



20
24



NON-FINANCIAL INFORMATION
STATEMENT OF ITURRI, S.A.
AND SUBSIDIARIES

Translation from the original document in Spanish.
In the event of any discrepancy, the Spanish-language version prevails.

“ SINCE 1947, ITURRI HAS BEEN
WORKING TO MAKE PEOPLE’S
LIVES SAFER AND TO PROTECT
THEIR ENVIRONMENT.



This ITURRI Group Sustainability Report, in accordance with Law 11/2018 on Non-Financial Reporting and Diversity, and following the guidelines of the Global Reporting Initiative (GRI), provides a detailed and transparent overview of our strategy and achievements. We are proud to showcase the commitment of our governance model, which integrates sustainability criteria in addition to financial ones, to provide a positive impact on people and the environment, in the short, medium and long term, in each of our solutions.

INDEX

01 / ABOUT THIS NON-FINANCIAL INFORMATION STATEMENT: A CLEAR PICTURE
04

02 / DISCOVERING ITURRI: WHO WE ARE AND WHAT WE STAND FOR
06

03 / LOOKING AHEAD: STRATEGY AND RISK MANAGEMENT
16

04 / ON THE MATERIALITY ANALYSIS
26

05 / OUR ROLE IN ENVIRONMENTAL PROTECTION
29

06 / PEOPLE AT THE CENTER: SOCIAL AND LABOR ISSUES
50

07 / COMMITMENT TO ETHICS AND GOOD GOVERNANCE
71

08 / OUR COMMITMENT TO SOCIETY
82

09 / CONTENTS INDEX AND GRI INDICATORS
90

01

ABOUT THIS NON-FINANCIAL INFORMATION STATEMENT: A CLEAR PICTURE

1.1. Preparation and scope of the report

05

1.1 Preparation and scope of the report

01 / ABOUT THIS NON-FINANCIAL INFORMATION STATEMENT: A CLEAR PICTURE

1.1 PREPARATION AND SCOPE OF THE REPORT

This **Non-Financial Information Statement (NFIS) of the ITURRI Group** is presented as a separate statement within the **Consolidated Management Report**, in accordance with the requirements established by **Law 11/2018, of December 28, on non-financial and diversity information**.

The content of this report has been prepared by applying the principles of quality and materiality set out in the Global Reporting Initiative (GRI) Standards, and covers information corresponding to the 2024 financial year.

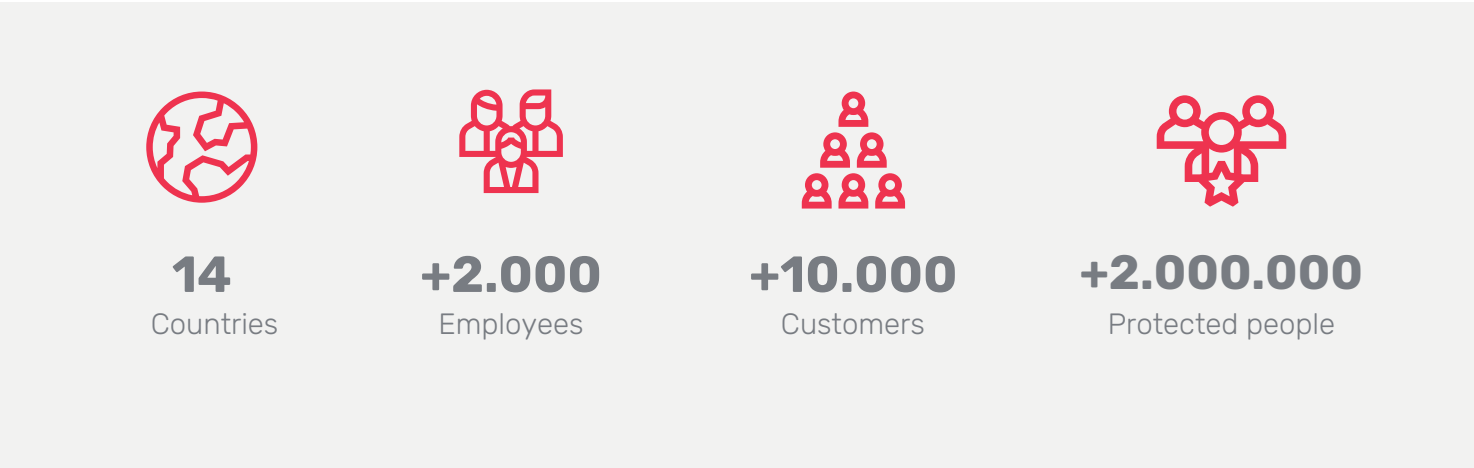
The scope of the report includes the **ITURRI entities** that are most relevant to our organization, taking into account their activity and their contribution to the company’s economic, social, and environmental impacts:

- Iturri S.A. (Spain)
- Iturri Emergencies Solutions S.L (Spain)
- Iturri Centro Especial de Empleo, S.A. (Spain)
- Tulantex, S.A.R.L (Morocco)
- Iturri Coimpar Industria e Comércio de EPIS Ltd. (Brazil)
- Iturri Poland SP z.o.o (Poland)
- Iturri Feuerwehr-und Umwelttechnik GmbH (Germany)
- Rodríguez López Auto S.L. (Spain)

BB THE REPORT HAS BEEN PREPARED IN ACCORDANCE WITH THE QUALITY AND MATERIALITY PRINCIPLES OF THE GRI STANDARDS.

Additionally, the report includes information on the subsidiaries of ITURRI S.A., as detailed below:

- Iturri Emergencies Solutions S.L
 - Iturri Centro Especial de Empleo, S.A.
 - Inversiones Albuquerque, S.L.
 - Iturri, S.A. Chile
 - Iturri Grupo Industrial, S.A. Argentina
 - Iturri Maroc, S.A.R.L.
 - Iturri Portugal Indústria e Segurança, S.A.
 - Iturri Ltd.
 - Iturri GmbH
 - P4S Partner for Safety S.L.
 - Tulantex, S.A.R.L.
 - Iturri Coimpar Indústria e Comércio de EPIS Ltd.
 - Iturri Panamá
 - Iturri France
 - Iturri Poland Sp. z o.o.
- Total Care S.L.
 - Iturri Colombia
 - Iturri Feuerwehr- und Umwelttechnik GmbH
 - Iturri S.A. Ecuador Branch
 - Iturri Real Estate S.L.
 - Iturri Medical S.L.
 - Rodríguez López Auto S.L.
 - Emergalia S.L.U.
 - Partner 4 Safety S.L.
 - Iturri Inc. (USA)
 - MITREN – Sistemas e Montagens Veiculares S.A.
 - Iturri Czech Republic s.r.o.
 - ITURRI Foundation



To ensure comparability, the structure of this report is aligned with previous editions.
For any inquiries regarding this report, please contact: info@iturri.com



02

DISCOVERING ITURRI: WHO WE ARE AND WHAT WE STAND FOR

2.1. Introduction	07
2.2 The essence of our activities	08
2.3 Our organizational structure	10
2.4 Connecting with those who matter most: Our stakeholders	13
2.5 Responsibility: A pillar of our culture	14

2.1. Introduction	2.2 The essence of our activities	2.3 Our organizational structure	2.4 Connecting with those who matter most: Our stakeholders	2.5 Responsibility: A pillar of our culture
-------------------	-----------------------------------	----------------------------------	---	---

02 / DISCOVERING ITURRI: WHO WE ARE AND WHAT WE STAND FOR

2.1. INTRODUCTION

ITURRI is a family-owned group founded in Seville in 1947, and a **global leader in protection and safety**. We have a strong industrial presence across multiple sectors and countries. Since our inception, we have **embraced innovation and sustainability**, offering customized products and services with a high technical component, tailored to each client’s specific needs.

We integrate **sustainability criteria into all our processes and products**, promoting a responsible industrial model that combines efficiency, technology, and environmental commitment.

Our developments include advanced technologies applied to emergency vehicles, sustainable mobility solutions, and specialized equipment.

With operations spanning four continents, ITURRI’s business model focuses on delivering added value to customers through personalized products and integrated services. In 2024, the Group surpassed €400,302,733.23 in sales and employed more than 2,000 people, while maintaining its identity as a family-owned company.

66 **AT ITURRI, WE INTEGRATE SUSTAINABILITY AS A STRATEGIC PILLAR ACROSS ALL OUR PROCESSES, COMMITTING TO INNOVATIVE AND RESPONSIBLE SOLUTIONS.**



2.1. Introduction	2.2 The essence of our activities	2.3 Our organizational structure	2.4 Connecting with those who matter most: Our stakeholders	2.5 Responsibility: A pillar of our culture
-------------------	--	----------------------------------	---	---

2.2 THE ESSENCE OF OUR ACTIVITIES

At ITURRI, we operate across sectors such as occupational safety, defense, emergency vehicles, and firefighting equipment.



APPAREL AND FOOTWEAR

- **Workwear, technical footwear, and military apparel**, with production facilities in Spain, Morocco, and Brazil.



VEHICLES

- **Emergency, industrial, and ambulance vehicles** manufactured in Spain, Germany, Brazil, and the United States, thanks in part to our alliance with Rodríguez López Auto (RLA).



PROTECTION EQUIPMENT

- **Personal and collective protective equipment (PPE)**, including exoskeletons and CBRN (Chemical, Biological, Radiological, and Nuclear) solutions.
- **Medical and military equipment**, such as specialized surfaces, tents, and other specific supplies.
- **Fire protection systems and installations**, both mobile and fixed, as well as industrial maintenance services (MRO).
- **Environmental protection solutions**, including forestry services, wildfire defense plans, and anti-pollution vehicles and equipment.

ITURRI serves industrial, healthcare, military, and environmental sectors, adapting its offerings to the specific needs of each client and region. Our international logistics and production network ensures availability and quality across all deliveries.

Our Facilities and Locations

We operate several specialized facilities dedicated to the production of a wide range of products:

- **Manufacturing of safety, military, and uniform footwear**
La Palma del Condado Plant (Huelva, Spain)
- **Manufacturing of specialized vehicles**
ITURRI Emergencies Solutions S.L.
ITURRI Feuerwehr-und Umwelttechnik GmbH (Wilnsdorf, Germany)
Mitren, Sistemas e Montagens Veiculares Ltda. (Santa Cruz do Sul, Brazil)
ITURRI Inc. (Creswell, USA)
ITURRI Coimpar Indústria e Comércio de EPIS Ltd. (São Paulo, Brazil)
Rodríguez López Auto S.L. (Ourense, Spain)
- **Manufacturing of PPE equipment**
ITURRI Coimpar Indústria e Comércio de EPIS Ltd. (São Paulo, Brazil)
- **Manufacturing of workwear, technical and uniform apparel**
Tulantex (Tangier, Morocco)
- **Manufacturing of fall protection harnesses**
ITURRI Poland Sp. z o.o. (Poland)

Our Scale

In 2024, the ITURRI family included 2,061 employees across Europe, North Africa, and the Americas, and achieved €400,302,733.23 in sales.

ITURRI IS PRESENT IN 14 COUNTRIES, WITH ITS HEADQUARTERS LOCATED IN SEVILLE, SPAIN.

2.1. Introduction	2.2 The essence of our activities	2.3 Our organizational structure	2.4 Connecting with those who matter most: Our stakeholders	2.5 Responsibility: A pillar of our culture
-------------------	--	----------------------------------	---	---

Our Presence

With our headquarters in Seville (Spain), we have a significant presence across several continents:



2.1. Introduction	2.2 The essence of our activities	2.3 Our organizational structure	2.4 Connecting with those who matter most: Our stakeholders	2.5 Responsibility: A pillar of our culture
-------------------	-----------------------------------	---	---	---

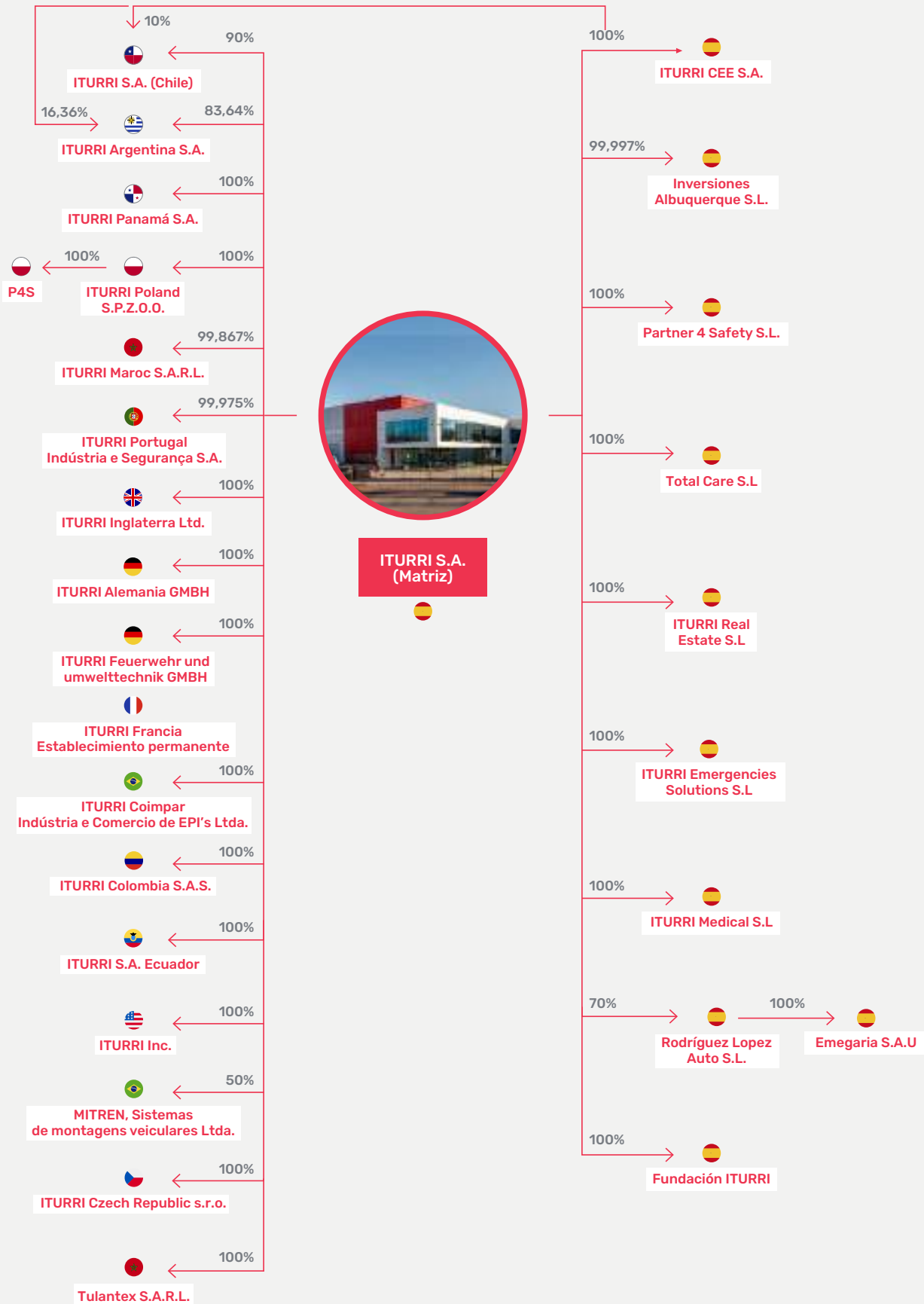
2.3 OUR ORGANIZATIONAL STRUCTURE

Since 1947, ITURRI has evolved from a family-owned company into an organization with specialized divisions in occupational safety, military equipment, emergency vehicles, and fire protection solutions. This structure reflects our commitment to innovation and adaptability, while remaining true to our founding values.

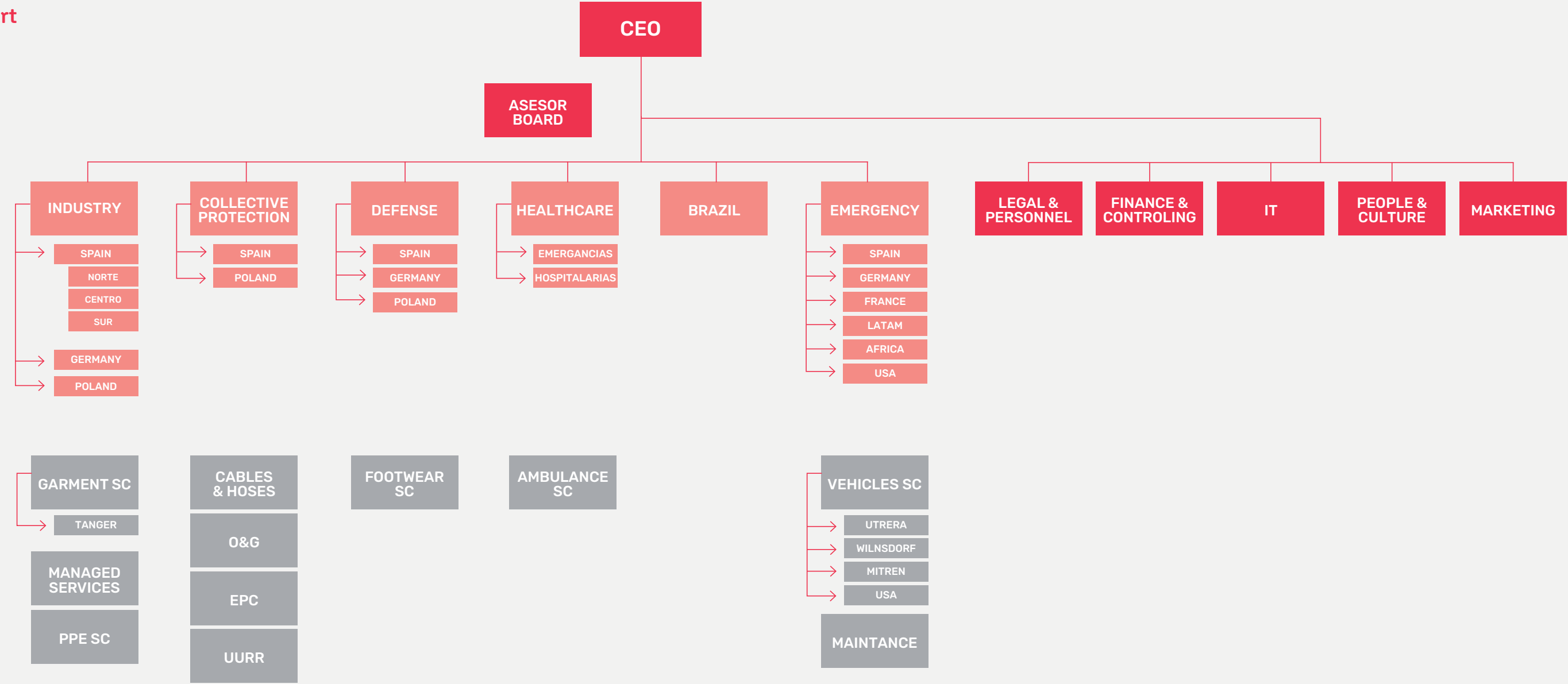


AT ITURRI, WE HAVE EVOLVED FROM OUR FAMILY ROOTS INTO A SPECIALIZED STRUCTURE FOCUSED ON SAFETY, DEFENSE, AND EMERGENCY RESPONSE—WITHOUT EVER LOSING SIGHT OF OUR FOUNDING VALUES.

Legal Structure Chart



Group Organizational Chart



2.1. Introduction	2.2 The essence of our activities	2.3 Our organizational structure	2.4 Connecting with those who matter most: Our stakeholders	2.5 Responsibility: A pillar of our culture
-------------------	-----------------------------------	---	---	---

Internal organization

Within ITURRI, our internal structure is organized into **six key areas**, each designed to drive our mission of innovation and protection across multiple sectors:

1. Business Units:

These are customer-oriented divisions that operate through integrated management involving commercial, operational, and corporate teams. This model ensures efficient oversight of sales, accounts, and results, enabling a quick adaptation to the specific demands of each sector.

- BU Individual Protection – Industry
- BU Emergency Response
- BU Defense and Law Enforcement
- BU Collective Protection – Industry
- BU Medical

2. Operations Department:

The logistical core of ITURRI, this department oversees centralized procurement, logistics, and warehousing, ensuring the fluidity and efficiency of our operational processes.

3. Technical Department:

Focused on the continuous improvement of our core products and services—such as garments, footwear, vehicles, and protective equipment—this department leverages specialized expertise across the Group. Footwear, Protection, and Apparel are managed by ITURRI personnel, while the Vehicle division is operated by the team at ITURRI Emergencies Solutions S.L.

