

2025 Sustainability Report

Contents

0

Letter from Alejandro Oñoro	4
Letter from David López Pachón	6
1. We are ILUNION TextilCare	8
2. Environmental Commitment	24
3. Social Commitment	48
4. Good Governance	80
5. Our contribution to the SDGs	102
6. About this report	108
7. Tables and indicators	110



Alejandro Oñoro

Chief Executive Officer of ILUNION

I have had the good fortune of being a part of ILUNION since the beginning, witnessing how that idea, combining enthusiasm and unity, has grown into a unique business venture, proving that a different way of doing business is not only possible, but necessary. That is why, for me, presenting this Sustainability Report is a natural progression of that journey. It is a way of sharing how this model, born with a transformative purpose, continues to grow, mature and make a real impact on people and society.

Today, with a workforce of 45,000 people – 38 % of whom have disabilities – and a turnover in excess of €1.44 billion, I can say with certainty that we have learnt that when you truly invest in people, regardless of their circumstances, the return is extraordinary, both economically and socially. Every single ILUNION achievement is the result of the collective effort of an exceptional team, guided by a purpose that looks beyond results and seeks to build a better world where everyone is included.

I firmly believe that on this journey we have learnt something fundamental: value is not always immediately apparent; recognising it requires a different way of looking at things and of leading. That is why, at ILUNION, we continue to “Change the way we see value”, understanding that true transformation comes about when we are able to view people, society and our surroundings from a broader, more human and engaged perspective.

Sharing this report also prompts me to share a personal reflection which, I believe, is part of ILUNION’s *raison d’être*: companies can and must be an ethical and transformative force serving people and society. For ILUNION, ethics do not merely complement strategy; they are its backbone. In these uncertain times, when trust in institutions and businesses is put to the test on a daily basis, we can say that it is only through consistency, transparency and a genuine commitment to our stakeholders that we can build projects that stand the test of time.



I would also like to extend a very special thank you to everyone who makes it possible for this project to keep moving forward. To the more than 30,000 clients who place their trust in ILUNION and who, by choosing us, support our ethical, responsible and purpose-driven business model. And to our suppliers and partners, with whom we build relationships based on trust, mutual respect and the creation of shared value. Celebrating these ten years alongside them has been a way of acknowledging their support and reaffirming that ILUNION is made up of a network of stakeholders committed to a different way of understanding and doing business.

This report does not merely present the data; it reflects the continuity of a project that remains true to its purpose and continues to demonstrate, year after year, that sustainability is integral to the way we understand and build our business. Looking to the future, I remain convinced that humanistic leadership and business ethics are the foundation for building the companies of today and tomorrow.

We will continue to believe in people and to change the way we view value. ILUNION will continue to demonstrate that it is possible to run a business with a soul, with impact and with purpose. **Thank you to everyone who has been part of this journey. Thank you for these years and for those to come.**

David López Pachón

Managing Director of ILUNION TextilCare

At ILUNION TextilCare, sustainability is not just another area of the company's operations: it is the strategic framework that guides and shapes our entire business model. It is the framework within which we define our priorities and make decisions with a long-term vision, ensuring a solid and responsible growth model.

We share the conviction, articulated by our CEO, that it is only through consistency, ethics and a genuine commitment to people and society that it is possible to build robust companies with a future. In our case, this conviction means embedding sustainability at the heart of our business and in the day-to-day management of an industrial operation as complex and demanding as ours.

This report sets out the progress we have made in 2025 along this path. A path towards transforming our environmental model, with progress in climate action, responsible water use and waste management. We have strengthened our social commitment, putting people at the heart of our efforts and expanding our positive impact on the community. And we have consolidated an increasingly mature governance framework, based on transparency, responsible risk management and dialogue with our stakeholders. All of this is underpinned by a focus on rigour, prioritisation and continuous improvement.

For us, sustainability is not about doing everything, but about doing what makes sense, judiciously and consistently. It is about gradually transforming our industrial model to make it more efficient, more responsible and aligned with ILUNION's mission, without ever losing sight of service quality or the creation of shared value.



None of what is contained in this report would be possible without the commitment of the people who make up ILUNION TextilCare. Your day-to-day work demonstrates that it is possible to run a business differently, combining professionalism, responsibility and values. I would also like to thank our clients, suppliers and partners for their trust; they stand by us and share this approach to business.

Looking ahead, our approach is clear: it is not about doing more, but about doing it better. It is about continuing to move forward with consistency, ambition and a long-term vision that will enable us to consolidate a model that works, that has an impact and that meets the expectations of all our stakeholders.

This is the path we have chosen. Along this path, we want to continue to demonstrate, through our actions, that we are capable of bringing about change and providing solutions.

I would like to thank everyone involved in this project.

01

We are
ILUNION
TextilCare



Our business model

ILUNION TextilCare is a company within the ILUNION Group, part of the ONCE Social Group (OSG), **specialising in comprehensive textile management** for key sectors such as the hospitality, healthcare, residential and industrial sectors. We operate on the basis of an **advanced industrial vision, focused on operational excellence, process efficiency and the creation of long-term shared value.**

Our business model is based on a comprehensive approach that covers the entire textile lifecycle - from sourcing, washing and maintenance to logistics and traceability - incorporating environmental, social and governance criteria into every decision. This way of operating enables us to **support our clients as strategic partners, providing reliable, innovative and sustainable solutions.**

At the heart of this model are people. ILUNION TextilCare has a workforce of 6,463 people, **73 % of whom have some form of disability.** This reality not only defines our identity, but also constitutes a genuine **competitive advantage.** We see **diversity as an asset that drives new ways of thinking and working,** fosters innovation and strengthens our ability to find efficient solutions in complex, human-capital-intensive environments.

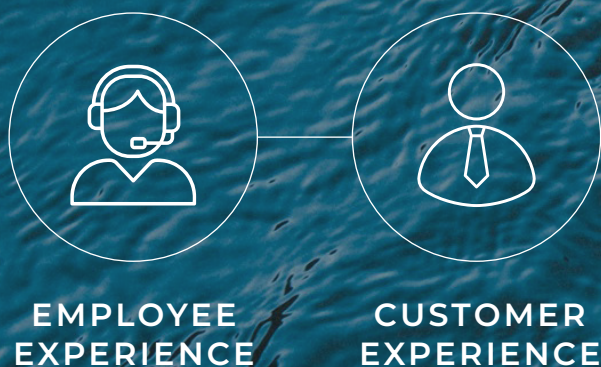
Building on this combination of social purpose, industrial strength and operational excellence, we are moving towards a model of responsible growth that can have a positive impact on people, our clients and the wider community, whilst actively contributing to a more inclusive and sustainable economy.

The key features of our model

CORNERSTONES



AREAS OF FOCUS



**We have four cornerstones:
People, Transformation,
Excellence and Sustainability.
And two key areas of focus:
Employee Experience and
Client Experience**

We hold a range of certifications in the areas of quality, the environment, occupational health and safety, and governance. As a distinguishing feature, **we are committed to the EFQM Excellence Model, which incorporates sustainability as a fundamental and strategic aspect.** This recognised international standard further underscores our commitment to quality in the service we provide to our clients and our efforts towards innovation, digitalisation and sustainability:

100 % PLANTS CERTIFIED



This standard helps us to improve our performance and meet the expectations of our clients and other stakeholders.



This standard ensures that the textiles processed at our plants meet the appropriate microbiological quality standards for their intended use.



This recognised international standard certifies an outstanding management model and highlights the integration of sustainability as a fundamental and strategic aspect.



This certification demonstrates our commitment to protecting the environment.



We calculate and verify our carbon footprint annually in accordance with the GHG Protocol guidelines.



We have calculated our water footprint using the methodology proposed by the Water Footprint Network.



A certificate awarded by the Ministry for Ecological Transition and the Demographic Challenge, demonstrating our performance in calculating and reducing our carbon footprint.



This standard provides us with a framework on which to base our health and safety practices.



This international standard helps us to prevent crime, reduce criminal liability and foster a culture of business ethics.



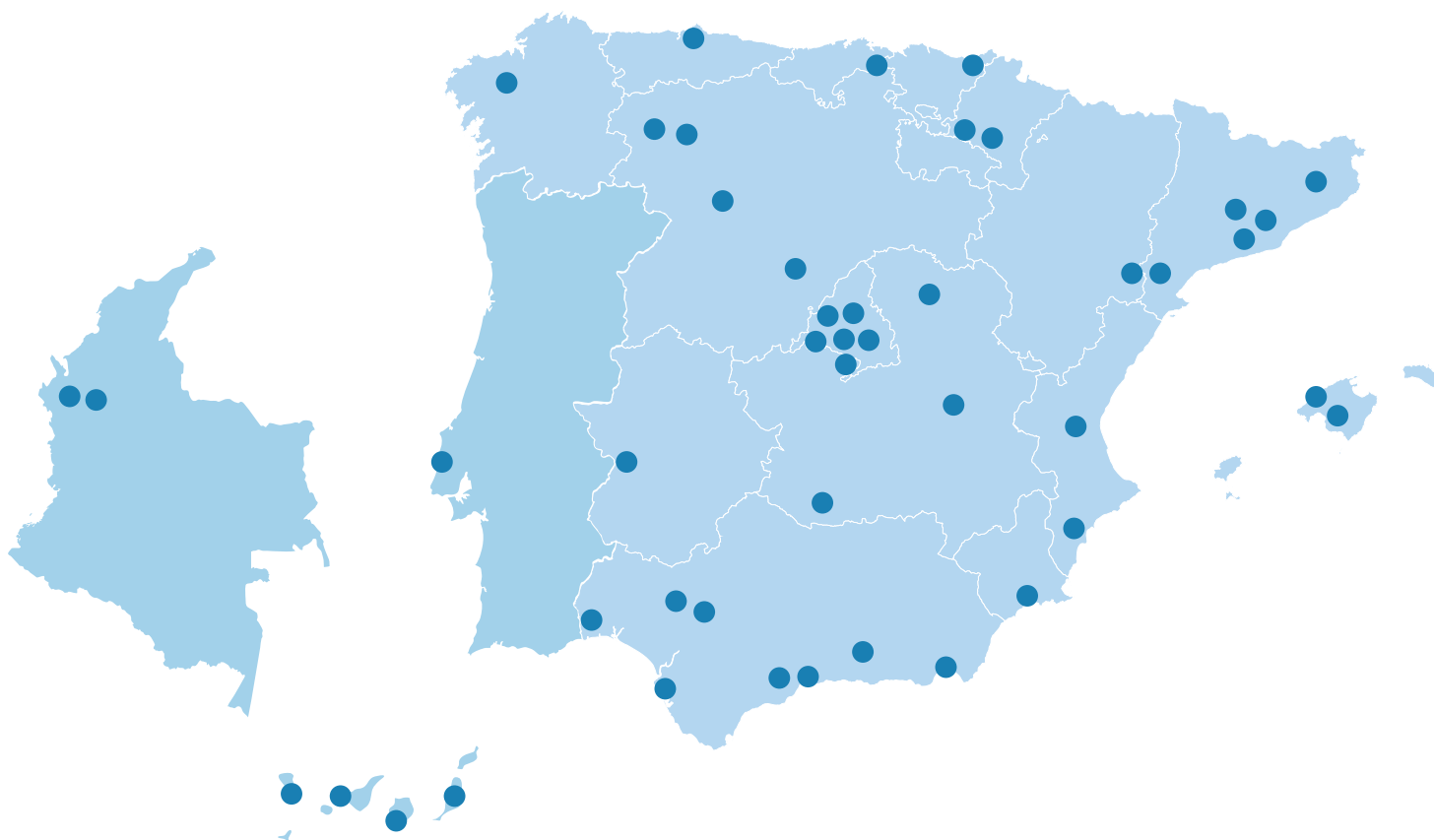
In 2025, we were awarded the ECOVADIS Silver Medal.

