GHG emission reduction per €M of turnover of Scope 3 (baseline year 2019)	2030	-16.2%	◐	P. 129
Energy 	100% renewable energy consumption	2029	76%	◐	P. 126 P. 129 P. 136
	50% of stores with LED lighting	2026	36%	◐	P. 99 P. 137
	30% of stores with AA efficient equipment	2026	Na	◐	

Pillar (ESG Plan)	TARGET	YEAR*	KPI 2023	Status	Report Reference
Construction	 Having an environmentally certified logistics centre	2025	-		
Circular economy: waste	 100% elimination of B2C non-recycled single-use plastics	2025	100% paper boxes and envelopes for online shipments 99.2% of bags in stores are made of paper		P. 126 P. 139-141
	100% disposal of non-recycled single-use plastics disposal B2B	2030	-		P. 126 P. 139-141

*Fiscal year set for meeting the target.