4. Supply Chain and Services Division:

We are structured into specialized areas to ensure efficiency and excellence in production, delivery times, quality, and service levels:

- **Technical Office / Engineering:** The design hub for all our products.
- **Operations:** Responsible for preparing manufacturing proposals and for detailed tracking of orders, procurement, logistics, warehouse management, among others.
- **Factories:** The core of our production capabilities.
- **Quality / Sustainability at the Sites:** This group encompasses Occupational Health & Safety, Environment, and Corporate Social Responsibility, focusing on maintaining high standards in every aspect of our operations. Additionally, they ensure that our employees and facilities remain safe and free from harm, fostering a secure and sustainable work environment.

5. Corporate Services:

These are essential transversal services that include General Management, Organization & IT Systems, Finance, People & Culture, Labor Relations, Marketing, Quality & Sustainability, and General Services. These departments work collaboratively to ensure the company operates efficiently and consistently.

6. Service Lines:

We offer specialized services tailored to the unique needs and challenges of our clients:

- **Iturri Maintenance Service:** Dedicated to post-sales maintenance of emergency vehicles, with in-house workshops and on-site technical support. A key component of the Emergency Response Unit, this line ensures the operability of critical equipment and allows for regulatory updates or life cycle extensions of vehicles.
- **ITURRI Renting Service:** Provides comprehensive services including apparel management, maintenance of gas detectors, and hospital equipment. This service line, integrated into the Individual Protection – Industry Business Unit, is distinguished by its expertise in gas detection systems, offering technical support, maintenance, and tailored rental solutions through both proprietary laboratories and on-site services.
- **Fire Protection Installations and Shutdown Services:** At ITURRI, we offer end-to-end solutions in Fire Protection Installations (FPI), ensuring site safety through advanced detection and suppression systems. We also provide specialized services for refinery shutdowns, optimizing maintenance processes with the highest safety and efficiency standards.



2.1. Introduction	2.2 The essence of our activities	2.3 Our organizational structure	2.4 Connecting with those who matter most: Our stakeholders	2.5 Responsibility: A pillar of our culture
-------------------	-----------------------------------	----------------------------------	--	---

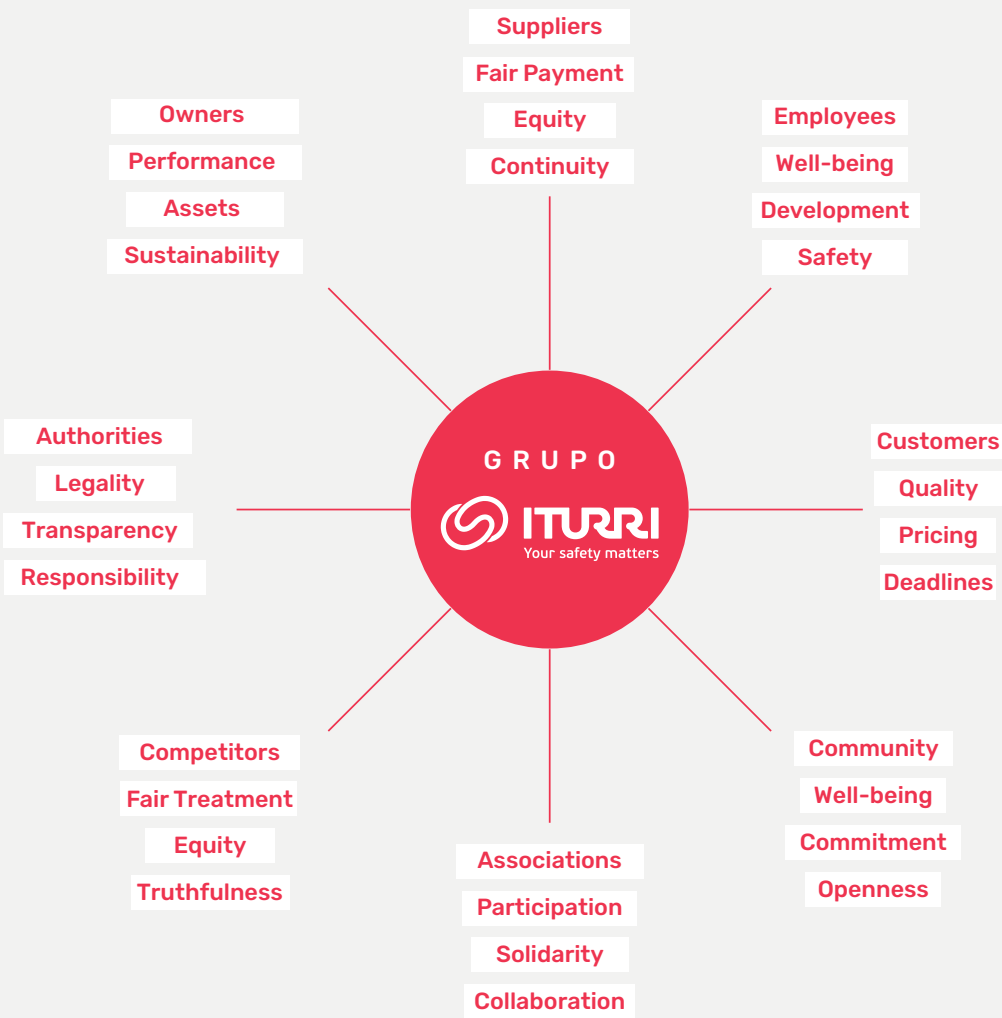
2.4 CONNECTING WITH THOSE WHO MATTER MOST: OUR STAKEHOLDERS

At ITURRI, we build our strategy based on **active listening** to our stakeholders, which enables us to respond to their expectations, identify opportunities and areas for improvement, and strengthen our adaptability.

Below is an overview of the identified **stakeholder groups**:



Values integrated into our stakeholder relationships:



2.1. Introduction	2.2 The essence of our activities	2.3 Our organizational structure	2.4 Connecting with those who matter most: Our stakeholders	2.5 Responsibility: A pillar of our culture
-------------------	-----------------------------------	----------------------------------	---	--

2.5 RESPONSIBILITY:
A PILLAR OF OUR CULTURE

At ITURRI, responsibility is a core principle that permeates all our business activities and decision-making. It is grounded in the values outlined in our **Code of Ethics** and reflects a firm commitment to regulatory compliance in all the countries where we operate, as well as adherence to our own internal policies and procedures.

Our goal is to generate a positive impact on society and the environment by promoting safety, well-being, and sustainability. We understand that acting responsibly is not only a legal obligation but also an ethical commitment that guides how we engage with customers, suppliers, partners, and communities.

Guiding principles of our responsibility



Ethical and regulatory compliance

We foster a corporate culture based on integrity and professional ethics, extending this commitment to both our workforce and our business partners.



Sustainability culture

We integrate social, environmental, and governance (ESG) criteria into our decision-making processes and in the design of our solutions.



Commitment to continuous improvement

We promote innovation, efficiency, and excellence in service delivery as pathways to sustainable development.

Mission, vision and values



Mission: To protect people and their environment through innovative, efficient, and sustainable solutions.



Vision: To contribute to a safer and more protected world.



Corporate values:

- Customer orientation and commitment
- Collaboration and teamwork
- Enthusiasm, dedication, and continuous improvement
- Integrity
- Sustainability and social contribution
- Innovation focused on customer needs



2.1. Introduction	2.2 The essence of our activities	2.3 Our organizational structure	2.4 Connecting with those who matter most: Our stakeholders	2.5 Responsibility: A pillar of our culture
-------------------	-----------------------------------	----------------------------------	---	---

Responsibility Model and Development Strategy

At ITURRI, we work closely with our clients to understand their specific risks and needs. This approach enables us to design **tailored solutions** that integrate technical, social, and environmental aspects. Our closeness—both geographic and relational—is key to building lasting partnerships based on trust.

- We prioritize:
- Clients who value sustainability and seek more than just a product: a comprehensive solution.
 - Innovation that creates value across diverse sectors.
 - Strategic expansion into countries with cultural, business, or geographical proximity.



ITURRI Vision 2025

With the aim of ensuring our long-term sustainability, we have defined six strategic pillars that guide our evolution toward 2025:



Value creation:
Development of distinctive solutions that generate tangible benefits.



Operational efficiency:
Optimization of internal processes to enhance competitiveness.



Focus on our team: Talent development and promotion of generational succession.



Market diversification:
Limiting dependence on a single country (no more than 30% of total sales).



Global corporate culture:
Strengthening a shared identity across all our locations.



Sustainability: Full integration of ESG principles into all strategic decisions.



03 / LOOKING AHEAD: STRATEGY AND RISK MANAGEMENT

3.1. Commitment to a sustainable future	17
3.2. Our corporate strategy	18
3.3. Risk identification and management: Preparing for tomorrow	23

03 / LOOKING AHEAD: STRATEGY AND RISK MANAGEMENT

3.1. COMMITMENT TO A SUSTAINABLE FUTURE

In a global context where sustainability and responsible practices are becoming increasingly relevant, ITURRI positions itself as a leader in environmental, social, and governance (ESG) commitment.

Throughout 2024, we have continued to strengthen our commitment to the **circular economy by integrating eco-design, reuse, and material traceability criteria into both our products and the industrial and logistical processes** that support them. These advancements, driven by our continuous improvement mindset and our proactive approach to regulatory compliance, are aligned with the principles set forth in Law 7/2022 and the new European Packaging and Packaging Waste Regulation approved in December 2024¹.

Fully aware of the environmental and social impact of our **value chain**, we have intensified its monitoring and aligned our actions with the **Corporate Sustainability Due Diligence Directive** (CSDDD), published in June 2024.

This approach translates into concrete measures, such as collaboration with suppliers to reduce carbon footprint, shared impact assessments, and the use of more sustainable materials. In doing so, we anticipate future regulatory transposition and strengthen a more responsible supply chain.

At ITURRI, we understand that regulatory compliance is merely the starting point for generating a positive and transformative impact on our surroundings.

“ AT ITURRI, WE CONTINUE TO MOVE TOWARD A CIRCULAR ECONOMY BY INTEGRATING ECO-DESIGN, REUSE, AND TRACEABILITY INTO OUR PRODUCTS AND PROCESSES.

¹ Regulation (EU) 2025/40 of the European Parliament and of the Council of 19 December 2024 on packaging and packaging waste, amending Regulation (EU) 2019/1020 and Directive (EU) 2019/904, and repealing Directive 94/62/EC.



3.1.Commitment to a sustainable future	3.2. Our corporate strategy	3.3. Risk identification and management: Preparing for tomorrow
--	------------------------------------	---

3.2. OUR CORPORATE STRATEGY

ITURRI’s Strategic Plan for the 2019–2025 period is built upon **five core guidelines**, each articulated through key lines of action:



Passion for our customers

- Focus on the development of our target customers (existing ITURRI clients and new ones).
- Proximity to the customer.
- Priority placed on understanding, managing, and fulfilling the expectations of target clients.
- Offering and development of comprehensive, global solutions.
- Recovery of commercial leadership.
- Fulfilment of end-user needs.



Passion for teamwork

- Shared growth as a team through knowledge.
- Promotion of collaboration and the generation of trust, clarity, and transparency.
- Alignment of goals, with continuous updates.
- Assurance of respect for gender, ethnicity, and religion, and zero tolerance for any form of harassment.



Passion for sustainability and safety

- Commitment to safe habits and behaviors.
- Extension of this commitment throughout the supply chain.
- Engagement with environmental responsibility across all processes.
- Assessment of the impact of decisions on the community, workforce, and environment.



Passion for innovation and continuous improvement

- Efforts to minimize time, resources, and errors across all processes.
- Learning from incidents.
- Maximizing efficiency throughout the supply chain.
- Increasing sales and differentiating our offering.
- Embedding Direct Integration and Marketing Plans into daily operations.
- Developing quality information flows that support informed decision-making.



Passion for delivering results

- Achievement of positive net results.
- Growth in gross margin.
- Reduction of L&Q, obsolete stock, and other types of waste.
- Maximization of cash generation, ensuring operational efficiency and return on investment.



Strategic objectives

At ITURRI, we develop our **Strategic Plan** and the corresponding **Annual Action Plan** with a medium- and long-term vision. We define global strategic objectives that are broken down into goals by area and translated into individual objectives, which are embraced with accountability by each member of the team.

With the aim of ensuring an effective contribution to collective success, we implement a monitoring process through biannual reviews. This ongoing evaluation allows us to adjust our course, remain aligned with ITURRI’s core values, and continue advancing toward sustained and continuous improvement and growth.

The **2024 guidelines** are focused on strengthening the pillars of our corporate strategy, integrating sustainable development as a cross-cutting axis across all our activities:



1. Purpose: Encompassing five core areas and key concepts

- We care for our people: safety; vulnerable groups; diversity; equity; “effort YES, suffering NO.”
- We care for our customers
- We care for our environment: carbon footprint; support for surrounding communities.
- We care for our reputation: Compliance and Ethics Committee; training and change management; media and social networks.



2. People:

- Continuous learning and improvement
- Global vision
- Constructive conflict
- 360° leadership
- Agility, Lean principles



3. Productivity and efficiency:

- Bottom line focus: profitability
- Individual accountability for one’s bottom line
- All contracts must be positive (profitable)
- Data-driven decision-making
- Shortening of timelines
- Elimination of extra costs (“garbage bags” concept)



4. Constant presence and active listening to customers and users to detect problems and identify opportunities.



5. Innovative entrepreneurship to proactively seek opportunities and solve customer problems.

3.1.Commitment to a sustainable future

3.2. Our corporate strategy

3.3. Risk identification and management: Preparing for tomorrow

This set of guidelines not only drives us toward achieving our commercial and sustainability goals for 2024, but also reinforces our long-term commitment to our employees, clients, and the planet.

These are our commitments:

Integrated policy

At ITURRI, our **Integrated Policy encompasses Quality, Environmental Protection, Occupational Health and Safety, Information Security, Social Responsibility, and Criminal Compliance**, with the firm purpose of satisfying our customers, promoting the development and well-being of our team, protecting the environment, and safeguarding our information assets against any threat.

Our commitments include:

- **Customer Orientation:** We adapt to the needs of our customers, strive to exceed their expectations, and work to maintain a close and innovative relationship with them.
- **Process Approach:** We simplify our procedures to achieve optimal efficiency and quality in our products and services.
- **Continuous Improvement:** We carry out our activities within a management framework that not only ensures the ongoing refinement of our systems, processes, and operating methods, but also strengthens our relationships with stakeholders, always in strict compliance with applicable laws and regulations.
- **Information Security:** We protect the confidentiality and availability of the data we manage, ensuring the security of our information systems.
- **Health and Safety:** We are committed to conducting all our activities responsibly and coherently, maintaining safe facilities and processes to eliminate hazards and minimize risks.
- **Environmental Responsibility:** We protect the environment through actions and measures aimed at preventing any form of pollution arising from our activities, and we promote the efficient use of natural resources.
- **Compliance:** We establish a management framework that ensures responsible and transparent practices, reinforcing our corporate responsibility and promoting an ethical working environment for the benefit of all stakeholders and society at large. This system enables us to prevent criminal offenses, protect our reputation, and strengthen our ethical culture, guaranteeing a safe and responsible environment for everyone.
- **Corporate Social Responsibility:** We respect the rights of our employees, including participation and consultation, and we ensure dignified working conditions aligned with international standards such as the Universal Declaration of Human Rights, ILO Conventions, various international human rights frameworks, and national labor legislation. This commitment also extends to our suppliers and subcontractors.

As part of our ongoing commitment to continuous improvement, we hold certifications and comply with the requirements of various management systems, including:

Quality Management

- ISO 9001 – Quality Management Systems
- PECAL 2110 – NATO Quality Assurance Requirements for Design, Development, and Production
- Production Conformity Certification and Functional Assembly Production Certification

Environmental Management and Sustainability

- ISO 14001 – Environmental Management Systems
- ISO 14064 – Verification of Greenhouse Gas Emissions Inventory
- “Calculo, Reduzco, Compenso” Seal – Ministry for the Ecological Transition and the Demographic Challenge (Spain)

Occupational Health and Safety

- ISO 45001 – Occupational Health and Safety Management Systems
- AEQT/ASET Certification – Safety Qualification for Maintenance Companies in Catalonia

Information Security

- ISO 27001 – Information Security Management Systems

Ethics and Social Responsibility

- ISO 37001 – Anti-Bribery Management Systems
- SA 8000 – Social Accountability Standard
- UNE 19601 – Criminal Compliance Management System

Furthermore, the management models implemented in our certified facilities serve as a benchmark for the rest of our sites. Regardless of whether they hold external certifications, we conduct internal audits through the Corporate Department to ensure the correct implementation of management systems.

3.1.Commitment to a sustainable future	3.2. Our corporate strategy	3.3. Risk identification and management: Preparing for tomorrow
--	-----------------------------	---

New Horizons: ITURRI’s Sector-Specific Policies

At ITURRI, we have embraced new challenges and developed sector-specific policies aligned with our objectives and strategies, including:

- **Modern Slavery and Human Trafficking Statement:** At ITURRI, we uphold the highest legal and ethical standards across all our operations. We disseminate our Code of Ethics among employees and suppliers, require specific contractual commitments, carry out periodic risk assessments, and enforce disciplinary measures, including the termination of commercial relationships in the event of non-compliance. We act proactively to prevent any form of forced labor throughout our value chain, guided by a principle of integrity that we share with our entire team and business partners. In 2024, we renewed and expanded the scope of this statement, which is available on our corporate website.

- **Sustainable Procurement Policy:** We integrate the Sustainable Development Goals (SDGs) into our procurement process, incorporating ethical and integrity standards, environmental protection, and human rights. This approach includes prioritizing sustainable products, promoting local sourcing, and training and raising awareness among our team and suppliers on social and legal responsibility. In addition, we assess suppliers based on international standards such as SA8000:2014 and value their commitment to energy efficiency and the circular economy, thus multiplying the positive impact on both the community and the market.
- **Corporate Social Responsibility and Human Rights:** Our actions are aligned with the UN Global Compact Principles, the United Nations Guiding Principles on Business and Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work,

among others. We promote safe working environments, non-discriminatory practices, and decent working conditions throughout our entire value chain.

- **Health and Safety Policy:** Under the motto “Your Safety Matters”, we aim for zero workplace accidents through continuous training, the elimination and reduction of risks via technical and organizational measures, and by ensuring optimal working conditions for our team, clients, and partners—going beyond legal and international standards.
- **Environmental Policy:** At ITURRI, environmental protection is a core pillar of our global strategy. We actively promote the circular economy and work toward climate neutrality. We are committed to full transparency with our stakeholders regarding our environmental management practices,

enabling traceability and proper waste handling. Furthermore, we provide training and raise awareness among our team to foster sustainable practices for a better future.

- **Compliance Policy:** We have a Compliance Policy tailored to the specific characteristics of our sector, focused on identifying, analyzing, and evaluating criminal risks. Regulatory compliance is overseen by our Compliance Committee and supported by our Code of Ethics, which also governs our whistleblowing channel. We implement policies and procedures in key areas such as anti-corruption, conflict of interest management, and intellectual property protection, thereby ensuring an ethical, responsible environment aligned with our culture of integrity.



3.1.Commitment to a sustainable future	3.2. Our corporate strategy	3.3. Risk identification and management: Preparing for tomorrow
--	------------------------------------	---

Integrated Management System

At ITURRI, we operate an **Integrated Management System (IMS)** that defines our organizational structure, assigns responsibilities, establishes processes, and allocates the resources necessary for efficient operation. This system enables us to effectively manage **Quality, Environmental Protection, Greenhouse Gas Emissions Verification, Textile Contamination in Laundry Processes, Occupational Health and Safety, Social Responsibility, Information Security, Criminal Compliance, and Anti-Bribery Prevention.**

Our system is aligned with the standards ISO 9001:2015, ISO 14001:2015, ISO 14064, UNE 14065, ISO 45001:2018, PECAL 2110, SA 8000:2014, ISO 27001:2013, UNE 19601, and ISO 37001, ensuring our adherence to the highest international standards across all areas of operation.

Through this approach, we guarantee the satisfaction of our customers and stakeholders by meeting their expectations, applicable regulations, and other relevant commitments. We maintain an active commitment to environmental protection, employee health and safety, information security, and sound governance practices.

To facilitate the integration and effective management of these commitments, we have implemented an **Integrated Management Manual** that consolidates ITURRI’s specific requirements, demonstrating our ability to deliver products and services that align with client demands and regulatory obligations.

Within the framework of the Integrated Management System, we are responsible for:

- Identifying the processes required by the Management System and their application across the organization.
- Defining the sequence and interaction of these processes.
- Establishing the criteria and methods necessary to ensure effective operation and control of the processes.
- Ensuring the availability of resources and information to support the efficient operation and monitoring of these processes.
- Measuring, tracking, and analyzing these processes.
- Implementing actions to achieve planned results and foster continuous improvement.