47 % PLANTS CERTIFIED



This award recognises organisations that have made a positive impact on the environment and society, whilst striving for progress, innovation and continuous improvement.

We have 45 industrial plants spread across the country, as well as operations in Portugal and Colombia. 86 % of these are special employment centres.



45

INDUSTRIAL PLANTS

Spain

A Coruña
Almería
Alicante
Badajoz
Barcelona
Cádiz
Ciudad Real
Cuenca
Girona
Gijón
Guipúzcoa
Granada
Guadalajara

Huelva
León
Madrid
Málaga
Murcia
Navarra
Segovia
Sevilla
Tarragona
Valencia
Valladolid
Vizcaya

Balearic Islands

Mallorca

Canary Islands

Fuerteventura
La Palma
Las Palmas
Tenerife

Colombia

Bogotá
Medellín

Portugal

Lisboa
(opening soon)

At ILUNION TextilCare, we share the same mission, values and strategic framework as the ILUNION Group when it comes to sustainability, in line with the **Sustainability Way**, which charts our shared course towards a more responsible model. In this regard, we have taken a decisive step by making sustainability the cornerstone of our vision and our decision-making.

Under the '**Social & Sustainable**' banner, we are moving towards a more responsible business model, committed to our environment and attuned to the key social and environmental challenges. Our activities are aligned with the Sustainable Development Goals and the roadmap set out by the 2030 Agenda, based on the conviction that businesses have a key role to play as agents of change.

Our key objectives

DEFINE

Define and implement a comprehensive, across-the-board sustainability strategy.

Officially commit to environmental, social and governance standards.

DEPLOY

Build strong relationships and foster trust with all stakeholders.

Manage operations effectively and minimise environmental impacts as much as possible.

Act as a driving force for sustainability among other companies, suppliers and clients.

Generate wealth and sustainable value in the communities where we operate.

COMMUNICATE AND CONTRIBUTE

Position ILUNION TextilCare as a responsible and sustainable company.

Make our teams ambassadors for the values of sustainability.

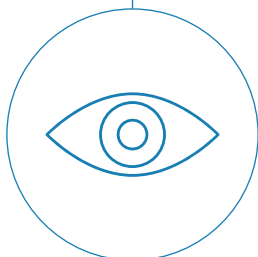
Contribute to realising ILUNION's mission and the 2030 Agenda.

Our culture



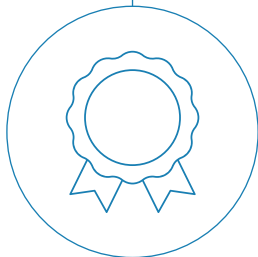
MISSION

At ILUNION TextilCare, we share the same mission as the ILUNION Group: **to build a better world where everyone is included.**



VISION

Our vision is to improve our ecosystem by acting as an agent for positive change.

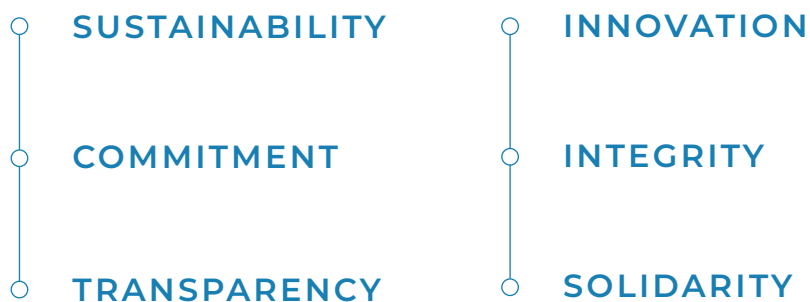


VALUES

Our culture is built on the eleven values of the ONCE Social Group, defining the set of principles that guide our management.

Transparency, solidarity, confidentiality, fairness, commitment, integrity, humility, respect, innovation, responsibility and sustainability.

The values that best define us:





VIRTUES

Virtues are habits and behaviours that guide our actions and reinforce responsible decisions.

- EMPATHY
- COURAGE
- GENEROSITY
- TRUST
- COMMITMENT
- HUMILITY
- RESPECT
- INTEGRITY
- RESPONSIBILITY



VALUE PROPOSITION

We are the strategic partner that designs and delivers bespoke textile solutions with high added value for organisations operating in demanding and constantly changing environments. We offer meaningful solutions that combine adaptability, operational excellence and continuity of service, ensuring safety, trust and sustainability throughout the entire value chain, with a socially responsible model integrated into our business. For all these reasons, WE ARE CHANGE AND RESPONSE.

ILUNION TEXTILCARE • WE ARE CHANGE AND RESPONSE

How we are structured

Corporate governance defines the relationships between the various bodies that make up the organisation and sets out the rules governing the company's decision-making process for the creation of value.

ILUNION TextilCare is managed by the Management Committee. This body is responsible for ensuring the implementation of the business plan, setting out the strategic guidelines for the corporate divisions. It comprises eight members: the Chief Executive Officer, the Managing Director and the heads of the company's various departments.

Management Committee



Alejandro Oñoro

Chief Executive Officer



Elsa Cartón

Executive Director
of Economic Strategy
and Planning



**Ana María López
de San Román**

Executive Director
of Sustainability



**Nerea
Bidaurrázaga**

Executive Director
of Engineering and
Textiles & Customer
Care



**David López
Pachón**

Managing Director



Mónica Trujillo

Executive Director
of People and Talent
Development



Carmen Gómez

Executive Commercial
Director



**Irene Martínez
de Bujanda**

Executive Director
of Innovation

The company also has various sub-committees:

- **Remuneration and Appointments Committee**, which proposes and approves salary adjustments within the company and reports to ILUNION's Remuneration Committee.
- **Investment Committee**, which reviews and analyses new investment proposals. It comprises General Management, the Finance Department, the Procurement Department, the Engineering Department and the Sustainability Department.
- **Strategic Deployment Committee**, which ensures the effective implementation of the organisation's strategy and guarantees that plans, projects and initiatives are aligned with strategic objectives. It comprises the Management Committee, as well as the heads of Sustainability and International Excellence, Procurement and Client Management, Marketing and Employee Experience, Labour Relations, Financial Control and Business Development.
- **Service Committee**, which ensures that the organisation's services are delivered with quality, efficiency and in line with its strategic objectives. It comprises General Management, the Executive Directorate for Economic Strategy and Planning, the International Directorate, the Economic Control Directorate and the directors of the plants in Portugal, Medellín and Bogotá.
- **International Development Committee**, which ensures orderly, viable and coherent international development. It comprises the Chief Executive Officer, General Management, the Executive Directorate for Economic Strategy and Planning, the International Directorate, the Economic Control Directorate, and the directors of the plants in Portugal, Medellín and Bogotá.
- **Textile Committee**, whose aim is to define ILUNION Textil's strategy and ensure its implementation and alignment with ILUNION TextilCare. It comprises General Management, the Executive Management of Engineering and Textiles & Customer Care, the Executive Management of Economic Strategy and Planning, the Executive Management of People, and the Executive Management of Sustainability and Excellence.

Our journey in 2025

MARCH

Launch of the first water treatment and recirculation plant at Sevilla Sur.

APRIL

Launch of the Employee Experience Plan.

MAY

Human Rights Risk and Impact Assessment.

Construction of the second eco-area in Almería.

Conclusion of the training programme on humanistic leadership.

DECEMBER

Implementation of the traceability system across all plants.

Launch of a new line of uniforms made from recycled polyester.

NOVEMBER

Launch of the 'We Care' corporate volunteering project.

Design and development of a tool for double materiality analysis.

Second plant (Guadalajara) equipped with an ABS system.

Capital Talento Award for our people management strategy.

Signing of an agreement with an investor to establish a new plant in Barranquilla.

JULY

Approval of the Comprehensive Well-being Plan.

Launch of Atenea, the project to monitor energy and water consumption.

Awards and accolades

The awards and accolades we have received reflect the work we have done and the impact this has had on our day-to-day operations. At ILUNION TextilCare, we see these accolades as external validation of the collective effort of our people and of the trust that our stakeholders place in our way of working, based on responsibility, sustainability and a clear purpose.



Gold Award from the Department for Economic Development

This award recognises the social commitment and business model that ILUNION TextilCare has been developing in Colombia for many years. It honours organisations that promote policies and practices relating to workplace inclusion, accessibility and fairness, in line with a more just and inclusive economic development.

Recognition as a Leading Company by the European Institute of Sustainability

This award recognises the water recovery project implemented at the Sevilla Sur plant, which has enabled us to recirculate up to 80 % of process water and significantly minimise the impact of our operations on the aquatic environment.

Capital Talent Award presented by Capital magazine

This award recognises our business model, combining excellence, sustainability and inclusion, and demonstrates that competitiveness is also measured in terms of the opportunities created, the barriers broken down, and the shared future.

Award for Workplace Inclusion

This recognition received in Colombia highlights our contribution to inclusive employment and marks a milestone in the launch of our operations in the country. It reinforces our business model and validates an approach that has, from the very outset, been based on inclusive employment, social impact and a way of doing business that is consistent with our mission.

Our impact



ENVIRONMENTAL

100 %

Facilities with ISO 14001 certification

25 %

Reduction in emissions (Scopes 1 and 2) compared with the base year (2019)

15 %

Reduction in water consumption compared with the base year (2019)

13 %

Renewable energy consumed

96 %

Electricity from renewable sources

86 %

Waste recovery rate

500,000

Reclaimed garments



SOCIAL

100 %

Facilities with ISO 45001 certification

6,663

Staff

73 %

People with disabilities

4 %

People from vulnerable groups

39 %

Women

336,781

Investment in social initiatives (€)

36,401

Contribution to social initiatives (€)

14,025

Social welfare beneficiaries

528

Beneficiaries of volunteering

290

Hours of volunteering



GOVERNANCE

100 %

Facilities with
UNE 19601

+ 600

Points in the EFQM
assessment

18

Current
partnerships

0

Complaints received
via the ethics channel

336,917

Amount allocated to
provisions for risks (€)

7.4

Supplier NPS

100 %

Managers trained
in ethics

93 %

Local suppliers

67 %

Suppliers approved
according to ESG
criteria



FINANCIAL

261.9

Revenue (€ million)

61.9

EBITDA (€ million)

38.5

Investments
(€ million)



BUSINESS

44

Industrial laundry
facilities

1

Textile manufacturing
centre

240,554

Processed clothing
(tonnes)

3,717

Clients

7.4

Clients' NPS

02

Environmental Commitment

Businesses play a key role in protecting the environment. That is why, at ILUNION TextilCare, we are committed to managing the environmental impacts of our operations in a responsible manner.