From Executive Management, we reinforce our commitment to continuous improvement through the following eleven **lines of action**, which ensure the proper development of the **Integrated Management System**:

- Continuously communicate the importance of meeting customer requirements regarding product quality, environmental protection, information security, and applicable legal and regulatory obligations.
- Ensure the integration of Management System requirements into all ITURRI processes and activities.
- Establish an Integrated Policy that encompasses Quality, Environmental Management (including pollution prevention, GHG emissions, and textile contamination), Occupational Health and Safety, Social Responsibility, Information Security, Criminal Compliance, and Anti-Bribery Prevention.
- Set clear objectives for each of the policies and management systems that comprise the Integrated Management System.
- Ensure the availability of the necessary resources to support the System’s effective operation.
- Communicate the importance and benefits of efficient management in compliance with the requirements of the Integrated Management System.
- Verify that the Integrated Management System is achieving its intended results.
- Supervise and support employees to contribute to the effectiveness of the Integrated Management System.
- Drive continuous improvement.
- Support other roles in demonstrating leadership within their areas of responsibility.
- Conduct periodic reviews of the Integrated Management System to assess its suitability and effectiveness.

3.3. RISK IDENTIFICATION AND MANAGEMENT:
PREPARING FOR TOMORROW

Context analysis

At ITURRI, we update our **SWOT² matrix** annually to gain a clearer understanding of our internal environment and external context. This exercise allows us to systematically identify our strengths, weaknesses, opportunities, and threats—especially relevant for a multi-product, multi-sector, and multi-country organization like ITURRI, which must remain alert in a constantly evolving landscape.

We apply a “weakest link” approach, understood as the most vulnerable point across any area of our operations, regardless of whether it is isolated. This principle guides our annual review, helping us reinforce every part of the organization and improve our overall resilience.

To deepen the analysis, we segment the SWOT into three key areas:



Environmental + Occupational Health and Safety SWOT:

Evaluates the impact of our operations on the natural environment and on the health and safety of our team.



Corporate Social Responsibility SWOT:

Assesses our social sustainability practices and their influence on stakeholders.



Quality and Information Security SWOT:

Reviews the robustness of our quality management systems and data protection protocols.

Additionally, we integrate cross-cutting considerations such as risk assessments related to human rights—based on the SA8000 framework—and compliance³ risk analyses within various vulnerabilities, threats, strengths, and opportunities. This comprehensive approach allows us to manage the complexity of our operations and ensure robust, adaptive strategies in response to global market challenges and opportunities.

² Strengths, Weaknesses, Opportunities and Threats.
³ More information on these risks can be found in Chapter 7.1

Risk and opportunity identification

As part of our commitment to continuous improvement, we maintain open and ongoing dialogue with our stakeholders. This collaborative approach has enabled us to update and refine **stakeholder expectations and needs**.

It has also been instrumental in **identifying key risks associated with our activities**. As a result of this process, we have implemented a series of **control and remediation measures aimed at mitigating those risks**.

We classify risks by severity level: intolerable, significant, moderate, tolerable, or trivial. This classification is based on a detailed evaluation that considers the likelihood of occurrence, the potential impact severity, and the frequency of exposure.

The following is a summary of the **current risks** categorized as significant or moderate:



Environment, Occupational Health & Safety, and Common Risks:

- Impact of climate change on the company’s general strategic guidelines, driven by concerns over the global situation.
- War in Ukraine and its consequences (energy supply, transportation, raw materials), and its effect on our operations in Poland due to the arrival of refugees.
- Rising costs of various raw materials.



CSR:

- High employee turnover hindering workforce stability and talent retention.
- High turnover at international locations (Germany, France, and the UK).
- Potential modern slavery practices within supply chains.



Quality and Information Security:

- Increasing cybersecurity requirements due to external contingencies.
- New users entering the organization without prior training in information security best practices.
- Water restrictions in certain parts of Spain that may impact production processes.

Based on this detailed SWOT and risk-opportunity analysis, ITURRI gains a clear vision of our position both internally and within the external business environment.

Risk management

At ITURRI, we **manage risks in a systematic, proactive, and interactive manner**. Our aim is twofold: to identify risks efficiently and effectively, and to capitalize on opportunities—ensuring ongoing improvement of the Integrated Management System.

We prioritize and develop response strategies to provide timely information, minimize the impact of adverse events (threats), and maximize the benefits of favorable events (opportunities).

To streamline planning, analysis, and response, we follow a **Risk Management Procedure** consisting of several stages designed to address identified risks:



1. Planning

The process begins with the collection and organization of essential information, identifying stakeholders and selecting appropriate methods, tools, and techniques. Risk management is then integrated into project development, responsibilities are allocated across the team, and the **Risk Management Plan** is approved.



2. Risk identification

At this stage, our objective is to identify and document risks along with their causes, creating a comprehensive risk inventory. This is achieved through a review of all relevant project and product components. Each risk record includes three key components: the risk event or situation, its root cause and the potential impact



3. Risk analysis

We assess the identified risks by assigning a criticality level based on exposure, which is evaluated in terms of both probability and potential impact. This process allows us to set response priorities while also considering timing and implementation feasibility.

Impact levels are classified as:

- Minor
- Moderate
- Major
- Critical

Probability of occurrence is evaluated as:

- Very unlikely
- Unlikely
- Likely
- Very likely

The **criticality index** is calculated based on:

- The assessed probability of occurrence
- The severity of the potential impact



4. Risk response planning

This phase defines the actions required to increase the likelihood of project success.

Activities include:

- Analyzing all identified risks and selecting the most appropriate management strategy
- Identifying possible response measures and selecting the most suitable one
- Evaluating residual and secondary risks that may arise from the chosen response
- Updating the risk register
- Implementing and executing response plans, including both preventive and contingency actions



5. Risk monitoring and control

Finally, we supervise the execution of risk responses, monitor triggers and contingency plans, and identify new risks. All relevant information is collected to update the Risk Management Plan and extract lessons learned.

04

ON THE MATERIALITY ANALYSIS

04 / ON THE MATERIALITY ANALYSIS

In preparing our consolidated Non-Financial Information Statement, we carried out a Materiality Analysis in May 2023, following the **guidelines of the Global Reporting Initiative (GRI) standard and Law 11/2018**. This step is crucial to ensure that the information we present is reliable, complete, and balanced, covering key topics such as environmental, social, employee well-being, human rights, anti-corruption and bribery, as well as relevant societal aspects.

Through this study, we identified the most important issues for ITURRI—those that continue to have a significant impact on us and decisively influence the views and decisions of our stakeholders. In this way, through a thorough analysis of our organization, we identified the key topics for the sectors in which ITURRI operates and adopted the reference frameworks proposed by the Global Reporting Initiative (GRI) and the Governance & Accountability Institute (G&A), ensuring that our priorities align with global expectations and the highest standards of corporate responsibility.

The analysis process consists of three phases:

Phase 1: Identification of potential material topics: To carry out this phase, we initially prepared a list of potential sustainability-related topics. In doing so, we considered the points outlined in the GRI standard and the requirements of Law 11/2018 on non-financial and diversity information.

Phase 2: Study implementation: We began the process with an internal assessment at ITURRI to identify the key elements for the Materiality Assessment. Then, we selected the stakeholders who should participate. From there, we created and distributed an online materiality questionnaire from April 11 to 24, 2023, and then analyzed the responses to develop the Materiality Matrix.

Finally, we determined the core topics, taking into account the assessments of both ITURRI and its stakeholders.

Phase 3: Validation: In this final phase, we validated the most relevant topics identified.



Materiality Matrix and Material Topics



Material topics (score from 2.50 to 3.00)		Internal coverage	External coverage
General issues			
1	Good governance, ethics and transparency	x	
2	Management of financial and non-financial risks	x	
3	Reputation management	x	x
5	Commitment to sustainable development	x	x
Fight against corruption and bribery			
11	Anti-corruption	x	
12	Socioeconomic compliance	x	
Respect for human rights			
14	Respect for human rights	x	x
Society			
17	Responsible supply chain	x	x
19	Customer satisfaction	x	x
Social and workforce-related			
24	Quality employment	x	
27	Occupational health and safety	x	
31	Work-life balance	x	
Environment			
33	Circular economy and waste management	x	x

Following the Materiality Analysis conducted in 2023, in 2024 we began work on an initial approach to potentially relevant topics, taking into account the different locations of our most significant facilities⁴, with the aim of initiating the development of double materiality.

⁴ To this end, Delegated Regulation (EU) 2023/2772 has been used as a reference, with regard to the European Sustainability Reporting Standards (ESRS).

05

OUR ROLE IN ENVIRONMENTAL PROTECTION

5.1 Committed to environmental management	30
5.2 Sustainable use of resources: Let's be eco-efficient	33
5.3 Circular economy, Waste management and Prevention	40
5.4 Facing climate change	45
5.5 Aligned with Europe and sustainable investment	49

5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	---	----------------------------	---

05 / OUR ROLE IN ENVIRONMENTAL PROTECTION

5.1. COMMITTED TO ENVIRONMENTAL MANAGEMENT

At ITURRI Group, we highlight sustainability and environmental management as key criteria in our decision-making process. We have operated under an **Environmental Management System** certified according to **ISO 14001** since 2005, initially at our headquarters and later extended to other branches, applying its principles even at non-certified sites.

In this context, we consider the participation of all social actors essential to achieving our goals—an approach reflected in our **Environmental Policy**, which has been approved as a specific and distinct statement from our Integrated Policy.

At ITURRI, we continuously work to strengthen our contribution to global sustainability, with special focus on critical issues such as emissions, waste management, and the efficient use of resources—all of which are essential for preserving the environment and protecting human and ecosystem health.

Managing the environmental aspects of our business also requires staying up to date with emerging environmental regulations and legislation at the European, national, and regional levels. In 2024, we made progress in shaping the **regulatory framework for Extended Producer Responsibility (EPR)**, actively engaging in the implementation of several **Collective Extended Producer Responsibility Systems (SCRAPs)**.

Additionally, to comply with Royal Decree 1055/2022 on Packaging and Packaging Waste, ITURRI has registered as a packaging producer in both Spain and Portugal, thereby reporting the volume of packaging we place on the national markets to the respective governments.

IN 2024, ITURRI EXPANDED THE SCOPE OF ITS ISO 14001 CERTIFICATION BY INCORPORATING THREE NEW SITES IN SPAIN AND MOROCCO, REINFORCING OUR COMMITMENT TO RESPONSIBLE AND GLOBAL ENVIRONMENTAL MANAGEMENT.



How do we manage the environment at ITURRI?

- We hold ISO 14001 certification in 6 different countries, covering the following sites:
 - ITURRI Headquarters in Seville, Spain.
 - ITURRI's main site and warehouses in Poland.
 - ITURRI Feuerwehr-und Umwelttechnik GmbH in Wilnsdorf, Germany.
- During 2024, we expanded this scope with new certifications at the following sites:
 - Emergency Vehicle Factory in Utrera, Spain.
 - Iturri Maintenance Service (IMS) facilities in Alcalá de Henares, Spain.
 - Tulantex Workwear Factory in Tangier, Morocco.
- Looking ahead to 2025, additional certifications are planned for:
 - Emergalia
 - United Kingdom
- For all other work centers, we apply the criteria established in the Integrated Management Policy and the Environmental Policy, as well as the requirements set forth in the ISO standard itself—creating a unified environmental management model across the entire organization.
- The Corporate Area conducts periodic follow-up and internal audits at sites with higher environmental risk, following the ISO 14001 standard model.
- We have a procedure in place for identifying and assessing environmental aspects (detailed below), and we work with external consulting firms to validate the methodology and results.

- 5.1. Committed to environmental management
- 5.2 Sustainable use of resources: Let's be eco-efficient
- 5.3 Circular economy, Waste management and Prevention
- 5.4. Facing climate change
- 5.5. Aligned with Europe and sustainable investment

5.1.1 Procedure for identifying and assessing environmental aspects

This process is linked to our activities, products, and services, with the aim of identifying those capable of causing significant environmental impacts. It is applied in:

-  Normal and abnormal operating conditions of sites.
-  Emergency situations and potential accidents.
-  New projects or modifications.

An environmental aspect is classified as significant if it presents a potential level of impact—regardless of whether it has actually caused a specific impact.



Below is an overview of the environmental aspects considered significant at the most relevant sites:

Significant aspects - Seville	
Consumption	Fuel
Waste	Textile
	Other bases
	Other acids
	Laboratory reagents
	Contaminated rags
Potential aspects	No potential aspects identified
Significant aspects - Utrera	
Consumption	Energy
	Water
	Paint
	Refrigerant gases
	Fuel
	Solvent
Waste	Hazardous
	Batteries
Potential aspects	Fire
	Explosion
	Accidental spill
	Leakage
Significant aspects - Alcalá de Henares	
Consumption	Energy
	Water
	Paint
	Refrigerant gases
	Fuel
	Solvent
Waste	Hazardous
	Batteries
Potential aspects	Fire
	Explosion
	Accidental spill
	Leakage

Significant aspects - Tangier	
Consumption	Energy
	Water
	Plastic
	Textile
Waste	Paper/Cardboard
	Plastic
	Hazardous
Potential aspects	Fire
	Explosion

Significant aspects - Poland	
Production	Water consumption
	Energy consumption
	Municipal waste generation
	VOC emissions
	Domestic wastewater generation
Packaging	Water consumption
	Energy consumption
	Municipal waste generation
	Emissions generation
	Domestic wastewater generation
Transport	Energy consumption
	Domestic wastewater generation
	Noise generation
Warehouse	Water consumption
	Energy consumption
	Municipal waste generation
	Domestic wastewater generation
Office	Water consumption
	Energy consumption
	Municipal waste generation
	Domestic wastewater generation
Potential aspects	Fire
	Heating gas emissions
	Explosion

5.1. Committed to environmental management

5.2 Sustainable use of resources: Let's be eco-efficient

5.3 Circular economy, Waste management and Prevention

5.4. Facing climate change

5.5. Aligned with Europe and sustainable investment

Significant aspects - Wilnsdorf	
Warehouse	Storage of hazardous substances
Purchasing	Supplier visits
	Administrative processes (document printing)
Sales	Client visits
	Administrative processes (document printing)
Project management	Client visits
Production	Engines running
	Aerosol disposal
	Hazardous substance disposal
	Leakage of operational materials
	Hydraulic oil leakage
	Welding

Environmental risk coverage

At ITURRI, we have a Civil Liability Insurance Policy covering Operations, Safety, and Products, which includes a specific category for Civil Liability related to accidental pollution—covering both civil and environmental liability.



- 5.1. Committed to environmental management
- 5.2 Sustainable use of resources: Let's be eco-efficient
- 5.3 Circular economy, Waste management and Prevention
- 5.4. Facing climate change
- 5.5. Aligned with Europe and sustainable investment

5.2 SUSTAINABLE USE OF RESOURCES:
LET’S BE ECO-EFFICIENT

5.2.1 Materials used

The various processes associated with our activity involve the use and consumption of a range of raw materials and materials. In this context, the most relevant to ITURRI are detailed below:

BU Collective Protection – Industry

Main raw materials	Main composition	Quantity (t)
Stainless/Steel Cables	Steel	1,009.18
Marine Hardware (including fittings, sleeves, and chains)	Steel	59.76
Rubber/Composite Hoses	Rubber	25.33
Total		1,094.26

Main raw materials	Main composition	Quantity (t)
Rubber/Composite Hoses	Rubber	0.57
Fittings	Steel	0.23
Spill Containment Barriers	PVC	0.08
Pipes and Accessories	Steel	50.97
Electrical Material	Copper	16.50
Monitors	Aluminum	0.07
Fire Extinguishers	Steel	0.95
Total		69.37

BU Emergency

Main raw materials	Main composition	Quantity (t)
Pumps	Aluminum / Steel / Bronze	22.34
Chassis	Steel	904.13
Paint	Paint	4.48
Sheets	EPF	400.25
Hoses	Rubber	133.27
Aluminum Profiles	Aluminum	148.70
Other Aluminum Parts	Aluminum	136.14
Total		1,749.30

BU Individual Protection – Industry (Renting)

Main raw materials	Main composition	Quantity (t)
Lockers	Steel	8.89
Boxes	PVC Plastic	1.40
Total		10.28



5.1. Committed to environmental management

5.2 Sustainable use of resources: Let's be eco-efficient

5.3 Circular economy, Waste management and Prevention

5.4. Facing climate change

5.5. Aligned with Europe and sustainable investment

BU Individual Protection – Industry (Workwear)

Main materials consumed	Main composition	Quantity (t)
Cardboard – Accessories	Cardboard	0.16
Plastic and Synthetics – Accessories	PVC Plastic	84.90
Plastic and Synthetics – Reflective	PVC Plastic, Cotton, Polyester, Nylon, Steel	33.60
100% Cotton Fabric	Cotton	0.34
100% Synthetic Fabric (Polyester/Polyamide)	Polyester, Nylon	37.50
100% Synthetic Fabric (Polyester/Polyamide) with Membrane (Plastic)	Polyester, Nylon, PVC Plastic	29.80
Blended Fabric – Cotton + Synthetics	Cotton, Polyester	22.47
Technical Blended Fabric – Aramid-Based	Aramid	47.89
Technical Blended Fabric – Modacrylic-Based	Modacrylic	289.58
Total		546.23

BU Defense

Main raw materials	Main composition	Quantity (t)
Foams and Padding	Latex or PU	6.95
Shoe Soles	Rubber	24.69
Reinforcements	Steel	4.26
Insoles	EVA, PU, Polyethylene	20.89
Outsoles	Rubber	53.50
Dyes	Fats	0.07
Leather	Leather	67.58
Hardware	Metal (Iron)	29.36
Laces	Polyester or Cotton	17.37
Fabrics and Felts	Polyester or Polyamide (Nylon)	39.55
Adhesives	Glues	28.48
Total		292.69

BU Medical – RLA

Main raw materials	Main composition	Quantity (t)
Tripomant Insulation	Polyethylene	2.27
Aluminum	Aluminum	3.10
Cable	Copper	36.50
Capacitor	Aluminum	1.23
Diode	Silicon Carbide	0.03
Solvent	Solvent	8.46
Seat Foam	Polyurethane	8.63
Evaporator	Steel	7.20
Seat Covers	Synthetic Leather	8.36
Primer	PVC	16.17
LED	PS (Polystyrene)	0.09
Sealants	Polyurethane	38.35
Paint	Paint	4.52
PCB Board	Polycarbonate	19.55
Fittings	Steel	0.94
Plywood Board	Wood	27.75
Moisture-Resistant Board	Wood	212.51
PVC Board	PVC	41.00
Terminals	Copper	0.57
LED Strip	PS (Polystyrene)	0.36
Oxygen Outlet	Aluminum	2.36
Corrugated Tube	PVC	17.99
Cover Lens	Polycarbonate	4.26
Polyester Sheet	Polyester	232.73
Metal Sheet	Steel + Iron	364.59
Total		1,059.51

- 5.1. Committed to environmental management
- 5.2 Sustainable use of resources: Let's be eco-efficient
- 5.3 Circular economy, Waste management and Prevention
- 5.4. Facing climate change
- 5.5. Aligned with Europe and sustainable investment

5.2.2 Our energy consumption

Our organization's energy consumption takes into account both fuel consumption and electricity consumption:

Fuel type	Organization's Energy Consumption	
	2023	2024
Diesel	491,772.01 l	500,247.19 l
Gasoline	150,564.48 l	159,808.89 l
AdBlue (RLA, PF, Utrera, Spain, Germany, France, Portugal)	1,608.03 l	6,406.58 l
LPG (Utrera, Emergencies, and Brazil)	5,626.91 l	2,195.15 l
Propane (Poland, Germany, Spain, USA)	50,335 kg	32,605.42 kg
Natural Gas (Spain, Germany, Argentina)	150,870 kWh	298,734.80 kWh
Diesel B (Spain)	12,000 l	11,848 l
Diesel C (RLA, Spain)	39,057 l	26,500 l
District Heating (Germany)	506,587 kWh	489,960 kWh

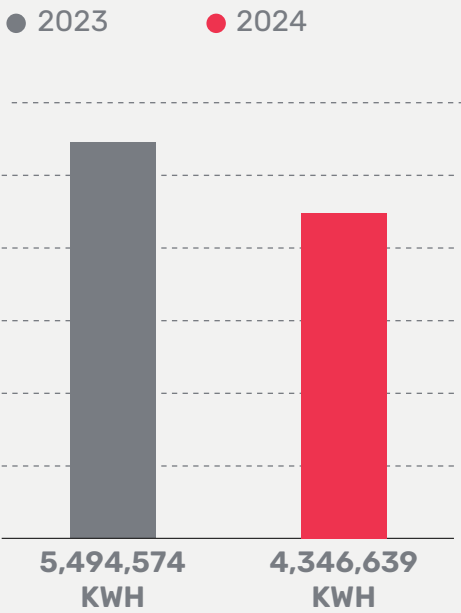
In 2024, significant variations were recorded in the consumption of certain fuels compared to the previous year, driven both by improvements in energy efficiency and by the expanded scope of data collection.

In the case of LPG, consumption decreased notably, especially at the sites in Spain and Brazil. As for propane, a global reduction was also observed—despite the inclusion of new locations in the reporting scope (Spain and the USA)—mainly due to decreased consumption at the Poland facility.

The increase in natural gas consumption is explained by the inclusion of new sources not previously accounted for in 2023, such as the boiler at the Argentina site and the new Total Care headquarters.

Finally, in the case of Diesel C, a significant reduction occurred at the RLA site, attributable to the implementation of energy efficiency measures.

TOTAL DIRECT ELECTRICITY CONSUMPTION



Electricity consumption has decreased due to various energy efficiency measures, such as the **installation of photovoltaic panels at several sites**. The cessation of activity at certain locations (Canary Islands, Barberà del Vallès) has also contributed to the reduction in consumption figures.

This contrasts with the increase in fuel consumption—clear evidence that our commercial activity and mobility have grown.



5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	---	---	----------------------------	---

Energy efficiency measures

At ITURRI, we are moving steadily toward an energy transition, committed to continuous improvement in efficiency and sustainability. Among the most noteworthy measures is the installation of **self-consumption photovoltaic systems**. This initiative allows us to reduce energy acquisition costs and ensure that the energy we consume comes from renewable sources.

Installations have been completed at the following sites:

- Utrera Logistics Center
- Iturri Emergencies
- Iturri Barcelona

Our roadmap includes the gradual expansion of this infrastructure to other locations, prioritizing production centers or those with higher energy demands.

In 2024, we carried out **energy audits** to comply with Royal Decree 56/2016 at various facilities that together account for 85% of ITURRI Group's total energy consumption in Spain.



● **85%**
energy
audits

This included:

- The headquarters in Seville
- The fire vehicle manufacturing plant in Utrera
- The ambulance factory in Ourense
- The vehicle maintenance facilities in Alcalá de Henares
- The logistics center in Utrera
- Our laundry facility in Montcada i Reixac

In addition, we have established an agreement with our electricity supplier in Spain to ensure that all energy we purchase is certified with a **Guarantee of Renewable Origin**. As a short-to medium-term goal, we plan to extend this strategy to our European facilities, and later, beyond Europe.

In parallel, we continue expanding the installation of **electric vehicle charging points** at our sites. This initiative, part of our commitment to sustainability and sustainable mobility, aligns with Royal Decree-Law 29/2021 to promote electric mobility. It has already been implemented at the headquarters, the Hospitalet site, and the Logistics Center. In 2024, we expanded this infrastructure to Iturri Emergencies, Iturri Moncada, Iturri Coslada, and Iturri Alcalá de Henares. This expansion reinforces our progressive fleet electrification strategy, which began in 2022.

Noise and light pollution

At ITURRI, we actively work to mitigate our environmental impact in terms of noise and light pollution, even though these are not considered significant impacts. One notable initiative is the gradual replacement of our fleet with hybrid or electric vehicles, which helps reduce noise associated with combustion engines.

5.2.3 Our water consumption

Among the measures already implemented at ITURRI Group's production sites, two stand out: the installation of a **water recirculation tank** at the Hose and Cable factory in Utrera—used for leak and pressure testing of hoses, significantly reducing water usage—and the installation of a **rainwater harvesting tank** at the refurbished Iturri Emergencies facility. This system supplies sanitary installations without drawing from the water grid, under normal conditions or during supply interruptions.

Due to its effectiveness, we plan to replicate this solution at other sites wherever technically feasible.

In the case of BU Medical, the replacement of paint booths at the ambulance factory has significantly reduced both water and energy consumption, virtually eliminating sludge from the process and generating waste solely in the form of cabin filters.

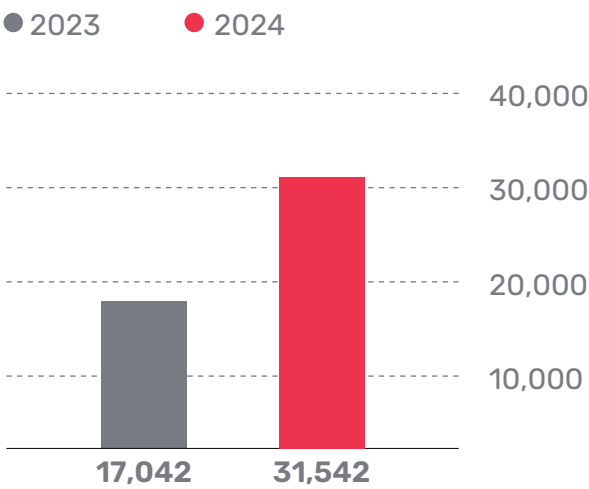


5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	---	----------------------------	---

Moving toward more sustainable laundries

Our water consumption is primarily related to human use and sanitation, except for the Total Care business, which uses water for laundering customer garments.

WATER CONSUMPTION (M³) ITURRI GROUP GLOBAL



The increase in water consumption is mainly due to improved monitoring and data collection, thanks to the progressive implementation of more comprehensive systems at our other sites, as well as the systematization of the information gathering process.

At ITURRI, we offer a Renting service with laundries that are implementing sustainability measures throughout the process.

These measures include:

-  Reduction of water consumption through the recovery of water used in the rinsing processes.
-  Use of washing products free from chemical components.
-  Installation of solar panels to supply the facility's electricity consumption.

5.2.4 Waste prevention and management

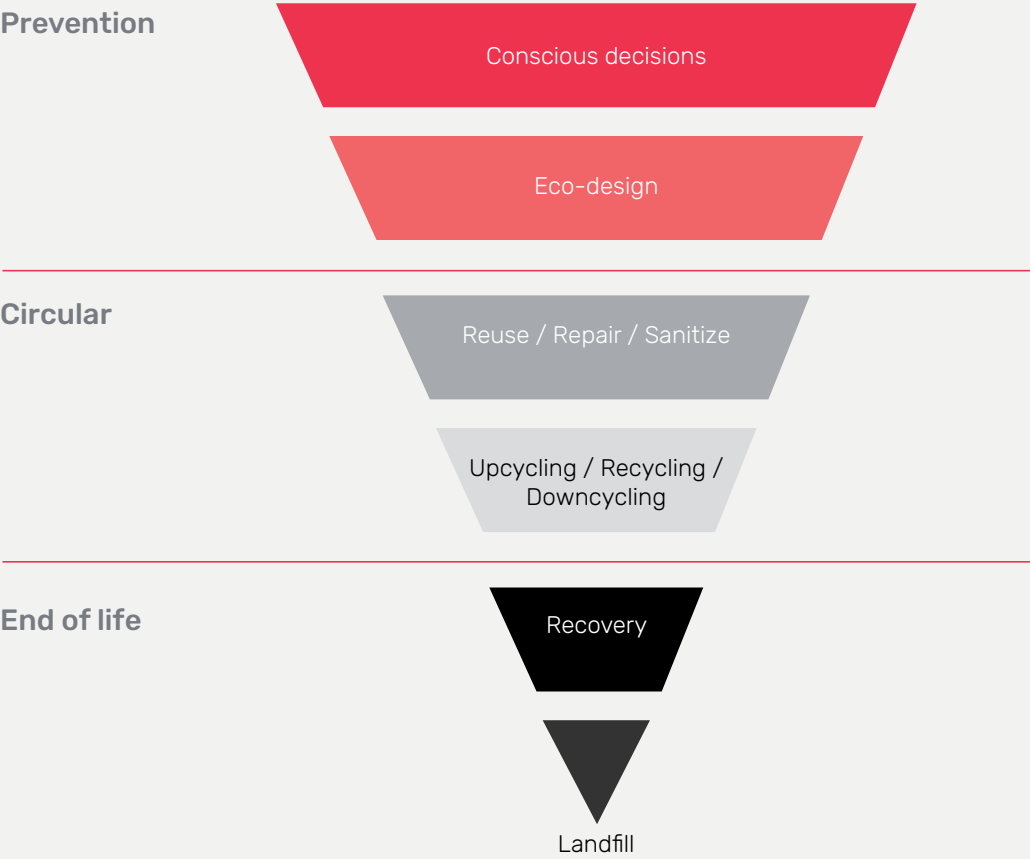
From the **Quality, Sustainability and Continuous Improvement Department**, we ensure proper management of the waste generated across the company's various sites through the implementation of the Waste Management Plan. Through this plan, we promote environmentally responsible practices and raise awareness about the importance of environmental protection.

The plan outlines the procedures to be followed for the traceability, reduction, storage, and control of waste throughout its lifecycle, as well as the selection of waste management companies that offer solutions aimed at minimizing landfill disposal or waste-to-energy recovery.

This procedure is applied at all sites where waste is generated—whether hazardous or non-hazardous—or where its application is mandatory in response to legal requirements or client demands.

In the area of waste management, we continue to actively explore solutions from different departments for those types of waste that present higher risk, greater recovery potential, or stricter regulatory requirements, thereby promoting the circular economy.

This work allows us to develop a map of waste management providers offering various treatment options, which we make available to all sites. In this way, each facility can more easily identify the available alternatives in its region and promptly and independently turn to the most suitable provider for any specific or recurring need.



5.1. Committed to environmental management

5.2 Sustainable use of resources: Let's be eco-efficient

5.3 Circular economy, Waste management and Prevention

5.4. Facing climate change

5.5. Aligned with Europe and sustainable investment

Quantitative data on waste:

Waste by type

Hazardous waste			
Waste	Treatment	Weight (kg) 2023	Weight (kg) 2024
Contaminated rags	Main use as fuel or other form of energy production	7,117	7,089
Contaminated metal containers	Recycling or recovery of organic substances	10,439.3	8,633.92
Contaminated plastic containers	Recycling or recovery of organic substances	6,541.98	2,981.18
Cabin filters	Pre-conditioning for recovery	2,934	8,568
Used oil	Regeneration or reuse of oil	5,139	6,467.5
Non-halogenated solvent	Recovery or regeneration of solvents	14,473.68	17,983.4
Chemical products (foam agent) *	—	—	947.0
Shot blasting waste	Waste storage awaiting recovery	1,014	403.33
Oil filters	Recycling or recovery of metals and metal compounds	523	503.67
Aerosols and sprays	Recycling or recovery of metals and metal compounds	106.98	393.99
Laboratory reagents	Main use as fuel or other form of energy production	284	360
Contaminated sepiolite	Recycling or recovery of organic substances not used as solvents	23	22
Other acids	Regeneration of acids or bases	6	5
Waste Electrical and Electronic Equipment (WEEE)	Waste storage awaiting recovery	887.3	1,097.7
Oily water from separators	Waste storage awaiting recovery	24,034	10,875

Hazardous waste			
Waste	Treatment	Weight (kg) 2023	Weight (kg) 2024
Gases in pressurized containers	R13 Intermediate operations destined for recovery	71	0
Adhesive and sealant waste	R13 Intermediate operations destined for recovery	109.5	337.5
Paint and varnish waste	R13 Intermediate operations destined for recovery	16,674	17,976
Paint stripping/removal waste	R13 Intermediate operations destined for recovery	294	0
Inorganic waste containing hazardous substances	R13 Intermediate operations destined for recovery	2	0
Batteries	R12 Pre-conditioning for recovery	20	12
Fuels	R13 Intermediate operations destined for recovery	6,670	0
Contaminated soil	R13 Intermediate operations destined for recovery	4,420	0
Lead batteries	R13 Intermediate operations destined for recovery	139	153
Needles/blades *	—	—	8
Undetermined industrial waste *	—	—	11,300
Antifreeze *	—	—	930
Cutting fluid *	—	—	448

*New hazardous waste identified in 2024

- 5.1. Committed to environmental management
- 5.2 Sustainable use of resources: Let's be eco-efficient
- 5.3 Circular economy, Waste management and Prevention
- 5.4. Facing climate change
- 5.5. Aligned with Europe and sustainable investment

Non-hazardous waste			
Waste	Treatment	Weight (kg) 2023	Weight (kg) 2024
Wood	Waste storage awaiting recovery	116,360	104,580
Plastic	Waste storage awaiting recovery	18,250	28,240
Municipal Solid Waste *	Storage destined for disposal	41,110	36,034
Scrap metal	Waste storage awaiting recovery	7,672.1	3,710
Aluminum	Waste storage awaiting recovery	11,986.3	16,633
Ferrous metals	Waste storage awaiting recovery	71,980.6	63,076
Paper and Cardboard	Waste storage awaiting recovery	137,376.5	108,142.5
Textiles	Waste storage awaiting recovery	62,255	80,863
Biodegradable pruning waste **	—	—	1,200
Toner	Waste storage awaiting recovery	220.5	43
Cables **	—	—	4,476
Metal shavings **	—	—	6,521
C&D waste (construction & demo) **	—	—	2,100

*Includes the weight of scrap, aluminum, and ferrous metals.

**New non-hazardous waste types identified in 2024.

5.2.5 Optimization of packaging

At the ITURRI Group, we continue working to optimize our supply chain by standardizing the packaging of garments into a single box. The goal is to balance the needs of storage, production, logistics, and transportation, thus facilitating the standardization of the entire process.

Additionally, we continue delivering unpackaged clothing to several clients and are evaluating the possibility of extending this practice to all our garments, especially for contracts under the renting service model.

This strategy aligns with our objective of replacing single-use plastic with recycled and recyclable plastic, primarily low-density polyethylene (LDPE).

For 2024, we set a goal to reduce **CO₂ equivalent emissions by 25%, and we exceeded this goal by achieving a 25% reduction.**



As part of the Environmental Responsibility Plan, the Defense Business Unit continues making progress in reducing the amount of material used per package, while continuing to use 100% recycled cardboard—significantly reducing the consumption of virgin materials.

Following this same line of action, and adapting to the specific needs of each client, we have minimized the use of packaging, in some cases opting to deliver footwear wrapped in Kraft paper.

5.2.6 Against food waste

We offer a catering service at our facilities in Brazil. With the company in charge of this catering, we have agreed to repurpose all food surplus or waste by sending it to an animal farm for full utilization.

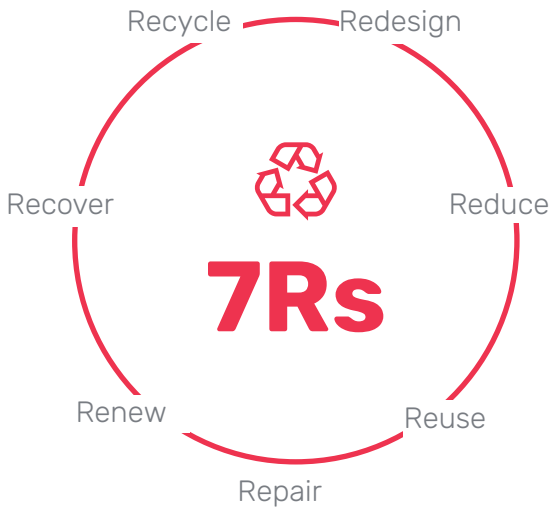
5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	--	----------------------------	---

5.3 CIRCULAR ECONOMY, WASTE MANAGEMENT AND PREVENTION

Through our business activity, we strive to apply a Circular Economy model across most of our business lines, promoting the reintegration of outputs into the production cycle or ensuring they benefit those in need. This approach, aligned with **Law 7/2022 on waste and contaminated soils**, reinforces our commitment to responsible and sustainable management on the path toward a circular economy.

Our philosophy encourages accountability for the impact of our actions, involving all levels of the organization, as well as suppliers, partners, and customers. To achieve this, we foster strategic alliances that help us advance toward waste reduction and efficient resource use.

Based on the concept of Circular Economy, we have identified several ways to prevent waste generation. These solutions follow the principles of the **7 R's**:



With this strategy, we focus on:

- Seeking new circular economy solutions available in the market.
- Exploring potential new partnerships by identifying collaborators aligned with our goals.
- Analyzing and modifying production processes to integrate circularity principles.
- Raising awareness through education, information, and awareness campaigns targeted at our staff.

AT ITURRI, AWARE OF THE ENVIRONMENTAL CHALLENGES IN THE TEXTILE INDUSTRY, WE ARE COMMITTED TO FORMING PARTNERSHIPS WITH COLLABORATORS THAT PROMOTE CIRCULAR ECONOMY MODELS.



5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	--	----------------------------	---

5.3.1 Circular economy in the Personal Protective Equipment Business Unit (Apparel Division)

At ITURRI, and particularly within the Apparel Division of the Personal Protective Equipment (PPE) Business Unit, we are actively working to address the environmental challenges posed by the textile sector—one of the most environmentally impactful industries in terms of climate change, water consumption, and land use, according to the European Commission (EC). Each year, nearly 5 million tons of textiles are discarded in the EU (approximately 12 kg per person), underscoring the urgency to act.

In this context, a key regulatory development is Regulation (EU) 2024/1157, adopted on April 11, 2024, which limits the export of waste to third countries in order to improve internal waste management and foster a more circular economy.



In other words, we face critical challenges in the textile industry, and we are focused on overcoming current limitations and promoting sustainability through:

 **Recycling technology:**
There is a lack of advanced recycling solutions capable of processing all types of fabrics and fibers. In response, we have launched pilot projects involving polyester-cotton blends and technical fibers, such as aramids and modacrylics, to explore new recycling possibilities.

 **Absorption capacity of recycled products:**
The high cost of recycling makes it difficult to reintroduce recycled products into the market. We are addressing this by offering tailored solutions that maximize value for both customers and the planet, with a strong emphasis on product durability.

 **Traceability and digitalization:**
Enhancing product traceability and advancing digitalization are top priorities. At ITURRI, we already operate tracking systems for Personal Protective Equipment (PPE), detailed apparel management across our laundries, and are developing new technologies. We are also exploring options for integrating the Digital Product Passport (DPP), promoted by the EC, as a key tool to encourage sustainability and transparency throughout the supply chain.

This comprehensive approach drives innovative and sustainable solutions to meet the challenges of the textile sector, delivering value to our customers and aligning with evolving regulatory requirements.

 **OUR VALUE CHAIN REFLECTS OUR COMMITMENT TO SUSTAINABILITY, INNOVATION, AND THE WELL-BEING OF OUR STAKEHOLDERS.**

5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	--	----------------------------	---

The various stages in the life cycle of a textile product define its usefulness and the circular processes it may undergo.

At ITURRI, we address this as follows:

Post-Consumer Waste Management

We extend the useful life of products by washing and sanitizing them in ITURRI's laundries. Once the garments reach the end of their use—whether due to the expiration of the service agreement or a user's decision—we have a management system in place to ensure responsible treatment.

We collaborate with a growing number of partners to offer our clients various options for handling post-consumer textile waste through upcycling, recycling, or downcycling processes.

In addition, we are developing pilot projects in partnership with selected clients and strategic partners to recycle used garments by turning them into new textile material. This new material is then used to manufacture new apparel, effectively closing a sustainable and circular loop.

Currently, and based on the technical feasibility of each solution, at ITURRI we promote the following process:



5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	--	----------------------------	---

In the projects where we take responsibility for collecting garments at the end of their useful life, we ensure the exclusive use of functional and recyclable products, thereby guaranteeing the quality and safety of the solutions provided. We work with waste management partners who strictly comply with current regulations on waste handling and recycling, closely monitoring the final destination of discarded garments to ensure their proper recycling or destruction in accordance with the law.

However, we remain focused on significantly reducing both destruction and energy recovery, in line with our environmental commitment and our clients' expectations. For this reason, considering both suppliers and clients, **we prioritize partnerships with stakeholders that promote circular economy models.**

One of our most significant projects, launched in 2023, is the recovery of aramid fibers from protective garments, with the goal of producing fabrics containing up to 30% recycled material.

In 2024, we successfully **recycled more than 10 tons of garments**, preventing them from ending up in landfills or incinerators, and we aim to increase this number in 2025.

The recycled fabric has already been validated and certified in accordance with the standards required by our clients, allowing us to move forward into an industrialization phase. Currently, garments made with this recycled material are already being supplied.

The experience we've gained has encouraged us to pursue future **eco-design** processes that optimize disassembly, reduce lead times, and increase the amount of recoverable material. We are already applying this approach to garments developed for various clients.

OUR ARAMID RECYCLING PROJECT WAS AWARDED SECOND PLACE IN THE 2024 AITEX AWARDS, IN THE INNOVATION AND TEXTILE SUSTAINABILITY CATEGORY.