This environmental management reflects our ambition to move towards a responsible industrial model and establish ourselves as a partner that creates value for our stakeholders.



• MILESTONES 2025

Decarbonisation Plan 2026–2030

Installation of two eco-areas

First water treatment
and recirculation plant

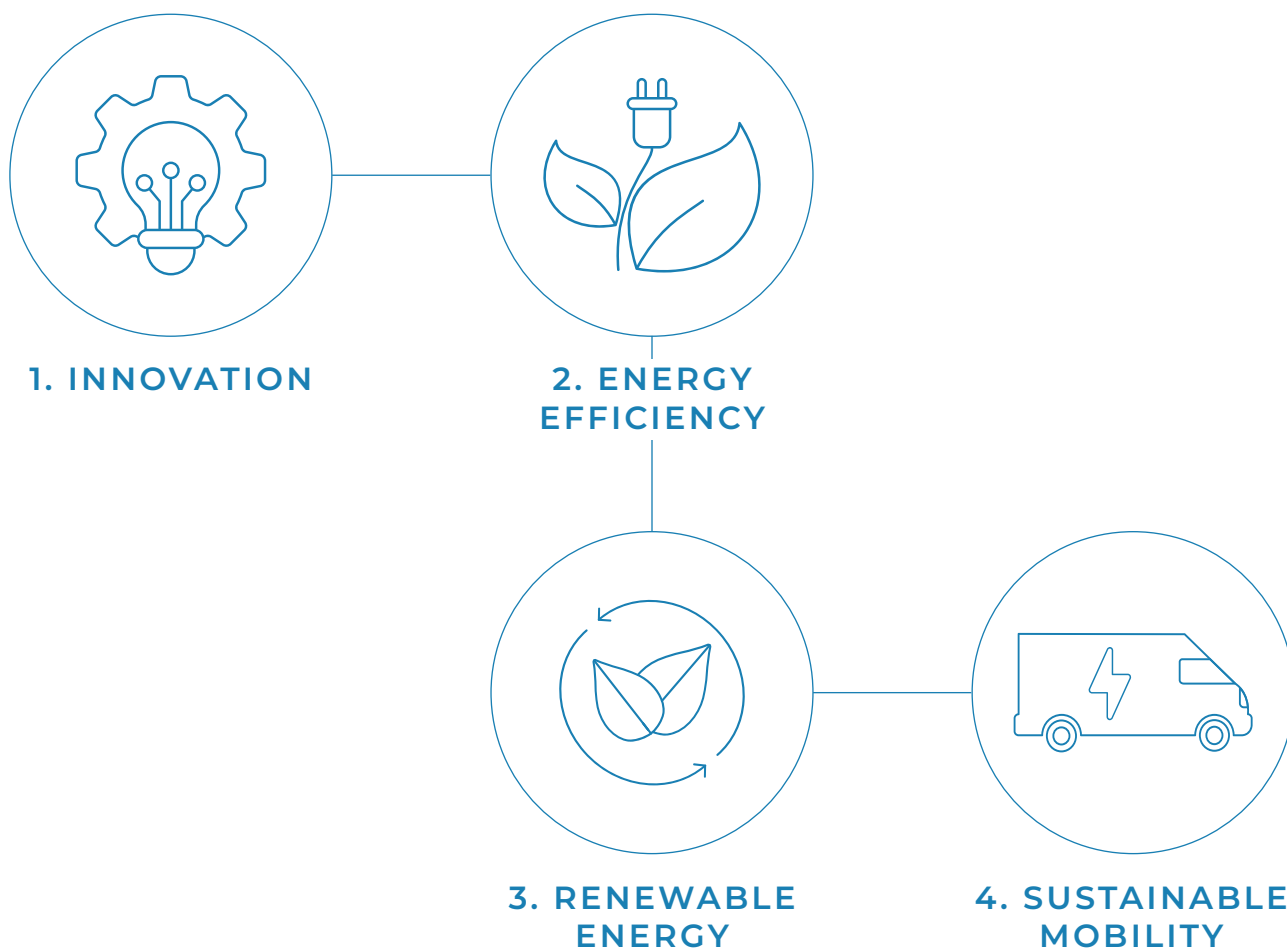
New range of uniforms made from
highly durable recycled polyester

Climate action

Moving towards carbon neutrality

Our **climate targets are clear: to reduce our greenhouse gas emissions by 37 % by 2034 and achieve climate neutrality by 2040**, a full ten years ahead of the legal deadline. To achieve this, we have **a decarbonisation plan backed by an investment plan** that ensures its effective implementation.

Cornerstones of our Climate Action Plan



With this approach, we aim to position ourselves as a **strategic partner in the transition to a low-carbon economy**.

	2024	2025
Carbon footprint (t CO ₂ eq)	72,692	70,963
Scope 1 (t CO ₂ eq)	71,793	70,212
Scope 2 (t CO ₂ eq)	898	440
Emissions ratio (t CO ₂ eq / tn)	0.30	0.29
¹ Emissions reduction	23 %	25 %
¹ Emissions ratio reduction (t CO ₂ eq / kg)	26 %	27 %

¹ Emissions reduction (scope 1 & 2) compared to the base year (2019).

In 2025, we reduced our carbon footprint by 25 % compared with our base year (2019)

In line with the strategy set out last year, part of our senior managers' variable remuneration has been **linked to the reduction of greenhouse gas (GHG) emissions.**

» Heat pumps

We have received a **grant from the Institute for Energy Diversification and Saving (IDAE) for a project to decarbonise** the washing process at our plant in Valencia. This innovative initiative, **aimed at phasing out the use of fossil fuels and moving towards electrification**, will enable us to **reduce the plant's carbon footprint by approximately 35 %**.

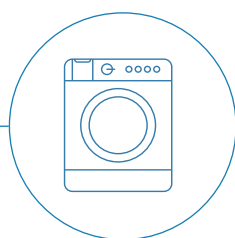
» Energy efficiency

Energy efficiency measures focus on **three key areas: replacing washing machines, upgrading drying systems, and implementing other measures such as heat exchangers and compressors.**

	2024	2025
Energy consumption (GWh)	366	357
Energy consumption (kWh/kg)	1.51	1.48
Investment in machinery renewal (€ million)	7.5	6.4

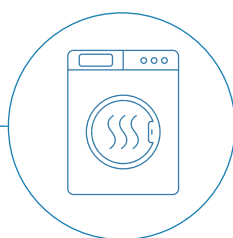
Over the past year, we have reduced our overall energy consumption by 2 % and our energy consumption per kilo of laundry by 3 %

Summary of equipment replacement and other measures



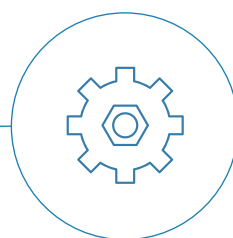
Replacement of washing machines

4



Replacement of drying machines

8



Other measures (compressors, Frem-flash)

2

○ Facade fitted with solar panels at our Sevilla Sur plant



➤ Renewable energy

The use of renewable energy is one of the key drivers of our Climate Action Plan. This approach involves the gradual roll-out of solar power installations for self-consumption, supplemented by the **purchase of energy with a renewable energy guarantee of origin (GoO)**.

	2024	2025
² Renewable electricity generated	14 %	13 %
³ Renewable energy consumed	13 %	13 %

² Photovoltaic energy generated/electricity consumed.

³ Renewable energy consumed (solar photovoltaic + GoO)/total energy consumed.

96 % of the electricity consumed comes from renewable sources, which has prevented the emission of 12,583 tonnes of CO₂

At the end of the financial year, **53 % of our facilities** were equipped with this technology and together they **generated over 5.1 GWh of renewable energy**.

This progress has enabled us to avoid the emission of 1,398 tonnes of CO₂.

» Sustainable mobility

At ILUNION TextilCare, we are **committed to contributing to a more sustainable, accessible and responsible model of mobility**. We have a sustainable mobility plan structured around four key areas of focus—employees, business, clients and the community—through which we implement measures designed to have a positive impact on the environment and society.

People

Shuttle services at six sites: CIPO, Guadalajara, Fuenlabrada, Textil Rental, Tortosa, Sant Boi and Segovia.

Zero-emission shuttle in Segovia.

Bicycle parking facilities.

1,050 hours of training in efficient driving and best practice for our drivers.

Business

Digitalisation of fleet operations management (Webfleet).

Fleet transition plan:

- 12 zero-emission or ECO-labelled vehicles added over the past year.
- 10 charging points for electric vehicles.



Zero-emission van used for the shuttle service



» Towards smart management Digitalisation and efficiency

In 2025, we introduced **software that digitalises and automates the calculation of our carbon footprint**. This tool has enabled us to **significantly improve data traceability and quality**. Furthermore, it allows for frequent updates, freeing us from the annual waiting cycle. Thanks to this **continuous monitoring**, we can anticipate deviations, improve the environmental management of our key processes and make more agile decisions based on accurate information.

In the same vein, at the end of the year we launched the **Atenea project**, a key initiative for monitoring energy consumption at our plants. Its gradual roll-out over the next two years will enable us to move towards a more efficient, traceable and continuous improvement-oriented management system.

Responsible water use

Looking after a resource that belongs to everyone

At ILUNION TextilCare, we are fully aware of the global challenge posed by the availability and sustainable management of water resources.

That is why we take a **comprehensive approach to water management**, aimed at ensuring efficient and responsible use, and which **places innovation at its core**.

	2024	2025
Water consumption (m ³)	2,056,303	1,989,696
Water consumption ratio (l/kg)	8.20	8.27
Investment in water efficiency (€)	283,503	103,191
³ Reduction in water consumption	9 %	12 %
³ Reduction in water consumption ratio	13 %	15 %

³ Reduction compared to the base year (2019).

We have reduced water consumption by 12 % and the consumption ratio (l/kg) by 15 % compared with our base year (2019)

Sevilla Sur Water Treatment and Recovery Plant



Circularity

Moving towards a sustainable water cycle

At our **Sevilla Sur** plant, we have taken a decisive step towards responsible water management by commissioning an **advanced treatment and reuse plant** that enables us to close the water cycle within the production process itself. Thanks to a multi-stage treatment system, approximately **80 % of the treated water is returned to the washing process**, significantly reducing the amount of water drawn from external sources.

This initiative makes a direct contribution to improving our **water efficiency**, reinforcing the **circular economy** approach applied to water management, which is particularly relevant in a context of water stress.

This project was recognised by the **European Institute of Sustainability in Management** and was shortlisted for the **Retina Eco 2025 Awards**, highlighting its environmental contribution and innovative nature.

› Reduction and measurement

Optimising consumption at source

In parallel with our reuse efforts, we are continuing to work on **reducing water abstraction**.

In 2025, we replaced 19 washing machines and installed **water-recovery tanks on the washing machines at three facilities**, a measure that will enable us to achieve savings of up to 20 % in the water used in the washing process.



Recovery units
on the washing
machines at the
Valladolid plant

This approach is reinforced by the roll-out of the **Atenea** project, an initiative aimed at improving the **real-time monitoring of water consumption** across our operations. Through digitalisation, we will be able to identify opportunities for improvement and move towards increasingly efficient water management.

Furthermore, in line with our **sustainable water management plan**, during 2025 we have analysed the plants located in areas experiencing **water stress**, with the aim of prioritising actions, strengthening efficiency measures and adapting our water management to the risks and constraints of the environments in which we operate.