Work with the ITURRI Foundation

The ITURRI Foundation plays an active role in the post-consumer garment management process, assessing the condition of used garments and, in coordination with the client, promoting their donation to communities or countries in need.

Additionally, our renting service enables hygienization for reuse, thereby avoiding disposal in landfills or incineration.



Post-industrial waste management

One of the main waste streams generated during textile manufacturing is fabric leftover from the cutting process. At ITURRI, we had already launched the **Re-use project** with the aim of optimizing this stage and incorporating new cutting machines to minimize the generation of offcuts.

As part of this initiative, at our Tulantex factory, we collect these textile scraps with the aim of transforming them into a variety of by-products, such as reinforcements, linings, and gloves, and implementing this across all types of fabric compositions.

Our ultimate goal is to prevent these offcuts from ending up in landfills, giving them a second life and contributing to a more circular and sustainable approach to textile waste management.

5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	--	----------------------------	---

5.3.2 Circular economy in the Emergency Business Unit

In the manufacturing of our vehicles, we use a wide range of materials, among which **Ecopolyfire** stands out—a **recyclable plastic** used in the production of bodywork and water tanks for fire trucks..

Throughout 2024, we generated a total of 56,090 kg of waste from this material⁵; however, we successfully recycled 100% of it by reintroducing it into other new production processes.

The increase compared to the previous year is due to higher production activity: in 2023, 265 vehicles were manufactured, while in 2024, this number rose to 335 units.

In parallel, waste such as aluminum, wood, paper, or tires is managed by our specialized waste management company, ensuring their recovery and reintegration into new production cycles tailored to each material type:

- **We reuse the waste from this material to manufacture new parts,** particularly mounting brackets for new vehicles. These parts are currently produced using a mix of virgin and recycled material. However, our future projects aim to increase the proportion of recycled content used.



- In collaboration with a partner, **we reintegrate this waste into their own production processes to create new materials for agricultural use.** The final product contains a high percentage of recycled material, enabling 100% of Ecopolyfire waste to be recycled.

5 In 2023, a total of 23,300 kg of Ecopolyfire material waste was generated

Revamping

This business line is a process aimed at **extending the lifespan of the fire trucks we manufacture** by renewing, restoring, and updating their components. This initiative not only delivers significant added value for our clients—enabling them to save on the purchase of new vehicles—but also helps reduce emissions associated with manufacturing.

In 2024, we carried out 10 Revamping operations for various clients and vehicles.



REVAMPING REFLECTS OUR COMMITMENT TO THE CIRCULAR ECONOMY: WE GIVE EMERGENCY VEHICLES A SECOND LIFE, REDUCING WASTE AND BLENDING SUSTAINABILITY AND EFFICIENCY INTO EVERY RENOVATION.

5.3.3 Circular economy in the Defense Business Unit (Footwear Division)

As part of our commitment to sustainability, we have incorporated insoles made from 100% recycled material, advancing toward a production model where an increasing number of footwear components are fully or partially recycled, depending on their technical requirements. Additionally, we are introducing plant-based polyol microfiber into products for various clients as an alternative to leather, thus reducing the use of animal-derived and petroleum-based materials.

In parallel, we are evaluating new ePTFE-free membranes made with 60% bio-based materials, comparing their performance to traditional membranes used in tactical footwear. Since the end of 2023, we have been developing a pilot project to analyze the **recyclability of the different components of our footwear and their potential reintegration into the manufacturing of new pairs**—an effort that continues in 2024 and will extend into 2025, ensuring both quality and functionality.

Finally, we have the ability to measure the **carbon footprint of our products** in a certified laboratory, allowing us to quantify **environmental impact from the development phase** and make more informed decisions to reduce emissions throughout the product's life cycle. This tool positions us strategically with clients who are increasingly demanding in terms of sustainability, and supports transparency across the entire value chain.

5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	--	----------------------------	---

5.3.4 Circular economy in the Medical Business Unit

In the healthcare field, the intensive use of single-use personal protective equipment (PPE) generates a significant amount of waste. At ITURRI, throughout 2024, we have continued testing the recycling of single-use PPE such as gowns, scrubs, coveralls, and FFP2 masks, assessing the project's technical and logistical feasibility.

Additionally, we have begun developing garments made from recycled materials sourced from plastic bottles, which are also designed to be recyclable at the end of their life. In parallel, we are working on the eco-design of these garments to facilitate future recycling, with implementation planned from 2025 onward.



5.4. TACKLING CLIMATE CHANGE

Various international summits—such as the COP16 on Biodiversity held in Cali, Colombia, in October 2024, and COP29⁶ on Climate Change in Baku, Azerbaijan, in November of the same year—reaffirmed the urgent need to advance global negotiations to reduce emissions, adapt to climate change, and secure climate financing. Countries were also urged to update and present their new climate plans before 2025 in order to limit global warming to 1.5 °C and support the achievement of the Sustainable Development Goals (SDGs).

These conclusions reflect a critical context: the sustained rise in greenhouse gas emissions, which continues to generate significant impacts on the environment, society, and the economy.

Our production activity is not considered a major contributor to carbon emissions. The primary emissions stem from the consumption of materials and raw materials, transportation related to procurement and distribution, and employee mobility.

That is why we consider it important to calculate Scope 3 emissions—that is, those indirect emissions that occur outside the physical boundaries of the company.

Although carbon emissions were not highlighted in our materiality analyses, we have implemented several projects aimed at:

- Identifying the main factors that increase the carbon footprint of our activities.
- Establishing communication channels to collect information on our operations.
- Calculating our global carbon footprint, focusing on key aspects for its reduction.
- Implementing measures to mitigate our environmental impact.

Most of the projects initiated in 2023 have continued into 2024, expanding their scope to a wide range of activities, workplaces, and collaborations with other organizations.

Some of these projects are detailed in the sections dedicated to circular economy promotion and our emissions reduction action plan—they are just a few examples among other initiatives we have undertaken to advance environmental sustainability across all levels of our organization.

Recognizing that the consumption of raw materials and components is the main source of our CO₂ emissions—as confirmed by our carbon footprint results—we continue working on the integration of recycled materials into our production processes. This measure helps reduce the environmental burden of our products without compromising their quality or performance.

We also have a **transport logistics protocol** that has proven effective in reducing our carbon footprint. One key measure is the limitation of air transport, which is strictly reserved as a last resort and only in urgent cases.

One step further

At ITURRI, we have been assessing our carbon footprint since 2016—the year we were first awarded the **CALCULA, REDUCE, COMPENSA** seal from MITECO⁷. We apply the **UNE-EN ISO 14064-1:2019** standard under an operational control approach in those facilities where we can enforce our operational policies.

In 2024, we continued to implement significant reduction plans and carried out global assessments of our Scope 3 emissions. We also provided specialized training on carbon footprint to our employees and departments.

The preparation of the **Corporate Carbon Footprint Pre-Assessment Report**, understood as a **Significance Analysis**, allowed us to identify the main sources of carbon emissions generated by our operations, laying the groundwork for future reduction strategies. The results highlighted the following as significant sources of emissions:

- Imported energy
- Internal transport
- External transport
- Upstream transport of goods and raw materials
- Downstream transport of goods and raw materials
- Products used: industrial goods

In 2024, we worked to improve our international data collection protocols and procedures, reducing human intervention in the process to enable faster and more accurate measurement of our environmental impact.

⁶ Source: *¿Qué es la COP29, qué países asisten y qué se busca?* (2024). Available [here](#)
⁷ Ministry for the Ecological Transition and the Demographic Challenge (MITECO), Spain

5.1. Committed to environmental management

5.2 Sustainable use of resources: Let's be eco-efficient

5.3 Circular economy, Waste management and Prevention

5.4. Facing climate change

5.5. Aligned with Europe and sustainable investment

Future vision

The iterative nature of our own methodology drives us to continue conducting meticulous analyses each year and measuring our carbon footprint, with the clear objective of identifying action areas to maximize reductions and meet our goal of achieving climate neutrality by 2050.

In addition, we have set specific mid-term targets:



Reduce our emissions by 55% by 2030, compared to 2021 levels.



Achieve climate neutrality by 2050.

These objectives are aligned with the targets set by the European Union, which include:

- A 55% reduction in emissions by 2030 compared to 1990 levels.
- Achieving climate neutrality by 2050.

Organization's Carbon Footprint

Below is the evolution of the organization's carbon footprint across all categories, including Scope 3, for the ITURRI Group in Spain and globally. These figures are recorded in the Organization's Greenhouse Gas Emissions Inventory Reports.

The carbon footprint for fiscal year 2023 was verified in July 2024 and therefore could not be included in that year's Non-Financial Information Statement. Meanwhile, the footprint for 2024 was verified in May 2025.

Global Carbon Footprint - Spain (2022 - 2023 - 2024)			
GHG Inventory Category	2022 Emissions (tCO ₂ e)	2023 Emissions (tCO ₂ e)	2024 Emissions (tCO ₂ e)
1. Direct GHG emissions	595.20	937.81	973.25
2. Indirect GHG emissions from imported energy	530.58	383.08	275.60
3. Indirect GHG emissions from transport	4,662.30	3,374.19	3,599.37
4. Indirect GHG emissions from products used by the organization	8,751.46	14,900.89	17,679.33
5. Indirect GHG emissions from the use of the organization's products	44.83	39.76	41.54
6. Indirect GHG emissions from other sources	44.10	63.19	68.37
Total	14,628.48	19,698.89	22,637.46

The increase in recorded emissions in 2023 was due to the inclusion of a new company, RLA (Spain), within the calculation scope following its acquisition. This integration led to an expanded organizational boundary and, consequently, a broader accounting of emission sources.

In 2024, the rise is primarily attributed to improvements in the robustness and traceability of our internal data collection process. The optimization of monitoring and control systems has enabled us to more accurately identify emission sources, providing a truer reflection of the reality of our operations.

Global Carbon Footprint - International (2022 - 2023 - 2024))			
GHG Inventory Category	2022 Emissions (tCO ₂ e)	2023 Emissions (tCO ₂ e)	2024 Emissions (tCO ₂ e)
1. Direct GHG emissions	884.89	983.32	938.60
2. Indirect GHG emissions from imported energy	823.17	811.00	744.78
3. Indirect GHG emissions from transportation	2,565.29	2,850.46	10,724.80
4. Indirect GHG emissions from products used by the organization	2,550.59	2,541.70	1,966.13
5. Indirect GHG emissions from the use of the organization's products	0.02	0.03	0.02
6. Indirect GHG emissions from other sources	64.35	98.30	78.78
Total	6,888.32	7,284.80	14,453.12

5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	---	----------------------------	---

Reduction Plan

As a result of this study, we have developed a **Reduction Plan** focusing on the following priorities:

-  Freight transportation
-  Mobility
-  Material procurement
-  Electricity

The **Reduction Plan** outlines specific measures to address the various factors contributing to our carbon footprint mentioned above.

- In 2024, we strengthened our commitment to sustainable mobility by incorporating new hybrid and electric vehicles into our fleet, with the goal of progressively reducing emissions related to internal transportation.
- We expanded our network of electric vehicle charging stations, installing new ones in additional locations beyond our Sevilla headquarters, Utrera Logistics Center, and Hospitalet. This phase also included Montcada, Alcalá de Henares, and ITURRI Emergencies, facilitating the transition to an electrified fleet.
- Regarding internal mobility, we continue to work on identifying more sustainable and efficient alternatives at the sites with the highest number of employees, aiming to optimize daily commuting and promote responsible transportation choices among staff.

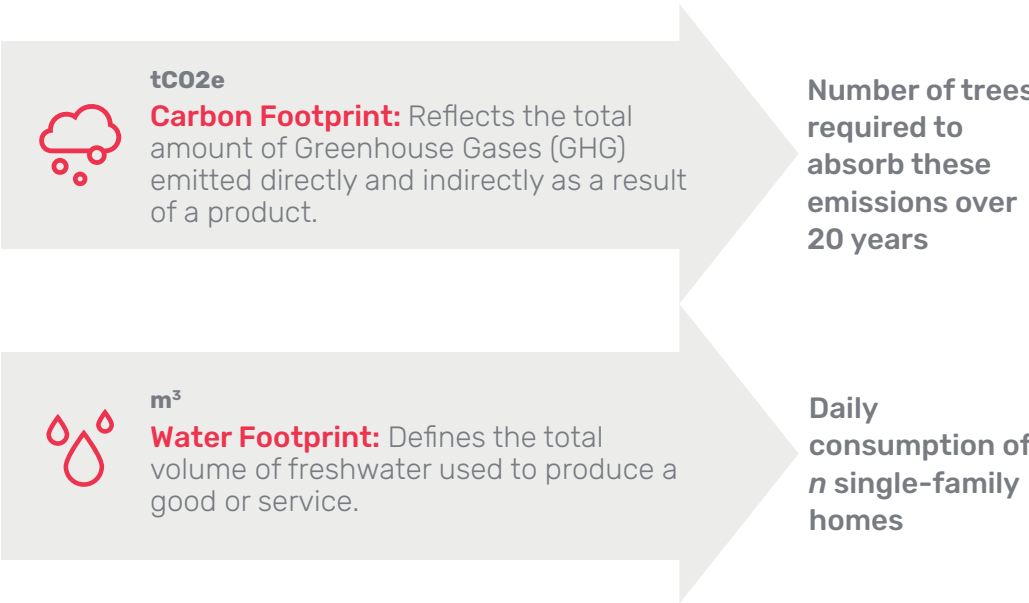
Product Carbon Footprint

With the aim of measuring and reducing the carbon footprint, we use **Revolve LCA (Life Cycle Assessment)** to perform **product life cycle analysis**, covering every stage from raw material sourcing to end-of-life.

This approach follows international standards and enables us to:

- Perform **comparative analyses of solutions** from a sustainability perspective.
- Foster **innovation** through a tool developed in-house at ITURRI, tailored individually to each client.
- Implement **savings plans** that reduce costs and improve sustainability impact.

The tool calculates the product's **carbon footprint and water footprint** throughout its life cycle, providing ITURRI and its clients with a clear benchmark of environmental impact to support informed decision-making. The indicators are easy to understand—for example, the number of trees needed to absorb the emissions over 20 years for the carbon footprint, and water consumption in cubic meters compared to the daily usage of household residences for the water footprint.



5.1. Committed to environmental management	5.2 Sustainable use of resources: Let's be eco-efficient	5.3 Circular economy, Waste management and Prevention	5.4. Facing climate change	5.5. Aligned with Europe and sustainable investment
--	--	---	----------------------------	---

Revolve is a methodological tool we have applied across various Business Units, such as Personal Protective Equipment, Medical, Emergency, and Defense (the latter in collaboration with an external partner). Its use allows us to design products with a lower environmental impact by identifying the components responsible for the highest emissions—such as in the case of vehicles—and assessing more sustainable alternatives for their replacement.

In 2024, the **Apparel Department** progressed towards **Revolve 2.0**, an enhanced version developed as a web platform with greater capacity and geared toward strategic analysis. The tool enables us to distinguish between global results, results by garment, and results by stage, all with corresponding graphs⁸. This breakdown facilitates comparisons—for instance, between a set of recycled polyester polos and one made of cotton—indicating how many trees would be required to absorb their emissions over 20 years (product carbon footprint) or the equivalent of the average household's daily water consumption in Spain (water footprint).



Image: Global Chart in Revolve 2.0

8 Examples of platform charts provided above



Track, Reduce, Do Better: Your Footprint, Your Choice!

Discover the future of work wear with Revolve – our Life Cycle Assessment tool.

[I WANT TO CALCULATE](#)[LEARN MORE](#)



Our mission is centered around **sustainability and people**. As a family we think that legacy is important and take care of our planet is not a choice anymore.

About us 

Eco-friendly choices, data, and sustainability at Revolve

Together, we can create a positive ripple effect in your organization and beyond.



Unveiling the Power of Revolve

Revolve is more than an app; it's a pledge to a greener future. Our platform merges tech and eco-awareness to analyze workwear's environmental impact. In a few clicks, access real-time data on garment emissions and water use for informed, sustainable choices.



Data-Driven Sustainability

Informed choices drive sustainability. Revolve provides precise data, empowering you to assess your workwear's ecological impact. With this knowledge, you can select eco-friendly garments without sacrificing quality, style, or functionality.



Charting a Greener Path

Revolve goes beyond numbers; it drives action. Our app not only shows garment environmental impacts but also suggests sustainable alternatives. We're committed to partnering on your journey to responsible consumption and a smaller carbon footprint.

5.1. Committed to environmental management

5.2 Sustainable use of resources: Let's be eco-efficient

5.3 Circular economy, Waste management and Prevention

5.4. Facing climate change

5.5. Aligned with Europe and sustainable investment

5.5. ALIGNED WITH EUROPE AND SUSTAINABLE INVESTMENT

The European Union promotes the Action Plan on Financing Sustainable Growth as a roadmap to foster sustainable finance. Within this framework, the creation of the **European Taxonomy** stands out—a tool designed to classify economic activities based on their potential environmental impact and contribution to sustainability.

Under its environmental dimension, the Taxonomy identifies economic activities that can contribute to six key environmental objectives:

- Climate change mitigation
- Climate change adaptation
- Sustainable use and protection of water and marine resources
- Transition to a circular economy
- Pollution prevention and control
- Protection and restoration of biodiversity and ecosystems

The regulation sets out a series of technical criteria. If these are met, an activity can be classified as sustainable, providing a common reference for companies, investors, and regulators to assess the environmental performance of economic activities.

Additionally, the regulation defines reporting requirements for companies that are obligated to publish their Non-Financial Information Statements, promoting transparency and comparability regarding contributions to environmental objectives.

The regulatory framework of the Taxonomy is currently defined by the following regulations:

- **Regulation (EU) 2020/852**, of June 18, 2020, on the establishment of a framework to facilitate sustainable investment.
- **Delegated Regulation (EU) 2021/2139**, of June 4, 2021, which defines the technical screening criteria to identify environmentally sustainable economic activities in relation to climate change mitigation and adaptation.
 - **Delegated Regulation (EU) 2022/1214 and Delegated Regulation (EU) 2023/2485** expand and update sectors and technical criteria.
 - **Delegated Regulation (EU) 2024/3215** corrects and completes the linguistic versions of the base regulation, reaffirming the mitigation criteria and their coherence with other environmental objectives.
- **Delegated Regulation (EU) 2021/2178**, of July 6, 2021, which sets out how companies should report the alignment of their activities with the Taxonomy.
 - **Delegated Regulation (EU) 2023/2486**, issued by the Commission, extends technical screening criteria to additional environmental objectives such as sustainable use of water resources, circular economy, pollution prevention, and biodiversity protection, and also amends the disclosure regulation.

Considering the objectives described in **Delegated Regulation (EU) 2023/2486**, dated June 27, 2023 (and not the 2024 update, which only adjusts linguistic aspects), technical criteria are established for the following four objectives: Sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control and protection and restoration of biodiversity and ecosystems.

In the case of ITURRI Group, the economic activities carried out and their classification as eligible or non-eligible are as follows:

CNAE (2009)	NACE	Activity	Eligible / Non-eligible
46.42	4642	Wholesale of clothing and footwear	Non-eligible activity
29.20	2920	Manufacture of bodies (coachwork) for motor vehicles	Non-eligible activity
29.20	2920	Preparation for the reuse of products and product components at the end of their useful life	Eligible activity
46.90	4690	Non-specialized wholesale trade	Non-eligible activity
14.12	1412	Manufacture of workwear	Non-eligible activity
96.01	9601	Washing and dry cleaning of textile and fur products	Non-eligible activity
68.20	6820	Rental of own real estate	Non-eligible activity





06

PEOPLE AT THE CENTER: SOCIAL AND LABOR ISSUES

6.1 Workforce structure and diversity	51
6.2 Compensation policy	55
6.3 Work-Life balance and work organization	56
6.4 Occupational health and safety	58
6.5 Training and professional development	63
6.6 Equality and diversity	67

- 6.1 Workforce structure and diversity
- 6.2 Compensation policy
- 6.3 Work-Life balance and work organization
- 6.4 Occupational health and safety
- 6.5 Training and professional development
- 6.6 Equality and diversity

06 / PEOPLE AT THE CENTER: SOCIAL AND LABOR ISSUES

6.1. OUR PEOPLE: WORKFORCE STRUCTURE AND DIVERSITY

At ITURRI, we view our team as one of the fundamental pillars of the organization. We currently have 2,061 employees distributed across Europe, North Africa, and the Americas. This diverse workforce is made up of 1,503 men, accounting for 73%, and 558 women, representing 27%. Compared to the previous year, the percentage of men has decreased, while the percentage of women has increased by 1%.



It is worth noting that the most representative age group is 30 to 49 years old, which accounts for 60% of the team. This trend has remained consistent since 2020, as has the predominant professional category within the organization: operational personnel.

Global Employees

Employees by gender	2023	2024
Men	1,346	1,503
Women	466	558
Total	1,812	2,061

Employees with disabilities	2023	2024
Men	16	16
Women	5	5
Total	21	21

Employees by Country

Employees by gender - Spain	Spain	Poland	Morocco	Brazil	Germany
2024 Men	1,023	58	211	65	101
2024 Women	238	77	161	37	19
2024 Total	1,261	135	372	102	120
2023 Men	892	53	183	68	99
2023 Women	205	65	133	35	21
2023 Total	1,097	118	316	103	120

Global Employee Distribution

Employee distribution by Gender, Age and Job Category at ITURRI (2024)											
Age	18–29 years		30–39 years		40–49 years		50–60 years		Over 60 years		TOTAL
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Mangement*							5	2	3		10
Sales	5		17	1	34	1	24	1	11		93
Techincal	33	23	127	57	122	72	95	43	17	7	597
Support	9	8	11	11	13	22	21	12	2	2	111
Operational	160	43	275	89	289	95	196	66	34	2	1,250
TOTAL	207	74	430	158	458	191	341	124	67	11	2,061

*The "Management" category includes the Coordination Committee and the Executive Committee.

- 6.1 Workforce structure and diversity
- 6.2 Compensation policy
- 6.3 Work-Life balance and work organization
- 6.4 Occupational health and safety
- 6.5 Training and professional development
- 6.6 Equality and diversity

Employee distribution by Country

Employee distribution by Gender, Age and Job Category in Spain (2024)											
Age	18–29 years		30–39 years		40–49 years		50–60 years		Over 60 years		TOTAL
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management							5	2	3		10
Sales	2		6	1	23		15	1	6		53
Technical	15	10	82	26	88	49	71	33	11	2	388
Support	6	2	10	5	9	16	19	7	1	2	77
Operational	95	8	177	23	219	29	141	20	19	1	733
TOTAL	118	21	276	55	340	95	251	64	40	6	1,261

Employee distribution by Gender, Age and Job Category in Morocco (2024)											
Age	18–29 years		30–39 years		40–49 years		50–60 years		Over 60 years		TOTAL
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management											
Sales			1								1
Technical	2	5	10	11	6	3	5			0	43
Support	1	1	1	3	0						7
Operational	37	22	58	41	51	43	38	31	1	1	322
TOTAL	41	29	71	56	58	46	43	31	1	2	373*

*The total number of employees in Morocco may not exactly match the total shown in the “Employees by country” table due to rounding from the use of figures with decimals.

Employee distribution by Gender, Age and Job Category in Poland (2024)											
Age	18–29 years		30–39 years		40–49 years		50–60 years		Over 60 years		TOTAL
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management											
Sales	1		2		3						6
Technical	3	1	7	8	11	9	8	1			49
Support	1	1		2	2	3					9
Operational	6	8	8	14	2	17	2	11	1		70
TOTAL	12	12	17	24	19	30	11	13	2	0	135

Employee distribution by Gender, Age and Job Category in Brazil (2024)											
Age	18–29 years		30–39 years		40–49 years		50–60 years		Over 60 years		TOTAL
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management											
Sales			2		1		1				4
Technical	2	5	13	8	9	6	4	2	1	2	52
Support	1	3		2	1	2					8
Operational	8	1	13	5	7	2	2	0			38
TOTAL	12	10	29	14	19	10	7	3	2	3	103*

*The total number of employees in Brazil may not exactly match the total shown in the “Employees by country” table due to rounding from the use of figures with decimals.

- 6.1 Workforce structure and diversity
- 6.2 Compensation policy
- 6.3 Work-Life balance and work organization
- 6.4 Occupational health and safety
- 6.5 Training and professional development
- 6.6 Equality and diversity

Employee distribution by Gender, Age and Job Category in Germany (2024)											
Age	18–29 years		30–39 years		40–49 years		50–60 years		Over 60 years		TOTAL
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management											
Sales	2		3		3		2		4		14
Technical	10	1	10	2	5	1	6	4	4	2	44
Support						1	2	5	1		9
Operational	12	1	9	1	8	1	10	1	12		54
TOTAL	24	2	22	3	17	3	20	11	21	3	121*

*The total number of employees in Germany may not exactly match the total shown in the “Global employees” table due to rounding from the use of figures with decimals.

Total number and distribution of Employment Contract Types worldwide

At ITURRI, we maintain a strong commitment to job stability, offering security and career growth to the people who make up our team. In 2024, a remarkable **94.3%** of the workforce holds **permanent contracts**, compared to **5.45%** on **temporary contracts** and a small **0.24%** under **internship agreements**.

Employee distribution by Contract Type and Gender at ITURRI (2024)												
	Part-time permanent		Full-time permanent		Part-time temporary		Full-time temporary		Part-time internship		Full-time internship	
Year	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
2023	11	1	1,295	452	22	9	17	4	0	0	1	0
2024	85	78	1,329	453	2	2	83	25	1	0	3	1



- 6.1 Workforce structure and diversity
- 6.2 Compensation policy
- 6.3 Work-Life balance and work organization
- 6.4 Occupational health and safety
- 6.5 Training and professional development
- 6.6 Equality and diversity

Employee distribution by Contract Type, Gender and Age at ITURRI (2024)											
Age	18–29 years		30–39 years		40–49 years		50–60 years		Over 60 years		TOTAL
Contract Type	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Part-time permanent	11	11	28	23	23	31	14	11	10	3	163
Full-time permanent	168	55	374	125	418	154	313	111	56	8	1,782
Part-time temporary	0		2	2							4
Full-time temporary	24	9	26	8	17	6	14	2	1		108
Part-time internship	3			1							3
Full-time internship	1										1
TOTAL	206	74	430	158	458	191	341	124	67	11	2,060*

*The total number of employees by contract type may not match the total indicated in the "Global workforce" table due to rounding derived from the use of decimal figures.

Number of Worldwide Dismissals

Dismissals by Gender, Age and Job Category at ITURRI											
Age	18–29 years		30–39 years		40–49 years		50–60 years		Over 60 years		TOTAL
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management											
Sales			2								2
Technical			2		5	3	6			1	17
Support											
Operational	1		2	1	5		4			1	14
TOTAL	1		6	1	10	3	10			1	33



- 6.1 Workforce structure and diversity
- 6.2 Compensation policy
- 6.3 Work-Life balance and work organization
- 6.4 Occupational health and safety
- 6.5 Training and professional development
- 6.6 Equality and diversity

6.2. COMPENSATION POLICY: RECOGNIZING EFFORT

Average Remuneration of Employees at a Global level

Average Remuneration by Gender, Age and Job Category – Global										
Age	18–29 years		30–39 years		40–49 years		50–60 years		Over 60 years	
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Management							257,418	175,736	215,434	
Sales	50,301		69,592	57,064	121,589	53,570	106,258	147,197	149,633	
Technical	32,929	21,938	42,242	33,148	46,571	46,893	56,851	47,941	73,265	26,889
Support	22,492	20,301	32,440	30,355	56,682	42,200	50,622	62,059	91,808	58,265
Operational	22,985	14,649	26,239	17,446	29,128	18,757	32,761	18,923	46,308	20,316
TOTAL	25,078	17,217	32,21	23,624	40,217	31,623	48,240	36,238	79,385	29,494

Average Remuneration of Employees by Job Category at a Global level

Average Remuneration by Gener and Job Category – Global (2024)		
Job Category	Men	Women
Management	241,674	175,736
Sales	105,579	85,944
Technical	46,265	37,389
Support	43,898	40,725
Operational	27,687	17,017
TOTAL	37,936	26,713

Average Remuneration of Board Members and Executive Team – Worldwide

Average Remuneration of Board Members and Executive Team in ITURRI				
Category	Men		Women	
	2023	2024	2023	2024
Board Members	165,668	214,001	–	–
Executive Team*	164,820	250,898	–	175,736
TOTAL	164,935	241,674	–	175,736

*The executive team is composed of the organization’s Executive Committee.
Data for women is not disclosed due to confidentiality reasons.



Global gender pay gap

At ITURRI, we are committed to **pay equity and salary transparency**. We continuously strive to reduce any existing pay gaps and to ensure fair, inclusive, and non-discriminatory compensation for everyone within our organization.

Gender Pay Gap by Job Category - Global (%)*		
Categoría profesional	2023	2024
Executive	28.57%	27.28%
Sales	30.43%	18.60%
Technical	13.13%	19.19%
Support	18.56%	7.23%
Operational	47.18%	38.54%
TOTAL	30.69%	29.58%

*The gender pay gap has been calculated using the following formula:
((men’s average remuneration – women’s average remuneration) / men’s average remuneration) × 100



6.3. WORK-LIFE BALANCE AND ORGANIZATION:
CREATING A BALANCED WORK ENVIRONMENT

At ITURRI, our internal policies ensure that the weekly working hours, including overtime, never exceed the limits established by the labor laws in the countries where we operate.

In the case of ITURRI S.A., our parent company, we promote time management based on flexibility and adaptation to individual needs. In this regard, we offer our team several options to organize their workday:

- Flexibility to choose their morning start time from three available options.
- Possibility to reduce lunch break time in order to finish the workday earlier.
- Flexible scheduling for employees with caregiving responsibilities for children or elderly persons, properly justified or covered under labor legislation.
- Option to work remotely (home office) up to 6 days per month, while maintaining the established work schedule.
- Reduced hours on Fridays: intensive workday from 8:00 am to 3:00 pm all year round.

This policy promotes work-life balance, strengthens team autonomy, and supports a hybrid work model that balances remote and in-person work, while preserving the value of collaboration and teamwork—core pillars of our culture.

AT ITURRI, WE PROMOTE FLEXIBILITY
AS A WAY TO RECONCILE PERSONAL AND
PROFESSIONAL LIFE, WHILE PRESERVING
CONNECTION AND TEAMWORK—KEY VALUES
THAT DEFINE WHO WE ARE.

6.1 Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
---------------------------------------	-------------------------	--	------------------------------------	---	----------------------------

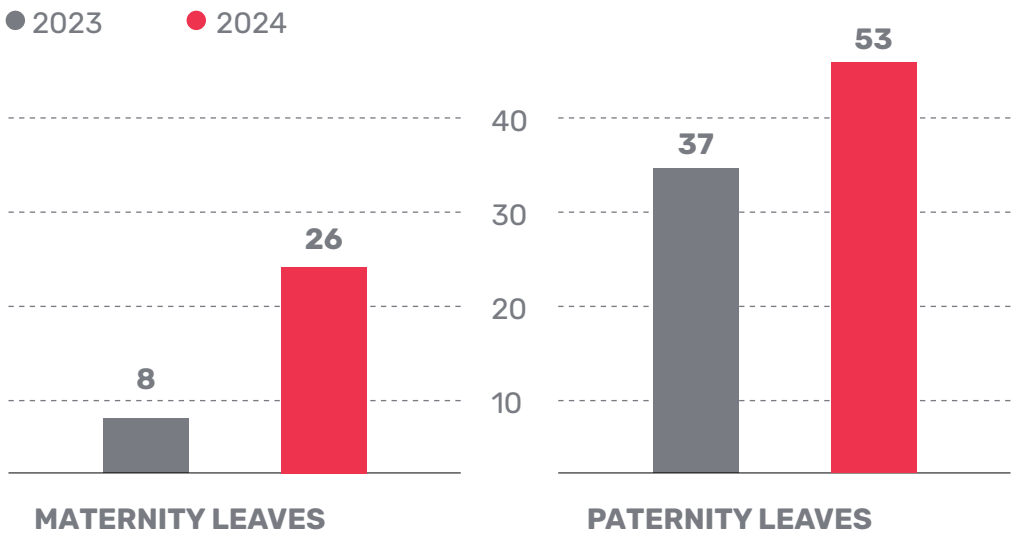
Opinion and motivation survey

At ITURRI, we foster a culture of **active listening** as a foundation for respect, continuous improvement, and employee well-being. Every year, we conduct an opinion and motivation survey to understand perceptions, gather suggestions for improvement, and evaluate the internal image of the organization.

Additionally, we provide our employees with various **communication channels** so they can freely express any issue that requires the company’s attention⁹.

Work-life balance measures

Our commitment to balancing work, family, and personal life is a core part of our organizational culture. To support this, we implement measures aligned with labor regulations, creating an environment that enables a healthy work-life balance and encourages shared responsibility.



9 For further details, refer to Section 6.5 of this chapter.

Work disconnexion policies

At ITURRI, promoting real and effective work-life disconnection is one of our top priorities. For this reason, we focus on raising awareness and training our team on how and when to communicate, taking into account the specific characteristics of each business unit.

We have implemented policies and initiatives designed to foster responsible use of communication channels, helping to support a healthy work-life balance. These include:

- Recommendations on appropriate times for sending emails.
- Encouraging the use of tools that restrict email delivery during weekends.
- Developing policies that prioritize sending emails based on their level of urgency and importance.

These measures are complemented by an explicit recommendation to team leaders to respect established schedules for communications and meetings, except in justified situations such as emergencies or coordination with offices in other time zones.

“ AT ITURRI, CARING FOR OUR TEAM’S WELL-BEING IS A CORNERSTONE OF OUR CULTURE, AS WE FOSTER WORK ENVIRONMENTS THAT RESPECT PERSONAL LIFE.

Absenteeism

In 2024, a total of 253,881 hours of absenteeism were recorded.

Absenteeism hours		
	2023	2024
Absenteeism hours	221,657*	253,881

*Of these hours, those corresponding to maternity and paternity leave amounted to 28,472 in 2023.



6.1. Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
--	-------------------------	---	---	---	----------------------------

6.4. PRIORITIZING OCCUPATIONAL HEALTH AND SAFETY

As part of our commitment to ensuring a safe and healthy work environment, ITURRI applies rigorous standards through our **Integrated Policy** under an **Occupational Health and Safety Management System**. Our facilities are managed responsibly to protect workers, clients, and other stakeholders.

We are certified under ISO 45001:2018 for Occupational Health and Safety at the following centers:

- ITURRI S.A. (parent company)
- TULANTEX (workwear, technical, and uniform manufacturing facility in Tangier, Morocco)
- ITURRI Emergencies Solutions S.L. (specialized vehicle manufacturing plant in Utrera, Spain)
- Wilnsdorf (specialized vehicle factory in Germany)

This means that 50% of our manufacturing sites benefit from a certified system, audited regularly by independent bodies. In other parts of our organization, even where specific certifications are not in place, we follow ISO 45001 guidelines to ensure safe working conditions for everyone involved.

Additionally, we have earned a 4-star rating out of 5 in the Safety Qualification Audit conducted by the Chemical Business Association of Tarragona (AEQT) for maintenance companies operating in the chemical sector in Tarragona.



AT ITURRI, WE APPLY A COMPREHENSIVE APPROACH THAT ENABLES US TO MEET THE HIGHEST STANDARDS, ENSURING THE PROTECTION AND WELL-BEING OF ALL PARTIES INVOLVED.

Occupational risk prevention

At ITURRI, we provide a **Welcome Manual** to all new employees, where Health and Safety training is a top priority. This manual outlines rules, policies, and procedures, along with general instructions on occupational risk prevention.

Our **Health and Safety Policy** is based on:

- Ensuring safe and healthy working conditions for all individuals involved in ITURRI, with a focus on preventing injuries and potential health deterioration.
- Eliminating or minimizing risks inherent in ITURRI’s activities by implementing technical, organizational, and collective or personal protective measures tailored to the nature of the work.
- Safeguarding the health and safety of employees, suppliers, and clients, both in ITURRI facilities and at external sites.
- Investigating every accident and incident, regardless of severity, to analyze root causes and implement corrective actions to prevent recurrence.
- Regularly reviewing prevention measures in pursuit of continuous improvement.
- Providing a safe and healthy work environment, going beyond legal requirements and aligning with the highest international safety and health standards.
- Encouraging worker participation through accessible communication channels.
- Evaluating health surveillance results, detecting any work-related conditions and taking appropriate measures to reduce or eliminate associated risks.
- Raising awareness among all employees through tailored training programs.

Our prevention model adheres to the specific legal requirements of each country where we operate, provided these ensure minimum standards of safety and preventive commitments. At ITURRI Global, the dominant management model is the **External Prevention Service** specific to each country, ensuring involvement from both employees and leadership.

We aim to establish comprehensive health surveillance policies that comply with legal mandates and reflect our internal standards. These form the basis for defining health protection goals and objectives.

To support ongoing training and awareness, ITURRI provides a **Corporate Intranet platform that delivers tailored occupational risk prevention and health surveillance training for each employee**.

This platform includes courses on:

- Corporate Social Responsibility, focusing on SA8000 standards.
- Specific risk assessments related to the activities of each branch.
- Emergency and evacuation plans for every site.
- Occupational Risk Prevention Plans.
- Planning of preventive activities for each location.
- Courses on job-specific risks.
- Health Surveillance tips and recommendations.

6.1 Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
---------------------------------------	-------------------------	---	------------------------------------	---	----------------------------

Measures on Occupational Health and Safety

Facility safety

We continue to make significant investments in **new facilities and in improving the conditions of existing ones**, with the aim of optimizing the working conditions of our staff. These actions focus on addressing the main current risk sources, such as ergonomics, work at heights, improvement of fire protection systems, and the implementation of measures to prevent or minimize thermal stress, among others:

- **Emergency Unit:** The improvements in the Emergency Unit’s facilities respond to operational, production, and personnel growth. Buildings and installations have been expanded, along with the reorganization of machinery and production flow. In addition, adiabatic systems have been installed for thermal control in operational areas, and specific machinery has been acquired for the handling of heavy parts, with the objective of improving staff ergonomic conditions.
- **Industrial Personal Protection Unit:** In the clothing factory in Tangier, the layout has been completely reorganized and the facility area expanded, significantly improving staff transit areas and, consequently, their ergonomics. The logistics and storage areas have also been reconfigured, increasing operational safety. Moreover, evacuation routes have been optimized by opening new exits that ensure safe egress in case of emergency.

Additionally, the laundry facilities for workwear have been relocated to a more modern, efficient, safe, and sustainable space. In this new location, ergonomic improvements have

been introduced for the team, along with expanded work areas, new machinery, loading carts, better lighting, and sustainable washing machines that optimize water consumption, among other actions.

- **Industrial Collective Protection Unit:** In the new activities of ITURRI Aviation, a thorough risk analysis has been conducted for the new construction and assembly line, with a focus on ergonomics, open work areas, optimized flows, and attention to safety in every detail.

People safety

At ITURRI, the use of **Personal Protective Equipment (PPE)** is mandated when it is not possible to eliminate or control a risk through other measures. Based on the risk assessment carried out by the External Prevention Service, the necessary PPE for each position is identified. Then, the Purchasing Department selects equipment that meets technical and legal requirements, and the Logistics Department, together with safety representatives, ensures its distribution at the corresponding workstations.

This procedure allows us to guarantee that all individuals have the appropriate equipment to work safely and protected.

Employee health

- **Health surveillance**
In 2024, at ITURRI we have continued promoting health by sharing talks and publications on the company intranet.

Based on indicators provided by the prevention service in the Annual Health Surveillance Reports, as well as topics of interest expressed by the employees, we define the priority aspects.

This year, the following topics have been especially well received:

- Allergies (Symptoms and preventive measures).
- Prevention of the effects of excessive temperatures – Heatstroke.
- Skin care in summer.
- Seasonal flu – How to prevent it.
- Mood Food – Foods for your mood.

To ensure that this information is always accessible, we have shared these presentations on the company intranet, where employees can consult them at any time. They are presented in highly visual formats, easy to read and understand, such as infographics.

- **Ergonomics program - Zero Injury**
The “Zero Injury” program, developed by ITURRI in collaboration with a company specialized in the prevention of work-related muscle injuries, has been progressively implemented across various workplaces, including Poland in 2024

Its objective is to **reduce work-related muscle injuries to zero**, as these are one of the main causes of workplace accidents and among the “invisible” harms which, if not properly prevented, can progressively affect workers throughout their careers.



6.1 Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
---------------------------------------	-------------------------	---	---	---	----------------------------



- **Applied Neuroscience Program for Safety**
Launched as a pilot project in 2023, this program was expanded to other areas of ITURRI in 2024 thanks to its positive results. Its objective is to promote behavioral change by working on brain processes.

Safety is approached from knowledge, skills, and attitude. The latter helps to consider each person as a unique individual and enhance their characteristics to develop their full potential in areas such as safety, quality, etc.
- **Defensive driving program**
As part of the protection program for employees who use cars as a work tool, in 2024 we expanded safe driving training to include the use of vans, where the risks increase due to load handling and the vehicle’s characteristics.

The program, focused on driving techniques and safety, has proven effective and will continue to be developed in 2025.