» Wastewater quality

Responsibility until the end of the cycle

Our responsibility towards water does not end with its use. That is why we have upgraded the **treatment systems** at our plants in Santiago, Tortosa and Sant Boi. This enables us to **significantly reduce our grey water footprint** and ensure that the water discharged into the network meets high quality standards.

We have also strengthened our commitment to using **sustainable detergents** and increased the number of laundry products with eco-certification. In 2025, **60 % of the laundry products used** had this type of certification.

○ Water treatment plant at the Tortosa site



» Innovation

Promoting efficient water management

Innovation is a key **driver** of **our strategy for efficient water management**. Our long-term goal is to gradually reduce our dependence on water resources.

Within this framework, and in collaboration with a start-up from the **Cajamar Innova** ecosystem, we have piloted an adsorbent system that opens up new opportunities for optimising water treatment in industrial settings.

Circular economy

Turning waste into resources

At ILUNION TextilCare, we view waste not as an end, but as the beginning of a new cycle. **Our mission is to keep advancing towards our circularity goals** by promoting a model based on prevention, reuse and recovery, enabling resources to be returned to the production cycle in an efficient and sustainable manner.

	2024	2025
Hazardous waste (tonnes)	179	253
Recovered hazardous waste	38 %	80 %

	2024	2025
Non-hazardous waste (tonnes)	2,002	1,971
Recovered non-hazardous waste	87 %	87 %

**In 2025, we recycled 87 %
of the waste generated**

» Digitalization

Traceability and data for efficient management

Our strategy is based on information. That is why we have a **digital platform for comprehensive waste management**. This tool has enabled us to **improve the quality and reliability of our data, enhancing the traceability of each waste stream** throughout its entire management cycle.

» Standardisation and collaboration

A common framework for efficiency

We have made significant progress towards **standardising waste management operators at national level, enabling us to establish a common framework** that facilitates coordination and oversight



Eco-area at the Almería plant



Eco-areas

Infrastructure to move towards zero waste

Waste recovery begins with proper management at our own facilities. That is why we have continued to promote the creation of **eco-areas** at our plants. These **spaces** are not only essential for **improving the separate collection of waste at source and moving towards our zero-waste goal**, but they also serve a **vital educational purpose**.

The eco-areas are designed as **accessible areas open to visitors**, enabling our stakeholders to see for themselves how waste is managed, understand the importance of proper sorting, and become aware of the impact of responsible waste management.

Through these visits and their everyday use, **eco-areas help to foster an environmental culture**, raise public awareness and reinforce our commitment to a genuine circular economy.

➤ Reducing the environmental impact of our packaging

Replacing shrink wrap with cardboard strapping in product dispatch, together with the installation of new strapping machines, has led to an 82 % reduction in plastic consumption over the last three years.

	2024	2025
Single-use plastics (tonnes)	222	130

○ Our garments are wrapped in cardboard at the CIPO Sabadell plant



In 2025, we reduced our use of plastic strapping by 5 % compared with the previous year

Ethical and sustainable textiles

At ILUNION TextilCare, we view textiles as a resource with an impact determined by how we manage them. We have therefore developed a comprehensive approach that enables us to optimise their life cycle and reduce our environmental footprint. This vision is structured around four pillars that guide our commitment to more efficient resource management and the transition towards more responsible production and consumption models.

Pillars of our circular textile management strategy



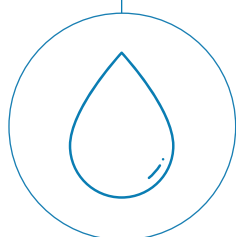
1. Extending the lifespan of textiles

Maintenance, usage monitoring, optimisation of rotation cycles and improved durability to extend the life of garments.



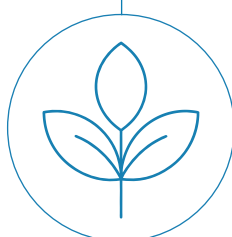
3. Reducing waste generation

Preventing wastage and recovering value from textiles at the end of their useful life.



2. Reducing the consumption of resources and raw materials

Efficient processes and data-driven decisions that help reduce water and energy consumption associated with textile processing.



4. Promoting sustainable practices throughout the value chain

Incorporating ESG criteria into our supplier selection and decision-making processes.

	2024	2025
Textile waste (tonnes)	900	887
Recovered textile waste	90 %	84 %

» Sustainability in the selection of materials

Our sustainable textile management strategy begins with the responsible selection of materials. This approach is based on two main principles: ensuring the safety and quality of our products through recognised certifications, and promoting innovative solutions that reduce the environmental impact of textiles.

○ Quality and safety assurance: OEKO-TEX certification

The protection and well-being of end users is a top priority for ILUNION TextilCare. That is why **100 % of our textiles are certified to the OEKO-TEX® STANDARD 100**, one of the most stringent international standards. This label ensures that every garment has been tested for harmful substances, guaranteeing that it is harmless to health and environmentally friendly.

○ Innovation in materials to move towards more circular models

The growth of our industrial workwear range has led to the introduction of more sustainable textile solutions. These include a **new range of workwear made from highly durable recycled polyester, which helps to reduce the carbon footprint and extends the garments' lifespan.**

Furthermore, we have strengthened strategic partnerships with our clients to develop textiles made from recycled fibres with a low environmental impact. This collaborative approach enables us to move forward together towards a more responsible textile model and positions us not only as suppliers, but as partners committed to sustainability.

» Circularity

Giving textiles a new lease of life

Our commitment to the circular economy is reflected in our efforts to extend the lifespan of textiles. We see **defects that arise during processing as an opportunity to innovate and reduce our environmental impact.**

To minimise waste generation and our reliance on new raw materials, we have set up **in-house sewing workshops at 70 % of our sites.** These facilities are central to our strategy, as they enable us to **repair and restore garments so they can be returned to circulation.**

In 2025, we recovered more than 500,000 items of clothing, preventing them from becoming waste



Staff at the sewing workshop at the CIPO Sabadell plant

» Traceability

Technology that boosts the value of every garment

At ILUNION TextilCare, we see **traceability as a key tool for managing textiles more efficiently** and in line with the business's actual needs. That is why we identify each garment individually using **RFID technology**, which allows us to **track its entire journey throughout its lifecycle**.

○ Scanning of trolleys containing tagged garments as they leave our Sant Boi plant



Using scanning systems installed at strategic points - such as the entrance and exit of the plant, where we scan entire trolleys - **we obtain information on each individual garment, enabling us to identify the condition, usage and turnover of each item**. This visibility helps us to maintain greater control over our textiles, **optimise stock levels, anticipate needs and detect wear patterns or quality issues**.

Thanks to this technology, we can extend the lifespan of garments, reduce the consumption of raw materials and minimise waste, thereby promoting more efficient resource management and a lower environmental impact.

TextilCare Awards
made from our old
uniforms



Giving our uniforms a new lease of life

At ILUNION TextilCare, we believe in the value of every resource and in the importance of moving towards more responsible models. In 2025, we updated our workwear, a process that involved phasing out a significant number of garments that had been part of our staff's daily lives for years.

To manage them effectively, we turned this challenge into an opportunity. In collaboration with a specialist partner, we transformed part of our old uniforms into a unique teardrop-shaped piece, symbolising the union between the efforts of our people and water, an essential resource for our business.

These awards are presented annually during the ILUNION TextilCare Management Conference and serve as a tangible symbol of our commitment to sustainability and the circular economy.



Scan to find
out more

Biodiversity

At ILUNION TextilCare, we have one goal: **to make a net positive impact, so that our activities contribute to the preservation and enhancement of biodiversity.** To this end, we have signed the “Our nature, our business” declaration and are signatories to the Biodiversity and Natural Capital Pact and members of the Taskforce on Nature-related Financial Disclosures (TNFD) consultation group.

Our commitment to biodiversity



We have signed
the “Our nature, our business”
declaration



We have signed up to the
Pact for Biodiversity and
Natural Capital



We are members of the
consultation group of the
Taskforce on Nature-related
Financial Disclosures (TNFD)

In 2025, we worked closely with a specialist consultancy to analyse our impacts and dependencies on ecosystem services. Over the course of 2026, we will be receiving the findings of this work and starting work on specific projects dedicated to the protection of biodiversity.

03

Social Commitment

At ILUNION TextilCare, we see social commitment as a way of creating value that reaches beyond our industrial activities. It is a commitment that stems from our people, is built on an inclusive and humanistic culture, and extends throughout our entire value chain. This approach enables us to move towards a business model that integrates social impact and a shared purpose.

The inclusion of people with disabilities and other vulnerable groups in the workplace is one of the cornerstones of our model. We strive to provide genuine opportunities for personal and professional development, promote accessible and diverse working environments, and build a committed, well-trained team that shares our values.



• MILESTONES 2025

Employee Experience Assessment

Proyecto Monitores

Comprehensive Well-being Plan

Launch of the Proyecto Comunidad
(27 % of facilities)

Launch of We Care,
a corporate volunteering project

PEOPLE

Our core values: diversity, equity and inclusion (DEI)

Diversity, equity and inclusion are at the heart of how we understand and build our business. **We believe in the value of people and their ability to contribute, develop and make a difference**, regardless of their personal circumstances, and promote work environments where respect, equal opportunities and dignity always prevail.

	2024	2025
Staff	6,469	6,663
Staff with disabilities	73 %	73 %
Staff from vulnerable groups	4 %	4 %
Women	39 %	39 %
Women in management	19 %	25 %
People of other nationalities	12 %	17 %
Wage gap	2.1 %	2.8 %

Our commitment to DEI is reflected in a management **model that puts people at the heart of everything we do and promotes workplace inclusion as a driver of social change**. We work to ensure quality employment opportunities, foster personal and professional development, and remove barriers that may limit full participation.

With regard to sexual orientation and gender identity, in 2025 we have reaffirmed our commitment by focusing on raising awareness.

The training programme also included new training initiatives aimed at different professional profiles, designed to promote respect for and the appropriate management of sexual and gender diversity in the workplace.

At ILUNION TextilCare, we also promote access, retention and career progression for women with disabilities. This commitment takes the form of various initiatives.

» **ILUNION es para ti**

The aim of this initiative is to **promote the integration and career progression of women with disabilities into the workforce.**

In 2025, 11 female employees, 9 of whom had disabilities, took on new roles in sectors with low female representation, whilst also facilitating the recruitment of 23 women into these sectors, including 11 with disabilities.

» **ILUNION Women in Tech**

This project aims to **increase the number of women in fields related to technology and digitalisation.**

In the 2025 financial year, 27 female employees, 20 of whom have disabilities, have progressed to roles with a greater technological focus, whilst 19 women, 12 of whom have disabilities, have taken up technical positions.

» **Mujer EnRed**

A programme designed to **strengthen the skills of women with team management responsibilities** who do not yet hold managerial positions, and which helps to establish a common framework for leadership. In 2025, a female employee from ILUNION TextilCare took part in this initiative, which enabled her to better prepare herself to take on greater responsibilities.

» **Programa +Mujeres**

This initiative brings together **various schemes aimed at attracting and supporting women with disabilities.** Notable among these are 'Hilo a hilo construimos futuro' (Stitch by stitch, we are building the future), which focuses on the employability of women with disabilities in the textile sector and has led to the recruitment of five professionals; and 'Mujer rural' (Rural Women), which aims to improve access to employment in rural areas and has resulted in the recruitment of 23 women with disabilities at ILUNION TextilCare.



Employee experience

Transforming the employee experience is a key driver for continued progress as a people-centred organisation. With this conviction in mind, in 2025 we launched a **comprehensive employee experience assessment project**, with the aim of gaining a deeper understanding of how our staff experience their relationship with the company and identifying those moments that strengthen - or weaken - their emotional bond with the organisation.

To this end, we have developed a process involving active listening and qualitative and quantitative analysis, including face-to-face workshops with operational and managerial staff, one-to-one support for key roles, and staff surveys.

12

Interviews

2

Support for key
facility positions

13

Workshops with
over 100 people

42 %

Response rate

This methodology **has enabled us to gain a detailed understanding of the various stages of the employee journey**, identify the key touchpoints that influence their perception, and develop a matrix of challenges and opportunities that serves as a basis for decision-making.

The analysis conducted has led to the definition of the employee journey, identifying the different stages of their time within the organisation and the key touchpoints that shape their perception. As a result, we have developed a matrix of challenges and opportunities that forms the basis for the implementation of **action plans aimed at continuous improvement, including initiatives related to well-being, team cohesion and fostering a sense of pride in belonging.**



Proyecto Monitores

This project is designed as an initiative aimed at **promoting integration, inclusion and equal opportunities in the workplace**, with a focus on improving workers' quality of life, independence and employability. Using a **personalised support model**, the project guides personal and professional development, promotes social, cultural and sporting participation, and strengthens integration into the social and working environment.

A key element of the model is the **mentor**, whose role is to support new recruits during their induction process, identify needs in the workplace and prevent potential difficulties or conflicts before they arise. This role also serves as a **direct, two-way channel of communication** between employees and the support unit, facilitating monitoring, active listening and the effective sharing of information.

We launched this initiative in **June 2025** with a pilot scheme at the Málaga plant. During its roll-out, we learned some unexpected lessons and identified unforeseen needs, which led to the rapid adaptation of the model. By the end of 2025, we already had six mentors at the plant, covering all shifts and key roles defined jointly by Production, Management and the Social Affairs Department. At the same time, we have set ourselves the target for 2026 of gradually **rolling out the scheme to 15 further plants**, with the aim of expanding its scope and impact within the organisation.



○ New internal communication channel

In October, we launched the new internal communication channel “**We Are Change and Response**”, an initiative designed to address one of the key requests identified in our employee feedback processes. The aim of this platform is to promote active listening and improve two-way communication by sharing the company’s latest news and developments in an accessible and transparent manner.

Attracting and retaining talent

At ILUNION TextilCare, we regard attracting and retaining talent as an essential part of our business. People are the driving force behind everything we do. That is why **we strive to integrate talent management into our company strategy, ensuring that our employment decisions are aligned with our values and our business model.**

Our approach is based on creating stable, high-quality employment opportunities, specifically aimed at people with disabilities and other groups at risk of exclusion. To this end, we promote safe and accessible working environments in which every employee can develop their skills and feel supported in their day-to-day work.

In this way, **attracting and retaining talent becomes a key driver of progress towards a responsible, resilient and people-centred business model.**

	2024	2025
New jobs created	189	531
New jobs for people with disabilities	72	397
New jobs for vulnerable groups	139	60
Permanent contracts	68 %	69 %

At ILUNION TextilCare, fostering **young talent is key** to ensuring the sustainability of our social and business model. We therefore have **agreements with universities and educational institutions** at various academic levels, designed to help students - particularly those with disabilities - learn about the company and gain access to work placements, thereby contributing to their personal development and professional training, and improving their future employability prospects.

In 2025, we continued with the **EsFuerza** project, ILUNION TextilCare's performance appraisal system designed to identify and develop the professional skills of our workforce. This tool provides a better understanding of internal talent, strengthens structured dialogue between employees and their managers, and contributes to a more personalised management approach closely aligned with professional development.



Alongside this, we have encouraged the use of digital tools to enhance our listening and engagement processes, via surveys and consultations with our teams.

In this context, in 2025 we launched the **Mi+1** project, a welcome and support initiative designed to enhance the experience of new recruits from day one. **Through the role of a volunteer mentor, Mi+1 offers close support during the first month to facilitate integration, resolve day-to-day queries and familiarise the new employee with ILUNION's culture, values and mission.**



Training for the holistic development of our staff

At ILUNION TextilCare, we promote training initiatives designed to enhance professional skills, personal development and employability, supporting our staff as they progress and fostering a culture of continuous learning tailored to the needs of the business and each stage of their career.

	2024	2025
Training hours	32,368	24,651
Training activities	347	349
Training hours per person	14	16
Investment in training (€)	500,366	457,174



In the training sphere, the following are the most notable projects carried out this year:

» **Executive Leadership Programme**

The ILUNION leadership course, delivered at ESADE for senior managers alongside the other companies in the ILUNION Group, continues.

In 2025, two members of the ILUNION TextilCare Management Committee took part.

» **Mentoring Programme**

In 2025, a mentoring and learning programme was launched to support the professional and personal development of new recruits and those in more junior roles.

The model is based on the role of a mentor with extensive experience within the organisation, who provides support, guidance and knowledge transfer during the early stages of a career. Four people from ILUNION TextilCare have taken part in this initiative.

» **GoodHabitiz**

We have had this online training platform, which specialises in the personal and professional development of employees, since March.

The aim is to promote independent and flexible learning within teams.

» **Humanistic Leadership**

Training for the Management Committee, the Strategy Committee and plant managers, organised by IECO in collaboration with the International Humanistic Management Association and the Human Flourishing Network at Harvard University, to develop leaders capable of driving and inspiring transformation within the company and its wider environment. (Further information in the section on Ethics and Humanistic Leadership).



Looking after the well-being of our staff

At ILUNION TextilCare, **caring for our people is a cornerstone of our approach to sustainability**. That is why we work tirelessly to create safe, healthy and well-being-focused working environments, and to foster a culture of prevention centred on safeguarding the health, safety and overall welfare of our people.

Our approach is based on a holistic view of well-being, which combines the prevention of occupational risks, the promotion of health, the encouragement of healthy lifestyle habits, and a focus on mental and emotional well-being

This approach is complemented by the constant improvement of working and social conditions, with the aim of making a tangible contribution to the quality of life of our workforce and moving towards increasingly safe and healthy working models.

	2024	2025
⁵ Accidents	640	549
⁶ Frequency index	97	30
⁷ Severity index	2.43	1.04
⁸ Occupational diseases	5	2

⁵ Number of work-related accidents resulting in sick leave, including accidents occurring during the journey to or from work.

⁶ Frequency index: Number of work-related accidents resulting in sick leave (excluding accidents occurring during the journey to or from work and relapses) / Number of hours worked x 10.

⁷ Severity index: Number of working days lost due to accidents resulting in sick leave (including accidents occurring during the journey to or from work and relapses) / Number of hours worked x 10³. For the calculation of the frequency index and severity index, the number of hours worked takes into account the actual hours worked per worker by CNAE-09 divisions in accordance with the INE's 2024 Quarterly Labour Cost Survey.

⁸ All cases of occupational disease, whether involving sick leave or not, are included, excluding occupational diseases (ODs) currently under investigation.

In 2025, we managed to reduce the frequency rate of workplace accidents by 69 %

» Working environment

At ILUNION TextilCare, we believe that the well-being of our staff is the result of a comprehensive approach that combines health, prevention, accessibility and care for the working environment.

In this regard, we promote initiatives aimed at both preventing injuries and risks and improving working conditions, encouraging healthy habits and strengthening preventive communication, in order to foster safer, more inclusive and healthier working environments.

The new Comprehensive Well-being Plan provides the framework for the measures we are implementing to prevent occupational risks and promote the health and well-being of our employees.

In 2025, we increased our efforts in the areas of prevention and wellbeing through awareness-raising initiatives. In this regard, we have promoted accessible preventive communication that makes health and safety information easier to understand, encourages participation in psychosocial assessments, and promotes involvement in preventive initiatives such as warm-up exercises.

Pre-shift warm-up programmes have been introduced to encourage physical activity and prevent injuries, and have already reached more than 150 production staff. These routines incorporate physical care as a preventive measure against musculoskeletal risks.

Prevention measures have been strengthened through the recruitment of technical staff specialising in occupational health and safety, and the introduction of new recording systems that improve the monitoring of accidents, training and traceability, thereby enabling better integration of preventive management into day-to-day operations.

Also, more than 2,000 production staff have received practical training in safe working practices, to promote healthy habits, good posture and injury prevention.

In 2025, we increased the number of training hours in occupational health and safety by 40 %

Physiotherapy is establishing itself as a key tool for improving physical well-being, preventing sick leave and promoting an active health culture. In 2025, the number of sessions increased by 10 % to a total of 6,600.

» Social environment

The well-being of our employees extends beyond the strictly professional sphere. That is why, at ILUNION TextilCare, we promote measures that support our staff at different stages and in various situations of their personal, family and social lives, thereby helping to foster stability, support and quality of life.

In 2025, we continued to roll out the **Social Benefits Catalogue** as a key support tool, covering areas such as work-life balance, health, training, family support and improving quality of life.

We have processed more than 4,700 social welfare claims, at a cost of €365,000

In parallel, the **Employee Assistance Programme (EAP)** continues to offer psychological support and counselling on an anonymous and confidential basis to both employees and their families. **In 2025, thanks to this programme, 79 psychological interventions and 25 workshops were held.**

This approach was further strengthened in 2025 with the launch of the **CONmente** project, which aims to raise awareness and promote emotional well-being. As a pilot scheme, two short training modules were developed for team leaders, in which 19 people took part, with the aim of equipping them with tools for a more mindful and healthy approach to managing well-being within their teams.

Two workers from the Valladolid plant in the rest area



CUSTOMERS

Our clients, our partners

At ILUNION TextilCare, **we see our clients as key partners on the journey towards making a shared positive impact.** We want to move forward with them, working together to tackle the challenges and commitments that sustainability presents, and build a relationship based on trust, collaboration and the creation of value.

With this approach, we strive to establish ourselves as a strategic partner, capable of supporting our clients in achieving their goals and building strong, lasting and meaningful relationships.

	2024	2025
Clients	3,454	3,717
Complaints	2,858	2,372
Satisfaction index	7.88	7.38

**In 2025, we managed to
reduce the number of
complaints by 20 %**

At ILUNION TextilCare, we work alongside our clients to develop initiatives that create shared value and have a positive impact on the environment. In this vein, **in 2025 we launched a collaborative project with Grupo Blaumar that combines sustainability, creativity and a connection with the local community.**

As part of this initiative, we donated sheets, which were repurposed as canvases in an **art workshop organised in collaboration with local organisations in Terrassa.**

This initiative gave textiles a new lease of life, transforming them into a tool for artistic expression and community engagement, thereby highlighting the value of the circular economy and the social potential of waste.

○ Round-table discussion on responsible tourism organised by Blaumar

The works produced during the workshop were subsequently displayed at an **exhibition open to the public**, creating a space for people to come together and reflect on art, sustainability and social impact. The opening of the exhibition also featured a **round-table discussion on sustainable tourism**, in which ILUNION TextilCare took part alongside other stakeholders, sharing experiences and reflections on the need to move towards more responsible tourism models that are aligned with caring for the environment and people.