- **Awareness Plan for Work at Height**
We are strengthening training and awareness efforts about the significant impact of a fall from height.

To this end, we are providing training to high-risk teams and adapting our facilities by installing lifeline systems on buildings, equipment, and customer vehicles.
- **Preventive Observation Program**
To achieve the goal of **zero accidents** and promote a culture of active safety among all employees, this program is based on a **cascade training methodology**, where senior managers receive specific training which they then pass on to their teams.

Its aim is to reinforce awareness of occupational health and safety, refresh knowledge, develop new skills, and promote active involvement in risk identification.

It is based on five core principles:
 - Acquisition of safety knowledge.
 - Improvement of observation and analysis skills.
 - Access to information and risk awareness.
 - Recording and follow-up of observations made.
 - Verification of the program’s implementation to eliminate accidents.

Coordination of business activities

At ITURRI, we work with both internal staff at external facilities and external personnel at our own sites, making the protection of all individuals and compliance with Royal Decree 171/2004—which implements Article 24 of the Law on the Prevention of Occupational Risks and the Coordination of Business Activities—a constant priority.

In 2024, we continued to manage Coordination of Business Activities (CAE) documentation through the UCAE platform, which facilitates proper implementation for both ITURRI and our subcontracted companies.

Through this platform, we provide our contractors with all legally required documentation on site-specific risks, emergency measures, and evacuation procedures, ensuring their training and preparedness.

After two years of use, the platform has enabled us to ensure effective management for both our contractors and ITURRI, and we have improved occupational risk prevention for all workers from different companies operating at the same worksite.

Occupational Health and Safety Committee

At ITURRI, we have Occupational Health and Safety Committees in the following entities:

- Inter-Center Committee: ITURRI S.A., Total Care, CEE
- Vehicles Division Spain – ITURRI Emergencies
- Vehicles Division Wilnsdorf – Germany
- ITURRI Poland
- Tulantex – Tangier
- ITURRI Brazil
- RLA

6.1 Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
---------------------------------------	-------------------------	---	------------------------------------	---	----------------------------

Training and awareness

At ITURRI, we have implemented a system that allows risks to be assigned in a structured way, grouping together those that are common or similar across different positions. This ensures accurate risk identification by job position and facilitates training based on the versatility of each position. With this approach, we develop a personalized plan for each new employee, which includes **general risks, specific risks, and those unique to the worksite.**

We ensure that all employees are informed, aware of the risks associated with their role, and properly trained, thus promoting a culture of safety throughout the company.

Goal: Zero Accidents!

The Sustainability Department sends out a weekly report to senior management and the heads of various work centers, listing all recorded accidents without distinguishing between incidents and accidents. This allows us to analyze root causes and define corrective and learning actions. These learnings are then shared across the entire organization by the management chain.

Key occupational safety trainings¹⁰

- **Work at Heights and Rope Access:**
Specialized training focused on safe techniques for working at heights, including fall protection systems and rope access, with an emphasis on both technical procedures and safety protocols.
- **Defensive Driving - Cars and Vans:**
Includes an awareness session delivered by the Association of Accident Victims, along with both theoretical and practical training on track, led by experts in driving under adverse conditions.
- **Safety in the Metal Industry:**
A course addressing the specific risks of the metal sector, covering topics such as proper use of protective equipment, tool handling, exposure to physical agents, and compliance with industry regulations.

We continue to explore ways to further improve communication and training through incident reporting. Our current protocol involves preparing a simple and visual report summarizing the accidents that occurred each month. This report is emailed monthly to all employees and includes the lessons learned and best practices to help prevent recurrence.

For team members who may not have access to email, the document is printed and displayed on the information boards at each site, and on TV screens where available.



¹⁰ For more information, refer to section 6.5 of this chapter.

6.1 Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
---------------------------------------	-------------------------	---	------------------------------------	---	----------------------------

Occupational accidents

At ITURRI, we take into account both accidents that affect our employees and incidents that do not result in personal injury but are related to our facilities, machinery, tools, or vehicles.

We distinguish between a workplace accident—when a person is injured and requires medical attention (insurance company)—and a workplace incident, when there are no injuries or the injuries are minor and do not require medical attention. However, we treat both with the same level of attention, as incidents represent improvement opportunities which, when addressed properly, help prevent future accidents.

For this reason, we analyze each case with the same seriousness and dedication, ensuring the implementation of measures that contribute to a safe working environment.

In 2024, we recorded a total of 120 cases, including both workplace accidents and incidents. This number also includes events without personal injury and events that the insurance company did not categorize as work-related accidents.

- 15 incidents
- 105 accidents, broken down by gender in the following table



Occupational accidents	2023		2024	
	Men	Women	Men	Women
Accidents with leave	36	9	33	6
Accidents without leave	55	4	49	7
Commuting accidents	9	3	10	0
Fatal accidents	0	0	0	0
TOTAL	100	16	92	13

Frequency, Incidence, and Severity Indexes	2023	2024
Frequency Index*	13.46	10.6
Incidence Index**	24.22	19.08
Severity Index***	0.54	0.28

* The Frequency Index has been calculated using the formula: (number of workplace accidents with sick leave / total number of hours worked) × 1,000,000. It expresses the number of workplace accidents with sick leave per one million hours worked.

** The Incidence Index has been calculated using the formula: (number of workplace accidents with sick leave × 1,000) / number of employees. It expresses the number of workplace accidents with sick leave per one thousand employees.

*** The Severity Index has been calculated using the formula: (number of working days lost due to workplace accidents with sick leave × 1,000) / total number of hours worked. It indicates the number of working days lost per one thousand hours worked.

AT ITURRI, WE ARE COMMITTED TO PREVENTING WORKPLACE ACCIDENTS, ACHIEVING A REDUCTION OF OVER 21% IN BOTH OUR FREQUENCY AND INCIDENCE RATES COMPARED TO THE PREVIOUS YEAR.

Occupational accident investigation

At ITURRI, we have an Accident Investigation Procedure in place that helps us identify, analyze, and manage unsafe behaviors, incidents, accidents, and occupational illnesses. Its objective is to detect root causes, implement corrective or preventive measures, and prevent recurrence.

The procedure includes:

- Internal communication of the incident and medical attention, if needed.
- Investigation of the case and implementation of the appropriate actions.
- Notification to the labor authorities.
- Follow-up on corrective measures.
- Inspection of unsafe behaviors and facilities.
- Ensuring the cycle is closed with learning and corrective actions.

Occupational diseases

Occupational diseases	2023		2024	
	Men	Women	Men	Women
Occupational diseases	0	0	0	0

6.5. TRAINING AND PROFESSIONAL DEVELOPMENT: INVESTING IN OUR FUTURE

At ITURRI, we continue to prioritize skills development as a key driver of both individual and collective growth. In 2024, a total of **4,245 training sessions** were conducted—a 6% increase compared to the previous year. These sessions amounted to **41,573 training hours**, representing a 30% increase over 2023 and reinforcing our strong commitment to continuous learning.

The **average training time per person was 19 hours**. When broken down by group:

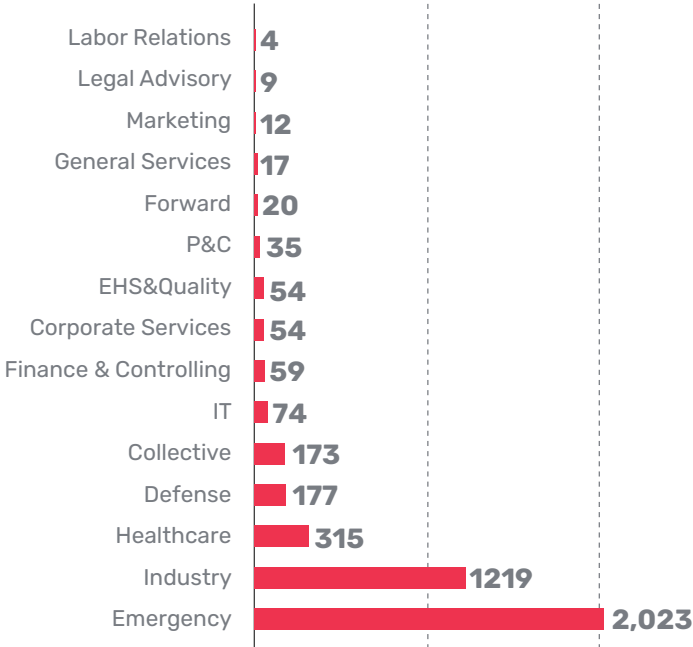
- Staff members received an average of 23 hours
- Personnel in Production and First Line roles averaged 13 hours.

This breakdown reflects the diversity of needs across the organization and the different training approaches tailored to each role and operational context.

THROUGH ITURRI ACADEMY, OUR TEAM HAS CONTINUOUS ACCESS TO TRAINING RESOURCES ADAPTED TO THEIR INDIVIDUAL NEEDS.

Below is a detailed breakdown of training sessions and total hours by department:

TOTAL TRAINING SESSIONS BY DEPARTMENT



TRAINING HOURS BY JOB CATEGORY

Training Hours by Job Category (*)						
Job Category	Men		Women		Total	
	2023	2024	2023	2024	2023	2024
Management	326	442	196	105	522	547
Sales	1,956	2,598	619	384	2,575	2,982
Technical	7,497	10,896	5,410	8,805	12,907	19,701
Support	1,662	3,856	1,630	3,150	3,292	7,005
Operational	9,126	9,848	4,172	1,491	13,298	11,338
TOTAL	20,567	27,639	12,027	13,934	32,594	41,573

(*) Includes training hours from ITURRI ACADEMY courses (e-learning).



6.1. Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
--	-------------------------	---	------------------------------------	--	----------------------------

Training at ITURRI is driven by a clear and structured talent management approach. Our development system is built on the following actions:

Management by objectives:

Each year, we define a system of individual objectives, from which specific training needs may arise.

Ongoing monitoring: Este proceso incluye:

- Performance evaluation linked to the defined objectives.
- Development checkpoints (Folder Reviews).
- Individual follow-up by the team leader through both formal development conversations and day-to-day interactions, as well as direct requests from the individual.

Plan y presupuesto de formación: There are dedicated training plans and budgets in place, supported by a cross-functional team that ensures all teams have access to the necessary resources for their development.

The following are the **training actions carried out in 2024**, organized by category:

Habilidades:

- **Crucial conversations (Spain):**
This course was designed to strengthen communication skills in challenging or potentially conflictive situations. Participants learned how to engage in clear, direct, and balanced conversations, fostering a conscious and consistent communication style that helps effectively resolve conflicts.
- **Mobile elevating work platform operator training:**
A technical course focused on the safe and efficient use of mobile elevating work platforms (MEWP). It combines theoretical and practical sessions covering current regulations, risk identification, and preventive measures. The course concludes with official accreditation to operate this type of equipment.
- **Generatie artificial intelligence for digital marketing & ecommerce teams:**
An introductory course on the use of generative AI tools in the context of digital marketing and e-commerce. Practical use cases were addressed, including task automation, content generation, audience segmentation, and campaign optimization.
- **Adobe illustrator intensive:**
An intensive workshop focused on mastering Adobe Illustrator, a key tool for vector graphic design. The course covered techniques for creating logos, illustrations, and typographic design, with direct applications in both digital and print visual communication projects..
- **Psychological workshops – Affor Health:**
As part of the Well 360 program and in collaboration with Affor Health, psychological and emotional well-being workshops were offered. This initiative reinforces ITURRI’s commitment to holistic development and mental health, promoting healthy and sustainable work environments.

Tools and processes:

- **Scrum master:**
Training aimed at team members from various departments to prepare them for the role of Scrum Master, a key figure in agile working environments. This role acts as a facilitator, guide, and advocate of Scrum principles, ensuring teams work collaboratively, efficiently, and aligned with project goals.
- **Excel:**
Hands-on course focused on using Microsoft Excel as a tool for data organization, performing calculations, and generating reports. This training has helped improve efficiency in data management, support decision-making, and optimize operational processes on the shop floor.

Leadership:

Throughout 2024, we continued to promote leadership development programs aimed at team leaders in Spain, Poland, and Germany. These initiatives are part of our ongoing commitment to transformation, providing future leaders with the tools, knowledge, and experiences they need to meet today’s and tomorrow’s challenges. The programs include trainings such as:

- **Otto Walter:**
A program focused on situational leadership and the development of team management skills, emphasizing communication, motivation, and change management.
- **Play to win (smart culture):**
Training that approaches leadership from a cultural and strategic perspective, promoting the creation of high-performance environments through clarity, commitment, and shared responsibility.
- **Accountability (Ackermann Labs):** A course designed to foster a culture of individual and collective responsibility within teams, enhancing decision-making, autonomy, and alignment with organizational goals.

6.1 Workforce structure and diversity

6.2 Compensation policy

6.3 Work-Life balance and work organization

6.4 Occupational health and safety

6.5 Training and professional development

6.6 Equality and diversity

- **Selection techniques (APD):** A hands-on training on competency-based selection tools and methodologies, aimed at improving the ability to identify and attract talent aligned with the organization’s culture and needs.

These initiatives aim to strengthen key competencies such as decision-making, effective communication, accountability, and talent management.

Sustainability:

- **Life Cycle Assessment practical workshop:**
This training aims to provide participants with hands-on knowledge of Life Cycle Assessment (LCA) methodology—a key tool for evaluating the environmental impact of a product or service from manufacturing to end of life. During the workshop, real case studies are applied and digital tools are used to simulate and analyze different sustainability scenarios.
- **Waste management course Law 7/2022:**
This course focuses on the legal framework established by Spain’s Law 7/2022 on waste and contaminated soils for a circular economy. Through this training, participants acquire the knowledge needed to ensure regulatory compliance in waste management, improve internal processes, and promote sustainable practices aligned with the company’s environmental goals..
- **Implementation of ISO 14001:2015 Environmental Management Systems:**
El curso está orientado a capacitar en la implementación y mantenimiento de un sistema de gestión ambiental conforme a la norma ISO 14001:2015. Se abordan los requisitos clave del sistema, desde la planificación y evaluación de riesgos hasta la mejora continua y auditorías internas. Su objetivo es asegurar que la organización minimice su impacto ambiental y mejore su desempeño sostenible de forma estructurada y eficaz.

Health and Safety:

In line with our commitment to prevention and employee wellbeing, throughout 2024 we delivered a range of specialized occupational health and safety trainings. These initiatives aim to ensure safe working environments, reduce risks, and promote a strong culture of prevention across the entire organization.

Key training actions included:

- **Advanced diploma in occupational risk prevention:**
A formal technical program providing in-depth knowledge in areas such as safety, industrial hygiene, ergonomics, and health surveillance. This qualification enables participants to take on higher-level responsibilities within the organization’s preventive management systems.
- **Fire safety and first aid:**
A hands-on course designed to prepare teams to respond quickly and effectively to emergencies, including extinguishing fires in their initial stage and providing basic first aid until professional help arrives.
- **ADA System (Driver assistance):**
Specialized training on the ADA system, focused on enhancing safety in the operation of industrial vehicles through technological driving assistance. It covers best practices, risk management during transit, and familiarization with system use.

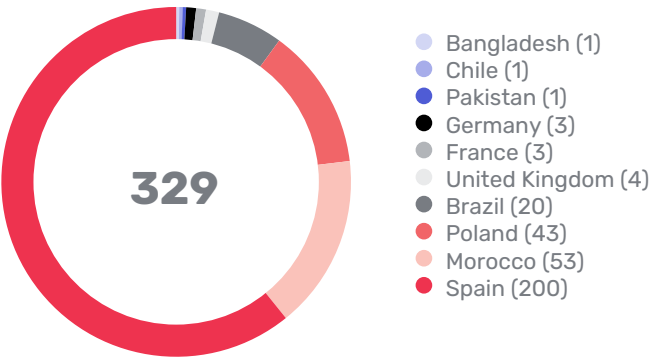
In addition, we offer a tailored Onboarding Training System for new hires, with personalized Occupational Risk Prevention (ORP) content based on each role and its specific responsibilities.

Languages:

Aligned with ITURRI’s international strategy and with the aim of enhancing team experience and development, the company offers ongoing language training opportunities to help employees strengthen their language skills.

- **German**
- **English**
- **Spanish**
- **French**
- **Portuguese**

In 2024, a total of 329 employees enrolled in language classes. 240 participants successfully completed the full course. Those still attending underwent a final audit to assess learning effectiveness. **72% of participants reached their initial learning goal**, while the remaining students continue to progress toward it.



6.1 Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
---------------------------------------	-------------------------	---	------------------------------------	--	----------------------------

Professional development

To ensure effective monitoring of the professional growth of new team members, ITURRI has implemented a structured follow-up protocol that includes:

- **Follow-up interviews:** As part of the onboarding process, we schedule an interview three months after a new hire joins the organization to assess their integration. Continuous follow-up then takes place throughout the first year.
- **Strategic team outlook:** We conduct an analysis of each team through informal group exercises that help us draw conclusions about the strategy to follow and actions to plan for each team.
- **Development interviews:** These one-on-one conversations help us prioritize training needs through personalized discussions.
- **Exit interviews:** These conversations allow us to identify potential improvements across the organization and contribute to talent retention.

In addition, we hold interviews with all team members, regardless of how long they’ve been with the company or what stage of their career they’re in.

Our goal is to proactively detect and address any issues that might otherwise go unnoticed. These interviews explore topics such as job satisfaction, sense of belonging to the company, workload and task demands, and relationships with supervisors and team members, among others.



6.1 Workforce structure and diversity

6.2 Compensation policy

6.3 Work-Life balance and work organization

6.4 Occupational health and safety

6.5 Training and professional development

6.6 Equality and diversity

Employee satisfaction survey (ENPS)

In 2024, we carried out a new edition of the **ENPS** (Employee Net Promoter Score) survey to measure the level of satisfaction and engagement of the people who make up ITURRI.

The aim of this analysis is to directly **identify the key factors that make ITURRI an attractive environment for developing a professional career.** By combining our internal strategy with the current market context and broader socioeconomic landscape, this study helps us make well-informed decisions on how to continue attracting, retaining, and developing talent within our team.

A total of **1,266 people participated in this year’s edition, representing 70% of the targeted group.**

Following the results analysis, we defined specific action plans aimed at further strengthening both our internal and external brand, aligning more closely with the team’s actual needs, and reinforcing our commitment to the employee experience at ITURRI.

Study	Scope	Team Scope (Total People)	Responses	Participation %
IBERIA	SPAIN + PORTUGAL	1,029	724	70.36%
POLAND	All people based at ITURRI Poland	137	117	85%
GERMANY	All people based at ITURRI Germany	128	51	39.8%
MOROCCO	All people based at ITURRI Morocco	385	270	70.1%
BRAZIL	All people based at ITURRI Brazil	100	78	78%

Cultural and team-building initiatives

At ITURRI, we promote a range of initiatives aimed at strengthening our organizational culture and team spirit, fostering a sense of closeness, belonging, and collaboration across teams and countries. Highlights include:

- **Christmas Gathering:** Every year, to celebrate the holiday season, we host a special lunch that provides a space to connect, strengthen bonds, and close the year in a warm and festive atmosphere.
- **2024 Christmas Raffle:** A group-wide raffle open to all ITURRI employees in Spain, Portugal, Germany, Poland, the United Kingdom, Morocco, and France. This initiative creates a moment of international connection, bringing people together to celebrate the end of the year with excitement and team spirit.
- **“Team coffee”:** Twice a month on Fridays, directors from the organization join informal meetups with people from various departments and countries. These open-dialogue sessions encourage active listening, the exchange of ideas, and stronger interpersonal relationships in a relaxed setting.
- **New joiners day – onboarding day:** A welcome event dedicated to those who have recently joined ITURRI. Through training activities and group dynamics, the day supports early integration, mutual understanding, and a comprehensive view of the organization from day one.
- **Team activities:** Throughout the year, we organize a wide variety of events—such as barbecues, sports tournaments, and themed celebrations—that reinforce team cohesion, camaraderie, and a shared sense of identity among everyone at ITURRI.



6.1. Workforce structure and diversity

6.2 Compensation policy

6.3 Work-Life balance and work organization

6.4 Occupational health and safety

6.5 Training and professional development

6.6 Equality and diversity

6.6. EQUALITY AND DIVERSITY: VALUES THAT UNITE US

At ITURRI, we uphold the principle of equal opportunity and reject any form of harassment or abuse, as stated in our **Code of Ethics**. This commitment extends to work organization, recruitment processes, and our relationships with suppliers or clients, ensuring a respectful and fair environment for all individuals—regardless of age, gender, health status, nationality, beliefs, or opinions.

There are several **channels** available for anyone to report a discriminatory act, including:

- The People & Culture Department
- The Labour Relations Area or the company’s Legal Department
- The Sustainability Department
- The Social Performance team
- The ‘ITURRI Listens to You’ mailbox, which allows users to choose the specific area to address the situation.