This project demonstrates how **collaboration with our clients enables us to go beyond mere service provision and promote joint initiatives that combine sustainability, social innovation and a commitment to the community.**



COMMUNITY AND SOCIETY

Connected to our surroundings

Proyecto Comunidad

At **ILUNION TextilCare**, we see the community as a space for active engagement with the people, organisations and stakeholders in the local area with whom we share values and objectives. With this in mind, in 2025 we launched the **Proyecto Comunidad** in the **Comunidad de Madrid, Castilla y León** (Valladolid, Segovia and León), **Comunidad Valenciana** (Valencia) and **Extremadura** (Badajoz).

An initiative aimed at strengthening our ties with the local community and making a real and lasting contribution to people's well-being.

The initiative is designed as a **tool for managing local impact, based on active listening, an understanding of the local context, and the development of action plans tailored to each area**. Through these plans, we promote initiatives and partnerships with social organisations, public authorities and other local stakeholders, with the aim of addressing social and environmental challenges with a collaborative, community-focused and mutually committed approach.

As part of this initiative, **we have held four Community Days**, designed to **open up our centres to the local community and foster dialogue with our key stakeholders**. These events have enabled us to share our values, identify opportunities for collaboration and strengthen our ties with local communities.



Community Day held
at our plant in Vallecas

27 %

Of plants involved
in the Community
project

9

Social action
projects carried
out

159

Participants in
Community Days

4,85
/5

Attendee
satisfaction
index

Social action at ILUNION TextilCare

At ILUNION TextilCare, we **see social action as a natural extension of the way we do business.** Through our own policy and a set of guidelines, we guide and channel charitable initiatives with the aim of making a tangible positive impact in the communities where we operate.

	2024	2025
Actions	45	31
Economic value (€)	44.480	36.401
Beneficiaries	9.829	14.205
Participants	2.757	2.677

As part of the roll-out of the Proyecto Comunidad, we have expanded our “Reyes Magos de Verdad” initiative, a charitable scheme that delivers Christmas gifts to children, the elderly and people in vulnerable situations, which has been part of our social action programme for several years. In this context, we have renewed our partnership with the NGO Reyes Magos de Verdad and, in the provinces of León, Segovia, Valladolid and Badajoz, we have worked alongside the Red Cross to expand the campaign’s geographical reach.



Corporate volunteering

Our expression of solidarity

In 2025, we began rolling out our corporate volunteering programme by developing initiatives that turn solidarity into action and generate a tangible social impact.

Corporate volunteering is the main way in which we demonstrate our social commitment and a means of channelling our employees' active involvement with local communities

	2025
Volunteering activities	7
Beneficiaries	528
Volunteers	95
Hours of volunteering	290
Level of satisfaction	4.8 / 5

As part of the Management Conference, 84 people took part in a day of volunteering to support communities affected by the severe weather event (DANA), during which we provided assistance to various groups: vulnerable families in Orriols, elderly people and the school community in Paiporta, and children at risk of social exclusion in Benetússer.

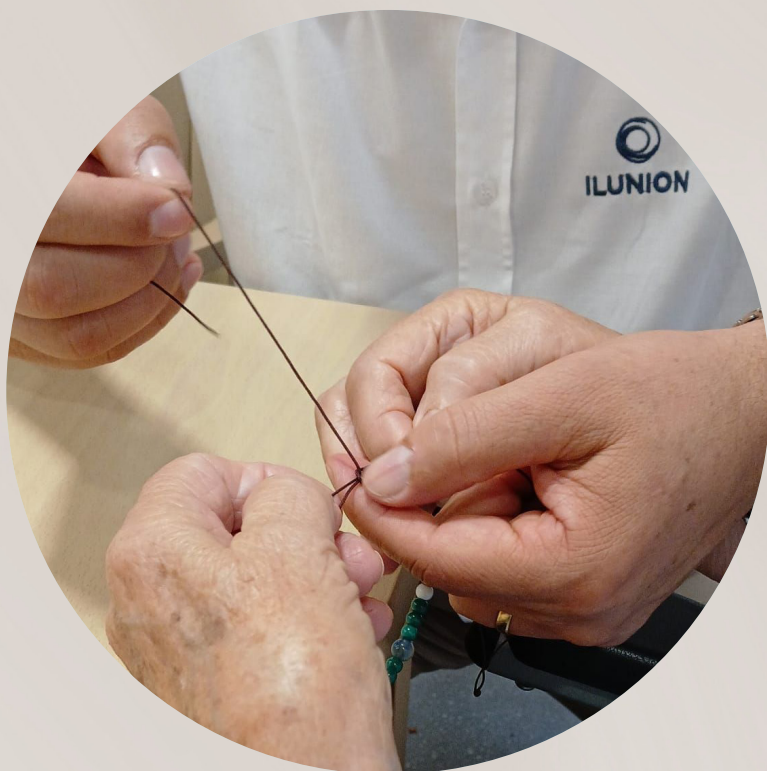


Our volunteers helped restock products at a community shop

By creating a mural, the volunteers helped to revitalise a community space with strong ties to children



Volunteers and students from the Aldaia Adult Education Centre worked together to clean up the premises.



Volunteers and residents at a care home for the elderly took part in a craft activity and chatted together, helping to boost their well-being and foster emotional connections



Volunteers preparing refreshments for the beneficiaries of We Care

We Care

We Care is a volunteering initiative launched in partnership with **Mensajeros de la Paz** and **El Corte Inglés**, which aims to improve the dignity, health and well-being of people in vulnerable situations. The project is based on the belief that access to clean clothes and proper hygiene is a key factor in social inclusion.

Launched in **November 2025**, the project takes place on a **monthly** basis at our **Vallecas site**, which has been adapted to create a comprehensive personal care centre. In this setting, service users have access to essential services such as laundry facilities, showers and changing rooms, as well as a charity shop where they can freely choose their own clothes, thereby reinforcing their sense of autonomy and dignity.



Scan to find out more

Each session is also designed to provide **social support**, based on a friendly, approachable atmosphere, active listening and personalised care, thanks to the involvement of our volunteers and partner organisations.

Looking ahead to 2026, we will roll out this care service to other centres, with the aim of being able to support 120 people.

10

Beneficiaries

10

Volunteers

150

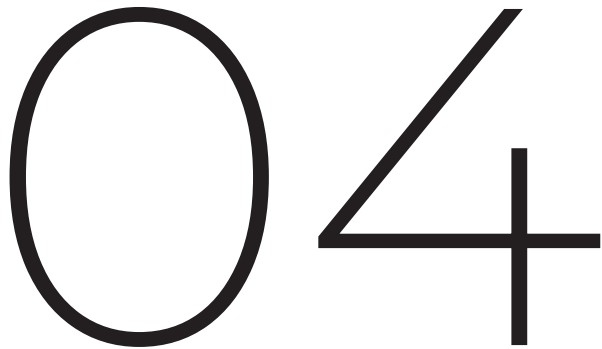
kg of clothes
washed

50

Garments
donated

Two volunteers
helping two service
users in the clothing
section





Good Governance

Good Governance is the framework that guides all decisions at ILUNION TextilCare. **We believe in a style of leadership that places people, ethics and responsibility at the heart of everything we do,** ensuring that our business practices are based on legality, voluntary compliance and transparency.

This approach enables us to ensure that every project, initiative and strategic decision contributes in a coherent manner to fulfilling our mission: **to build a better world where everyone is included.**

	2024	2025
Complaints about human rights violations	0	0
Complaints about bribery and corruption	0	0
Amount allocated to provisions and risk guarantees (€)	308,764	366,917
Managers trained in ethics	0 %	100 %



• MILESTONES 2025

67 % of our strategic suppliers
have been assessed against
sustainability criteria

9 new partnerships to boost
our positive impact

Human Rights Risk
and Impact Assessment

Development of the Code of Virtues,
a new framework for conduct that
underpins our leadership model

Development of
Humanistic Leadership:
100 % of managers trained

Guided tour
of the exhibition
for our clients



The Path of Transformation of the 'S'

In September 2025, ILUNION presented the art exhibition 'ILUNION Sustainability Way: The Path of transformation of the S' at the Círculo de Bellas Artes in Madrid.

The exhibition, comprising 10 works by the inclusive design studio La Casa de Carlota, offers a symbolic journey centred on the letter 'S', which is transformed when it encounters other key concepts such as the 'A' for Environmental (Ambiental in Spanish), the 'S' for Social, the 'E' for Ethics and the 'G' for Governance.

This artistic journey reflects the interdependence between the various aspects of sustainability and reinforces the idea that governance, ethics and transparency are essential elements for creating a real and lasting impact, both on people and on the planet. In this sense, the 'G' for Governance acts as the compass that guides responsible decision-making and the proper management of social and environmental impacts.

As part of the exhibition, we organised guided tours for our clients to share our approach to sustainability and create a space for reflection on the role of organisations in building a more inclusive and sustainable economic model.



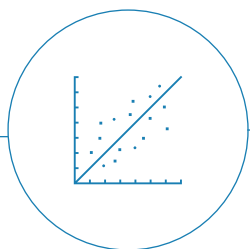
You can take a virtual tour of the exhibition by scanning this QR code

Stakeholders

Our relationship with our stakeholders is a key element of our management model. **By listening and engaging in dialogue, we are able to respond to their needs and anticipate their expectations.**

During 2025, **we made progress in consolidating and systematising our relationship model.**

To this end, we have developed the **Procedure for Dialogue with Stakeholders**, with the aim of streamlining, standardising and ensuring consistency in the way we engage with them at all levels of the organisation. This procedure sets out three complementary channels of engagement, enabling structured dialogue aligned with our sustainability strategy.



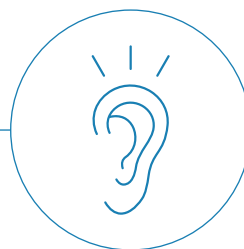
Materiality analysis

An exercise to identify and prioritise the most relevant issues from the dual perspective of impact and risk, conducted every two years.



Annual consultations with all stakeholders

To gather feedback from ILUNION TextilCare's various stakeholder groups through the departments responsible for liaising directly with each of them.



Continuous, decentralised listening

This is the kind of listening that takes place in the interactions between each of our facilities and clients, suppliers and other stakeholders in the regions and communities where we operate.

To coordinate this ongoing consultation and ensure its traceability, we use the **Stakeholder App**. **This tool enhances transparency, facilitates shared learning and enables us to systematically monitor social action initiatives, dialogues and partnerships with our stakeholders.**

Furthermore, this year we have strengthened our approach to double materiality analysis by updating our methodology, bringing it into line with the criteria and guidelines set out in the regulations (CSRD/EFRAG). This has also included the design and development of a digital tool that enables the process to be structured, systematised and made coherent, whilst ensuring consistency in the identification and prioritisation of impacts, risks and opportunities.

Over the course of this year, we have held **69 dialogue sessions** at our plants with various stakeholder groups.

31

Clients

18

Investors and
regulators

16

Society

4

Suppliers



Visit by Madrid's 12 de Octubre Hospital to our plant in Mejorada

Visit by members of the Parliament of Navarra to our plant in Noáin



These dialogue forums are one of our key management tools, as they enable us to maintain a **constant two-way dialogue**, share our progress transparently and work together to find solutions to the social, environmental and governance challenges we face in the course of our business activities.

In this way, we are reaffirming our commitment to being a **company open to dialogue**, which views **its stakeholders not merely as partners in dialogue, but as key allies** in building a sustainable and responsible business model that is aligned with our mission.

A visit to our Vallecas site by Samhall, a Swedish company that employs people with disabilities



Ethics and humanistic leadership

At ILUNION TextilCare, we continue to move towards a model of sustainability in which **ethics form the foundation upon which our governance is built and the organisation's key decisions are made.**

This commitment is underpinned by a common framework, aligned with the **ONCE Social Group's (OSG) Code of Ethics and Conduct**, which emphasises ethics as a defining feature of our way of doing business and as an expression of our commitment to a social project based on shared values.

In order to put these principles into practice in our day-to-day work, **we have developed a Code of Everyday Virtues**, setting out behaviours that guide our actions and foster a responsible corporate culture.

No complaints regarding human rights violations were received in 2025

At GSO, we have an **ethics channel and a complaints box** that anyone can use to report, in confidence, potential regulatory breaches or human rights violations.

○ Training in humanistic leadership for facility and regional managers



Humanistic leadership

In 2025, we began **rolling out our humanistic leadership model**, designed as a key driver for embedding ethics and values into day-to-day management. This approach places human dignity at its heart and views leadership as a responsibility focused on human development, shared purpose and the building of relationships based on trust.

To implement this model in practice, we have developed the **Humanistic Leadership Programme**, which aims to train leaders capable of integrating results, values and responsibility into their leadership style.

In 2025, **75 people** took part in this training programme. Beyond individual development, this achievement reflects a firm step towards a **humanistic business model**, in which ethics, dignity and personal fulfilment are integral to decision-making and the way the business is run.

Compliance

The management of regulatory compliance is approached as a shared responsibility across all areas, departments and activities of the company.

The compliance system is based on a structured internal control model aligned with the principles of the COSO framework, comprising policies, procedures, controls, specific bodies, assigned functions and oversight mechanisms.



Criminal Compliance Management System

Verified in accordance with UNE 19601



Criminal Prevention Body



Criminal Compliance Policy



Tax Compliance Management System

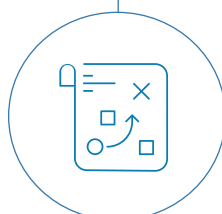
Verified in accordance with UNE 19602



Tax Compliance Body



Tax Compliance Policy



Tax Strategy in Relation to Tax Compliance

This framework is underpinned by corporate policies and a whistleblowing channel that ensure transparency, accountability and access to formal channels for reporting potential irregularities.

Monitoring and control measures for the prevention and detection of crime



In 2025, we did not receive any reports of corruption or bribery

Compliance monitoring is supported by the **Worldlex platform**, which facilitates the identification of up-to-date legal and regulatory requirements relating to the organisation's activities and enables structured monitoring of the level of compliance across different jurisdictions.

Responsible value chain

ILUNION has a **Responsible and Sustainable Procurement Policy** that sets out the principles for a transparent and ethical relationship with the supply chain. This framework is complemented by the **Code of Conduct for Suppliers and Business Partners**, which sets out the required ethical and behavioural standards, in line with the Ten Principles of the United Nations Global Compact and with the values and compliance policies of the ONCE Social Group.

In 2025, the number of suppliers assessed against ESG criteria increased by 44 % compared with the previous year

At ILUNION TextilCare, we are promoting responsible and sustainable supply chain management by implementing our corporate supplier **certification and management model through the specialised tool GoSupply**.

This approach provides a comprehensive view of the risks associated with suppliers and enhances the ability to anticipate and manage potential negative impacts, enabling the value chain to be assessed against criteria such as financial solvency, operational capacity, health and safety, quality, regulatory compliance, ESG sustainability and cybersecurity.

	2024	2025
Purchase volume (€ million)	68	71
Purchase volume subject to the code of ethics	27 %	45 %
Suppliers	1,414	1,459
Suppliers certified using ESG criteria	47 %	66 %
Local suppliers	93 %	93 %
Tender documents assessed using ESG criteria	100 %	100 %

Given that the textile sector is a particularly sensitive area in terms of human rights within our value chain, in 2025 we at ILUNION TextilCare **intensified our efforts in this area. To this end, we have carried out on-site visits to strategic textile suppliers to assess their ESG performance and verify working conditions.** We have also delivered a specific training programme on the United Nations Global Compact, covering human rights, occupational risks in the garment industry and due diligence.

We are part of the Global Compact's sustainable supplier programme to promote ESG training for our suppliers

Human Rights

At ILUNION TextilCare, human rights are a cornerstone of our management model. This commitment is set out in ILUNION's **Human Rights Policy**, which is aligned with the Code of Ethical Conduct and establishes a due diligence framework to manage the impacts of our business in a responsible manner.

In 2025, we took this a step further with a **specific project to identify and analyse the main human rights risks and impacts associated with our operations**. This analysis has resulted in a rigorous assessment and a due diligence action plan that sets out specific measures to effectively prevent and mitigate these risks.



At the same time, we promote **awareness-raising and training initiatives** that help embed **human rights** within our corporate culture. This commitment forms part of the #ILUNION4HumanRights initiative, which encourages the active involvement of the organisation's staff as champions of ILUNION's values and ethical principles.



Human Care

Our humanistic business model in action

One of the key outcomes of the human rights due diligence process at ILUNION TextilCare is the **Human Care** project. This is a multi-faceted initiative designed to improve the wellbeing and care of our people, based on respect for **human rights** and in line with our **humanistic business model**.

The project **combines human rights risk and impact analysis, an assessment of the employee experience, and the integration of the Occupational Risk Prevention Master Plan**. Given its scope and complexity, it has been designed with a collaborative and multidisciplinary approach. To this end, a working group was set up comprising the Sustainability, People and Legal departments with a clear objective: to combine the strategic vision with the operational reality of ILUNION TextilCare.

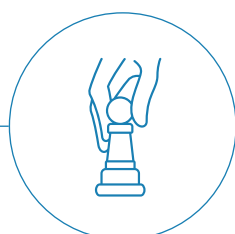
In 2025, the diagnostic process was completed and the groundwork was laid for the gradual roll-out of the planned measures over the course of 2026.

Risk management

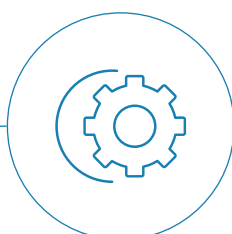
Risk management forms part of our strategy and is carried out in coordination with ILUNION, the Risk Committee and the Internal Audit department. ILUNION has an **Enterprise Risk Management (ERM)** system designed to identify potential events that may affect it, manage its risks within the accepted risk level and provide reasonable assurance regarding the achievement of objectives. This system is underpinned by a policy that is aligned with the principal standards in the field of risk management, in particular those set out in ISO 31000.

ILUNION's risk management policy is determined by the situation in the markets in which its various business divisions operate. The risks identified by ILUNION in relation to the achievement of its objectives remain similar to those of the previous financial year.

Risk categories



Strategic



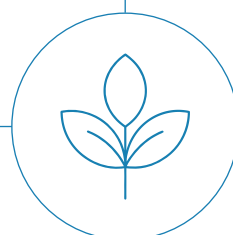
Operational



On compliance



Financial



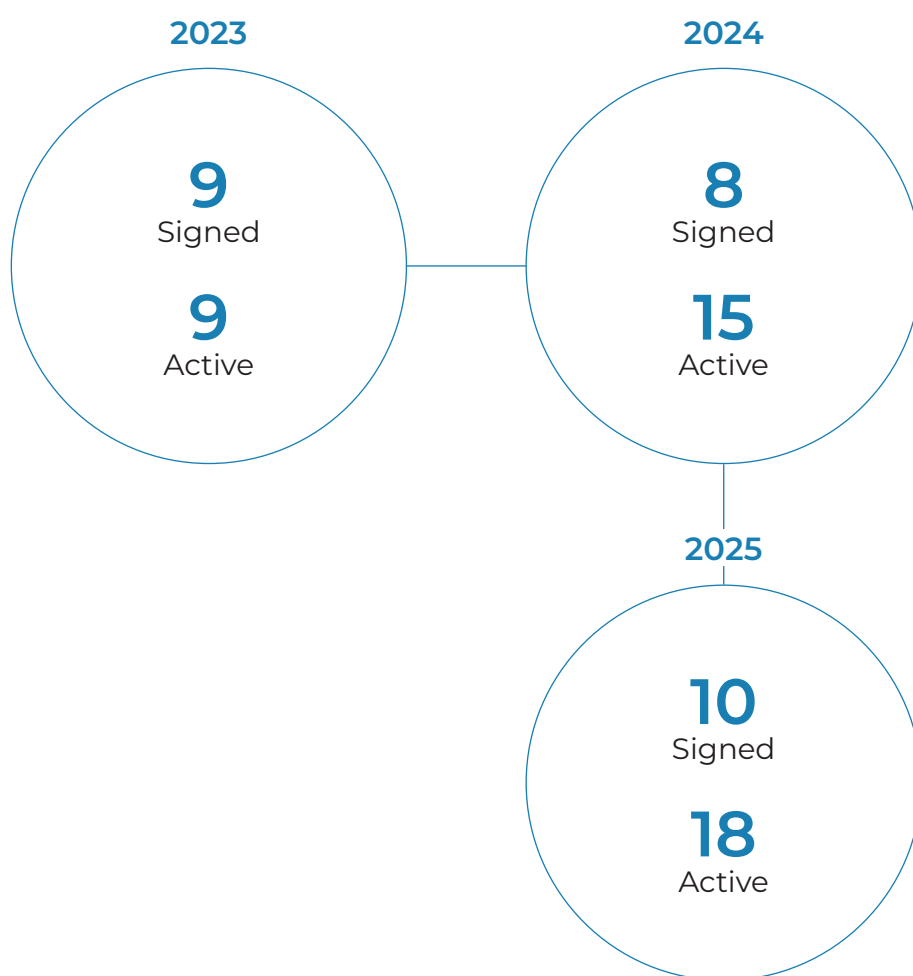
On sustainability

To align our strategy with the expectations of our stakeholders, **at ILUNION TextilCare we have created our own ESG risk map. This map covers environmental, social and governance risks, with a particular focus on human rights and risks relating to ethics and corporate governance.**

Partnerships

At ILUNION TextilCare, we see **partnerships as a key driver for advancing our role as agents of social change and achieving our mission**. We have a **Partnership Policy** that sets out basic principles when establishing a partnership with an organisation.

The aim of this type of agreement is to go further by developing projects, programmes or initiatives on which we can work together with our partners.



Our current partnerships involve **working with a range of stakeholders: from the academic sector, such as the University of León, to the voluntary sector, such as the Don Bosco Foundation, and public bodies, such as the Islantilla Association of Municipalities**. With all of them, we share the same goal: to achieve our mission through joint collaborative projects.

In addition to forging strategic partnerships, we believe it is essential to establish collaborations and commitments with organisations and institutions that help us advance our corporate vision.

Below is a list of the various platforms, forums and business initiatives in which we are involved and which help us to promote the value of sustainability.



Pacto Mundial
Red Española

ILUNION is a signatory to the Ten Principles of the Global Compact. Each year, we publish a Progress Report to detail the progress made in implementing these Principles.



ILUNION is a member of Forética, a leading organisation in the field of sustainability and corporate social responsibility in Spain, whose mission is to integrate social, environmental and governance considerations into corporate strategy and management.

ILUNION TextilCare participates in several of its working groups focusing on sustainability issues, such as transparency and good governance, climate change and social impact.



ILUNION TextilCare is part of this foundation through the ONCE Social Group, whose aim is to encourage companies to help create value and to embrace their role as key players in tackling social issues.



ILUNION is supported by IECO in its efforts to promote reflection and ethical commitment with a view to improving all aspects of society and fostering a humanistic approach to business management that places people and their moral responsibility at the heart of all activities.



Through a member of its Management Committee and a member of its Strategic Deployment Committee, ILUNION TextilCare is involved in promoting the association.



ILUNION is a member of CODESPA's Business Observatory for Inclusive Growth, which aims to help tackle social issues and promote sustainable and inclusive development, together with other partner organisations.



ILUNION is a member of this platform and a signatory to the Pact for Biodiversity and Natural Capital, through which we commit to aligning our business strategy with the conservation and restoration of biodiversity and natural capital in order to achieve a net positive impact and contribute to the green transition.



At ILUNION, we are members of the Club de Excelencia en Gestión, a business association dedicated to promoting excellent, innovative and sustainable management, primarily through the EFQM Model.



ILUNION is a member of the Spanish Confederation of Business Organisations (CEOE). Within this organisation, we participate in numerous working groups and committees, as well as in the Council, the CEOE's governing body.



ILUNION is an active member of the Foro Con R, an initiative that focuses on creating and sustaining employment for people with disabilities, as well as promoting universal accessibility through public procurement.



As part of our commitment to corporate volunteering, ILUNION is a member of Voluntare, a network of companies that supports the development and promotion of projects and tools enabling businesses and organisations to jointly promote corporate volunteering.

05

Our contribution to the Sustainable Development Goals

The **Sustainable Development Goals (SDGs)** provide a common framework to guide our contribution to social, environmental and economic development. At ILUNION TextilCare, we see the SDGs as a guide that enables us to align our business activities with major global challenges, taking a realistic view closely linked to our impact. We have therefore identified and prioritised those SDGs where, given the nature of our business and our mission, we can make the most significant and transformative contributions.

OUR PRIORITY SDGS

6. CLEAN WATER
AND SANITATION

7. AFFORDABLE
AND CLEAN
ENERGY

10. REDUCED
INEQUALITIES

8. DECENT WORK
AND ECONOMIC
GROWTH

12. RESPONSIBLE
CONSUMPTION
AND PRODUCTION

13. CLIMATE
ACTION

17. PARTNERSHIPS
FOR THE GOALS

15. LIFE ON LAND



SDG 1 NO POVERTY

Donation of 2,500 kg of clothing, 190 kg of food and 192,610 toiletries for vulnerable groups, worth €32,670.

Donation of **charity gifts worth €1,715** as part of the Christmas campaign.

150 kg of clothes washed and 50 items donated to vulnerable groups thanks to our We Care project.



SDG 3 GOOD HEALTH AND WELL-BEING

Development of the Comprehensive Wellbeing Plan

18,954 hours of training in **occupational health and safety**.

6,608 free physiotherapy sessions that have benefited our staff.

Coordination of 79 counselling sessions and 25 workshops through the Employee Assistance Programme (EAP).

19 people took part in the CONmente project, a tool for a more mindful and healthy approach to wellbeing.



SDG 5 GENDER EQUALITY

5 jobs created for women with disabilities in the textile sector as part of the 'Hilo a Hilo construimos futuro' project.

39 % of the workforce are women.

25 % of management positions are held by women.



SDG 6 CLEAN WATER AND SANITATION

€103,191 allocated to improving efficient water management.

Commissioning of a **water treatment and reuse plant at the Sevilla Sur site.**

Over **60 %** of our **laundry products** carry an **eco-label**.

3 % reduction in water consumption compared to the previous year.

12 % reduction in water consumption compared to the base year.

7 AFFORDABLE AND CLEAN ENERGY



SDG 7 AFFORDABLE AND CLEAN ENERGY

53 % of our plants are equipped with photovoltaic solar panels.

96 % of the electricity we consume comes from renewable energy sources, which has prevented the emission of 12,583 tonnes of CO₂.

We have **reduced our energy consumption rate by 3 %** compared to the previous year.

8 DECENT WORK AND ECONOMIC GROWTH



SDG 8 DECENT WORK AND ECONOMIC GROWTH

73 % of the workforce has some form of disability.

69 % of contracts are permanent.

Assessment of the main human rights risks and impacts, as well as a **due diligence action plan**.

10 REDUCED INEQUALITIES



SDG 10 REDUCING INEQUALITIES

We have created 531 jobs, 397 of which are for people with disabilities.

25 % of managers are women and the pay gap is 2.8 %.

Roll-out of the **We Care** corporate volunteering project in Vallecas. We have assisted 10 people and washed 150 kg of laundry.

11 SUSTAINABLE CITIES AND COMMUNITIES



SDG 11 SUSTAINABLE CITIES AND COMMUNITIES

Roll-out of the Proyecto Comunidad **at 27 %** of our sites.

Shuttle services at 6 sites: CIPO, Guadalajara, Fuenlabrada, Estepona, Tortosa, Sant Boi and Segovia. Zero-emission shuttle in Segovia.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

85 % of waste recycled.

Construction of **two eco-areas** to improve the separate collection of waste and facilitate its subsequent treatment.

Standardisation of waste management operators at national level to establish a common framework.

46 % reduction in single-use plastic consumption.

84 % of our textile waste recycled for use as absorbent material.

Recovery of 500,000 garments in sewing workshops.

Creation of awards using textile waste from our employees' uniforms.

13 CLIMATE ACTION



SDG 13 CLIMATE ACTION

A verified decarbonisation plan backed up by an investment plan.

A 25 % reduction in our carbon footprint compared to our base year (2019).

Investment of over **€6 million** in energy efficiency measures.

15 LIFE ON LAND



SDG 15 LIFE ON LAND

Signing up to the Pact for Biodiversity and Natural Capital and the TNFD advisory group.

Development of a biodiversity conservation programme based on the LEAP methodology.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS**SDG 16 PEACE, JUSTICE
AND STRONG INSTITUTIONS**

66 % of suppliers have signed up to the code of ethics.

100 % of managers have received training in humanistic leadership.

We have received **no complaints** regarding regulatory breaches or human rights violations.

17 PARTNERSHIPS
FOR THE GOALS**SDG 17 PARTNERSHIPS TO ACHIEVE
THE GOALS**

10 new partnerships signed in 2025.

18 active partnerships in 2025.

06

About this report

The report aims to provide ILUNION TextilCare's stakeholders with a concise yet comprehensive overview of its sustainability performance. It contains information on ILUNION TextilCare's results and performance, as well as our management approach for the year 2025 and the challenges we face.

The data presented in the various sections is taken from the Statement on Non-Financial Information and Diversity (EINFD), which has been verified by an independent verification body.

The company has followed the recommendations of the Global Reporting Initiative (GRI) Standards.

For any further information regarding this report, please contact us at the following email address: **sostenibilidad.textilcare@gen.ILUNION.com**

07

Tables and indicators

TEXTILCARE • WE ARE CHANGE
UNION • AND RESPONSE

GENERAL CONTENTS

*PGC SDG PAGE

GRI 2: General disclosures

2-1 Organisational details	10-11
2-2 Entities involved in the preparation of the organisation's sustainability reports	14, 106
2-3 Reporting period, frequency and point of contact	106
2-4 Update of information	106
2-5 External audit	106
2-7 Employees	22
2-9 Governance structure and composition	18-19
2-10 Appointment and selection of the highest governing body	18-19
2-11 Chair of the highest governing body	18
2-22 Statement on the sustainable development strategy	15
2-23 Commitments and policies	16-17
2-25 Measures to mitigate negative impacts	88-89, 91
2-26 Ways to seek advice and raise concerns	88-89

GRI 3: Material topics

3-1 Process for identifying material topics	83-84
3-3 Management of material topics	83-84

GENERAL CONTENTS

*PGC

SDG

PAGE

GRI 201: Economic performance

201-1 Direct economic value generated and distributed

SDG 8

22

GRI 205: Anti-corruption

205-2 Communication and training on anti-corruption policies and procedures

P. 10*

SDG 16

88-89

205-3 Confirmed cases of corruption and measures taken

P. 10*

SDG 16

89

GRI 302: Energy

302-1 Energy consumption within the organisation

P. 7, 8, 9 & 10*

SDG 7

30

302-2 Energy consumption outside the organisation

P. 7, 8, 9 & 10*

SDG 7

30

302-3 Energy intensity

P. 7, 8, 9 & 10*

30

GRI 303: Water and effluents

303 -5 Water consumption

P. 7, 8, 9 & 10*

34

GRI 305: Emissions

305-1 Direct GHG emissions (Scope 1)

P. 7, 8, 9 & 10*

SDG 12, 13, 14 & 15

29

305-2 Indirect GHG emissions associated with energy (Scope 2)

P. 7, 8, 9 & 10*

SDG 3, 12, 13 & 15

29

305-4 GHG emission intensity

P. 7, 8, 9 & 10*

SDG 3, 12, 13 & 16

26

305-5 Reduction in GHG emissions

P. 7, 8, 9 & 10*

SDG 3, 12, 13 & 17

29

GENERAL CONTENTS

*PGC

SDG

PAGE

GRI 306: Waste

306-2 Management of significant impacts related to waste

P. 7, 8,
9 & 10*

SDG 8

38-41

GRI 403: Health and safety at work

403-1 Occupational health and safety management system

P. 1, 2, 3,
4, 5 & 6*

SDG
3 & 8

64-67

403-3 Occupational health services

P. 1, 2, 3,
4, 5 y 6*

SDG 8

64-67

GRI 404: Training and education

404-2 Programmes to develop employees' skills and programmes to support the transition

P. 1, 2, 3,
4, 5 & 6*

SDG 8

61-63

GRI 405: Diversity and equal opportunities

405-1 Diversity of governing bodies and staff

P. 1, 2, 3,
4, 5 & 6*

SDG
5 & 8

52-54

GRI 406: Non-discrimination

406-1 Cases of discrimination and corrective measures taken

P. 10*

SDG
5 & 8

52

* Principles of the Global Compact (PGC)

* Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights.

* Principle 2

Businesses should make sure that they are not complicit in human rights abuses.

* Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

* Principle 4

Businesses should support the elimination of all forms of forced and compulsory labour.

* Principle 5

Businesses should support the effective elimination of child labour.

* Principle 6

Businesses should support the elimination of discrimination in respect of employment and occupation.

* Principle 7

Businesses should support a precautionary approach to environmental challenges.

* Principle 8

Businesses should undertake initiatives to promote greater environmental responsibility.

* Principle 9

Businesses should encourage the development and diffusion of environmentally friendly technologies.

* Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.