Once a report is received, the Compliance, People & Culture, Labour Relations, and Sustainability teams work together to review the case, involving all parties to fully understand the situation and develop appropriate solutions. Proposed measures are then submitted to the General Management for approval and communicated to the individuals and departments involved. If necessary, the Compliance Committee is also consulted to ensure adherence to our ethical and legal principles.

BB AT ITURRI, EQUAL TREATMENT AND MUTUAL RESPECT ARE CORE VALUES, SUPPORTED BY OUR CODE OF ETHICS AND SPECIFIC CHANNELS TO PREVENT AND RESPOND TO ANY VIOLATION.

Equality Plan

At ITURRI, through the implementation of our first Equality Plan, we reaffirm our commitment to developing and promoting policies that **ensure equal treatment and opportunities for women and men**. We work to eliminate all forms of discrimination—whether based on sex, religion, beliefs, ideology, or ethnicity—and we promote actions aimed at achieving and maintaining equality throughout our organization.

The objectives of our Equality Plan include:

- **Integrating equal treatment and opportunities for women and men across ITURRI.**
- **Supporting the work-life balance of everyone in the organization.**
- **Preventing and addressing cases of sexual harassment.**

The current Equality Plan includes **eight work areas**, each of which requires dedicated efforts from our organization. Each area includes specific actions to be developed:

Access to the company: We guarantee equal treatment and opportunities in the recruitment process, actively preventing any form of discrimination. Our commitments include:

- Publishing job offers using both masculine and feminine forms of the role.
- Reviewing and analyzing the criteria used in interviews, and adapting tests and assessments for both men and women.
- Aiming for a balanced representation of women and men across professional groups and within the company’s leadership structure.
- Implementing measures to hire more women in roles where they are underrepresented.

• In cases where male and female candidates are equally qualified, prioritizing the candidate of the underrepresented gender in that role within the company.

Hiring: We identify differences between men and women by category and job position, analyze which groups have higher male or female representation, assess contract types and salary data for both sexes, and review which employees most often request reduced working hours. To address these disparities, we commit to:

- Giving hiring priority to part-time employees who wish to increase their contracts to full-time.

Promotion: We also assess whether there are disparities in the promotion of men and women within each professional category. In this area, our commitments include:

- Implementing measures to support the advancement of women and help reduce any imbalances or inequalities within the company.
- Providing access to training courses equally to all employees, enabling career progression.
- Encouraging, training, and informing women so they can actively participate in internal promotion processes. Promotion opportunities will be shared with all staff, including detailed requirements and conditions for the role.
- Reviewing cases where an employee may be overqualified for their current role, in order to offer targeted training that supports promotion to a higher position.

6.1 Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
---------------------------------------	-------------------------	---	------------------------------------	---	----------------------------

Training: We analyze the training courses provided within the company from a gender perspective, taking into account each employee’s position and academic background. To improve in this area, we commit to:

- Providing equality training to the entire workforce, with a special focus on personnel involved in the organization and management of the company, to ensure objectivity and avoid discrimination.
- Developing digital tools to identify training needs and gather statistical information that helps prevent discrimination.
- Creating a virtual training classroom accessible via the Internet.
- Offering all training during working hours.

Compensation: Although we have not found evidence of discrimination in this area, we have decided to monitor it more closely to ensure pay equity. As such, we commit to:

- Carrying out regular monitoring of pay equality.

Work-life balance: We conducted an analysis of our organization and, specifically, the personal situations of ITURRI employees. This included reviewing family responsibilities, the age and number of children, cases involving children with disabilities, and employees caring for dependent individuals. To improve work-life balance, we commit to:

- Ensuring the full exercise of work-life balance rights, by clearly informing and making them accessible to the entire workforce.
- Allowing flexible start and end times to align working hours with school and daycare schedules.
- Offering the option to accumulate breastfeeding hours so they can be taken as a block.

- Not placing limits on paid leave for medical appointments or for accompanying minors and/or dependent people.

Occupational health: We analyze workplace accident rates from a gender perspective, including causes of accidents, as well as absenteeism and its underlying reasons. To improve occupational health, we commit to:

- Incorporating a gender perspective into occupational risk assessments.
- Promoting working conditions that prevent sexual harassment or gender-based harassment.
- Strengthening protections for women who are victims of gender-based violence.
- Conducting studies on occupational risk prevention in roles predominantly held by women.

Communication and awareness: We review both internal and external communication channels used by the company. To enhance our communications, we commit to:

- Reviewing, correcting, and monitoring the language and images used in internal and external communication, removing sexist language and using inclusive language.
- Establishing ongoing information channels to promote the integration of equal opportunities across the organization.

The **Equality Committee**, which also serves as the **Monitoring and Evaluation Commission**, is responsible for overseeing the implementation of the Equality Plan. It interprets its content and assesses the degree of compliance with the planned objectives and actions.

The Plan is developed at the Group’s headquarters and applies to all of ITURRI, with **adaptations as needed to reflect the specific context of each country**, while always complying with local legislation and the principles outlined in our Equality Policy.

WITH A COMPREHENSIVE APPROACH ACROSS EIGHT KEY AREAS, ITURRI’S EQUALITY PLAN GUIDES OUR ACTIONS TO ENSURE REGULATORY COMPLIANCE AND FOSTER A MORE INCLUSIVE AND EQUITABLE ORGANIZATIONAL CULTURE.



6.1 Workforce structure and diversity	6.2 Compensation policy	6.3 Work-Life balance and work organization	6.4 Occupational health and safety	6.5 Training and professional development	6.6 Equality and diversity
---------------------------------------	-------------------------	---	------------------------------------	---	----------------------------

Psychological and Sexual Harassment Protocol

At ITURRI, we have a Protocol against Psychological and Sexual Harassment that reflects our **zero-tolerance policy toward any form of harassment**, as it represents a direct violation of human dignity. Backed by General Management, this protocol governs the prevention and handling of such behavior through training, awareness-raising, and effective communication and complaint-resolution channels. In doing so, we ensure a safe and respectful work environment aligned with our core values.

The key actions of this protocol include:

- Specialized training for company managers to ensure they understand and apply the protocol’s principles and guidelines.
- Awareness campaigns to raise consciousness around workplace safety and health.
- Ensuring the right to report: Employees can file complaints without fear of retaliation, with full confidentiality and integrity for all involved, and a prompt and effective response from the organization.

Anyone experiencing a harassment situation may report it to their immediate supervisor or to the HR Department, which is responsible for evaluating the complaint and acting accordingly. Although the complaint can be initially communicated verbally, it must be formalized in writing. Additionally, site managers who receive such complaints are obligated to forward them to the HR Department.

Once a complaint is received, an initial investigation is conducted. Depending on the outcome, the following actions may be taken:

- Close the case if no evidence is found to support the complaint.
- Implement organizational, psychosocial, or mediation measures to address the situation.
- Initiate a confidential investigation to fully clarify the facts.

If signs of disciplinary responsibility are found, the HR Department may open a formal proceeding and apply the necessary precautionary measures. The entire process is governed by the Harassment Protocol, the applicable Collective Bargaining Agreement, and the specific legal framework for cases classified as harassment.

👉 **IN 2024, NO CASES OF DISCRIMINATION WERE REPORTED AT ITURRI.**

Prevention and awareness against Workplace Mobbing at ITURRI

At ITURRI, we actively work to prevent mobbing, discrimination, sexual harassment, and corruption. A clear example of this is our **comprehensive prevention program targeting mobbing, discrimination, sexual harassment, and corruption**.

This initiative reflects our unwavering commitment to upholding the dignity of every employee.

The program includes cross-cutting training aimed at all staff, regardless of their role, to help identify, prevent, and respond to inappropriate behavior in the workplace. In addition, it establishes formal reporting procedures and a response mechanism led by a specialized Commission on Mobbing and Discrimination, responsible for evaluating cases and ensuring they are handled in a fair, confidential, and rigorous manner.





07

COMMITMENT TO ETHICS AND GOOD GOVERNANCE

7.1 Defense of human rights	72
7.2. Good governance and transparency	77
7.3. Contributions to non-profit organizations	80
7.4. Tax information	81

7.1 Defense of human rights	7.2. Good governance and transparency	7.3. Contributions to non-profit organizations	7.4. Tax information
-----------------------------	---------------------------------------	--	----------------------

07 / COMMITMENT TO ETHICS AND GOOD GOVERNANCE

7.1 DEFENSE OF HUMAN RIGHTS

At ITURRI, we integrate international labor principles and rights in line with the International Labour Organization, the Universal Declaration of Human Rights, and the Convention on the Rights of the Child, through our **certification under the SA8000 standard**.

This accreditation covers the following nine areas of application:

- Child labor
- Forced and compulsory labor
- Health and safety
- Freedom of association and the right to collective bargaining
- Discrimination
- Disciplinary practices
- Working hours
- Remuneration
- Management system



In Spain, the certification covers all ITURRI S.A. companies, including our headquarters, logistics warehouses, commercial branches, the emergency and firefighting vehicle maintenance center, the central clothing rental hub, the hose and cable workshop, and the military footwear factory. This certification applies to all operations carried out at these locations and to personnel working off-site, such as in refineries, hospitals, or steel plants.

The certified centers include:

- Seville Headquarters
- Coslada
- IMS – Alcalá de Henares
- Barcelona
- Tarragona
- Puertollano
- Bilbao
- La Coruña
- Gijón
- Valencia/Castellón
- Renting-Mairena del Alcor – Seville
- Footwear Factory – La Palma del Condado (Huelva)
- Cables and Hoses – Utrera

At an international level, we consider having our technical and workwear manufacturing facility, Tulantex, in Tangier, Morocco, certified under SA8000, to be of great value in how we approach and learn about the application of human rights, protection of workers, and oversight of the supply chain.

We apply the SA8000 principles across all our sites, whether certified or not, as the foundation of a socially responsible management approach. Being audited by an external body in a country classified as high risk, such as Morocco, and in a sector like textiles – known for its human rights challenges – represents a valuable opportunity to improve and adapt to different cultural contexts.

Throughout 2024, we continued to take actions to ensure respect for human rights and compliance with environmental and social policies, with a particular focus on **Tulantex's clothing supply chains, military footwear supply chains in Morocco, and reviewing clothing and PPE supply chains in Asia through both internal and external social audits.**



7.1 Defense of human rights	7.2. Good governance and transparency	7.3. Contributions to non-profit organizations	7.4. Tax information
-----------------------------	---------------------------------------	--	----------------------

At ITURRI, we manage the nine areas of application of the SA8000 standard in the following way:

 Prohibition of child labor

We take a firm stance against the employment of children and minors, extending this prohibition to our suppliers and partners and conducting audits to ensure compliance, especially in sectors such as apparel manufacturing and among subcontractors.

Our procedure for the Detection of Child Labor includes:

- In the event of child labor being detected, the minor's work is immediately halted, and the Labour Relations Department is notified with all relevant details.
- Next, the Labour Relations Department verifies the minor's age through interviews, official documents, and any other necessary means to confirm the information.

Actions according to the age of the employee:

- **For children:** The work is immediately stopped. We analyze the root causes and take corrective measures, including support for the child's return to education.
- **For minors:** The type of work is assessed and reassigned to an appropriate role in consultation with the responsible department manager.

Monitoring and reporting non-compliance

As part of our commitment to fair and responsible labor practices, all ITURRI employees are expected to remain vigilant for any signs of child or forced labor during visits to supplier or partner facilities, and to report any irregularities using the available reporting channels.

In 2024, we continued collaborating with vocational education centers through dual-training programs, allowing students to carry out internships at our facilities in compliance with legal regulations regarding working hours and activities. We also ensure full respect for human rights and compliance with international regulations against modern slavery.

 Forced and compulsory labor

At ITURRI, we enforce **strict measures against forced or involuntary labor, as detailed in our internal protocol.** The Sustainability Department plays a key role in verifying that no personal documents (passports or others) are retained, that no financial deposits are required from workers, and that family members can visit employees without restrictions, among other practices.

We urge all employees to **report** any breaches of these standards to the **Labour Relations, People & Culture, and Sustainability departments**, reinforcing our commitment to ethical and respectful labor practices.

 Freedom of association and collective bargaining rights

Although there is currently no formal union at ITURRI, we fully respect the right of our employees to join or affiliate with an external one.

To encourage open dialogue between employees and management, we have established various communication channels depending on the country in which we operate. These include Health and Safety Committees, employee representatives, staff delegates, and **Social Performance Teams.**

In addition, we foster an inclusive and non-discriminatory work environment by providing the necessary resources—such as meeting spaces—to support the development of activities or negotiations related to employee representation.

 WE PROMOTE A WORK ENVIRONMENT WHERE RESPECT AND INCLUSION ARE THE FOUNDATION OF OUR ORGANIZATIONAL CULTURE.

A great example of a communication channel between employees and management is the development of the **Social Performance Teams**, which since 2022 have become a key entity for identifying social risks within the organization, engaging in dialogue and collaboration with management and senior leadership to address them.

Below are some examples of active communication channels and joint efforts between ITURRI's leadership and employees:

- Reviewing improvements to the calendar and work-life balance measures.
- Supporting the team responsible for negotiating the **Equality Plan**, in collaboration with the Labor Relations area, in preparation for joint review with unions prior to registration.
- Monitoring the **application of non-discrimination criteria toward women** by our Social Performance Team in Morocco.
- Helping ensure people from disadvantaged cultural or educational backgrounds understand the standard.

The communication channel '**ITURRI Listens to You**' continues to be a key intranet tool for collecting employee **needs, feedback, and suggestions**—aligned with our policy of transparency and people-centered commitment.



7.1 Defense of human rights	7.2. Good governance and transparency	7.3. Contributions to non-profit organizations	7.4. Tax information
-----------------------------	---------------------------------------	--	----------------------

THROUGHOUT 2024, WE HAVE HAD NO REPORTS OF HUMAN RIGHTS VIOLATIONS IN OUR OPERATIONS

During the **internal audits carried out by the Sustainability Department** at our sites, the Social Performance Team conducts one-on-one interviews with randomly selected employees. This approach allows us to directly identify any potential social risks while maintaining strict confidentiality and protecting the individuals involved.

Similarly, at the Workwear facility in Tangier, the **Social Performance Team** performs similar functions, adapted to local cultural and educational needs. In this case, we have installed physical suggestion boxes for those employees who do not have access to digital tools. Audit findings and improvement measures are then communicated via a public address system in Arabic, French, and Spanish, ensuring that all employees are informed and engaged in the continuous improvement process.

The privacy and confidentiality of these procedures are strictly safeguarded by our team under the supervision of the Corporate Sustainability Department.

Respect for Human Rights in the Supply Chain

As part of our **Supplier Approval Procedure**, we require our suppliers to provide certifications in Quality (ISO 9001), Environment (ISO 14001), Occupational Health and Safety (OHSAS 18001 or ISO 45001), and Social Responsibility (SA8000), as well as their Data Protection policies and/or relevant certification (ISO 27001).

If a supplier does not hold SA8000 certification, they must complete a questionnaire on Human Rights and sign a commitment to uphold the principles of the standard.

This process ensures that ITURRI’s suppliers and subcontractors meet minimum requirements in key areas such as child labor, forced or compulsory labor, and health and safety.

In addition, ITURRI conducts on-site Social Responsibility audits of supplier factories, either by the Sustainability Department or by trained personnel from the Purchasing and/or Technical Departments.

Sustainable Purchasing

At ITURRI, **Sustainable Purchasing** has become a key pillar of our corporate commitment. We have gone beyond regulatory requirements by strengthening and expanding the number and scope of social audits, hiring external firms—particularly for supply chains located in high-risk countries or in operations considered especially critical.

In this regard, we are advancing an ambitious project focused on conducting audits based on ESG (Environmental, Social, and Governance) criteria, with top priority given to respecting and safeguarding Human Rights. We have raised our expectations in verifying Sustainable Purchasing practices and ensuring compliance with International Labor Standards—standards also required by many of our clients. In 2024, we conducted audits at apparel factories in Morocco and Brazil.

WE ASSESS OUR SUPPLIERS USING ESG CRITERIA TO ENSURE A MORE ETHICAL SUPPLY CHAIN.

In this context, we are preparing to comply with the new **Corporate Sustainability Due Diligence Directive**, officially adopted by the EU Council on May 26, 2024. However, we are currently awaiting its transposition into Spanish law, which must take place within two years of the Directive’s entry into force.



Risk assessment

At ITURRI, and **in alignment with the SA8000 standard, we assess risks** to ensure full compliance with Human Rights, applying a rigorous, critical, and continuously improving approach. We use a 0-to-10 scoring scale to determine the severity and impact of each identified risk.

Given the diversity of our operations and the various countries where our supply chain extends, we prioritize the most vulnerable environments, concentrating our efforts and resources where they are most needed. This allows us to focus our Social Responsibility on areas of greatest potential impact, rather than in regions where best practices are already well established.

OUR COMMITMENT TO SOCIAL RESPONSIBILITY DRIVES US TO ACT WHERE THE IMPACT CAN BE GREATEST: IN THE MOST SENSITIVE LINKS OF OUR SUPPLY CHAIN.

Risk Description ¹¹	Assessment	Impact
High employee turnover preventing workforce stabilization and talent retention	Significant	5
Increased cybersecurity requirements due to external contingencies	Significant	5
Impact of climate change on the company's general guidelines, driven by global concern	Significant	5
Potential modern slavery practices in supply chains	Moderate	3
High turnover in external locations (Germany, France, and the United Kingdom)	Moderate	3
Potential non-compliance with new ISO 27001:2022 requirements	Moderate	3

In this context, the Social Performance Teams (EDS) at our sites in Spain and Tangier (Morocco) work in close coordination under the guidance of the Sustainability Department. Their **goal is to exchange best practices and share knowledge, enabling adaptation to the different cultures** and realities in the regions where we operate. This collaboration promotes a consistent and effective approach to Social Responsibility at the international level.

The global objectives of the Social Performance Teams for 2024, as agreed with senior management, are as follows:



Equality Plan

- Conduct the review process with trade unions and register the plan.
- Establish an action and follow-up plan.
- Closely monitor risks of harassment and discrimination throughout the organization, both nationally and internationally.



Overtime

- Continue improving legal compliance regarding overtime.
- Support the identification of risks across different areas.



Team Listening and Risk Identification

- Engage in Social Responsibility conversations with all departments.
- Foster the integration of international teams and RLA under the principle: "everyone treated well, wherever they are."
- Maintain regular communication between the EDS and individuals/teams who may be more isolated.
- Monitor **psychosocial risks**.
- Analyze existing **biases** to identify both positive and negative ones.
- Maintain and strengthen the "Iturri Te Escucha" feedback channel. Ensure people are trained to know whom to contact depending on their concern or issue.
- Promote well-being and raise awareness around safety and accident prevention.



Learning

- Support the integration of continuous learning habits into the organization by drawing on internal and external experiences, successes, failures, and a variety of resources (books, etc.). Reflect on how to embed this into the company's DNA.



Internal Team Management

- Increase organizational awareness about the EDS members and the functions they perform.



Equipo

- Collaborate with senior management to address key questions:
 - What does it mean to be an "Iturriano"?
 - What characteristics define that identity?

¹¹ Based on the SWOT analysis conducted in 2024

7.1 Defense of human rights	7.2. Good governance and transparency	7.3. Contributions to non-profit organizations	7.4. Tax information
-----------------------------	---------------------------------------	--	----------------------

We train in Social Responsibility

At ITURRI, we firmly believe in the importance of training and continuous learning to bring out the best in ourselves. From day one, our team receives ongoing training in Corporate Social Responsibility (CSR).

As part of the onboarding process, all new hires complete a course outlining the objectives of the SA8000 standard and the specific requirements of its nine areas of application as implemented at ITURRI. The course also covers broader concepts of Corporate Social Responsibility, international frameworks, and key reference documents.

ITURRI listens to you

This is an internal and external communication platform designed to gather opinions, suggestions, and needs from ITURRI employees as well as anyone with a labor, professional, or commercial relationship with the company—or any other relevant stakeholders—allowing them to communicate directly with us.

Access is available through the intranet for those who have it, via our website, or by scanning the various QR codes posted throughout our facilities, ensuring accessibility for everyone who may need it.

Below is a breakdown of the communication channels available based on the area with which you wish to get in touch:

Internal communication channels: Intranet or facilities QR codes

- **Corporate Social Responsibility (CSR) Channel:** Managed by the CSR team, known as the Social Performance Team, this channel handles messages related to SA8000 and broader CSR topics.
- **People and Culture (P&C) Channel:** Managed by the P&C team, this channel is intended for messages related to personal well-being, relationships with supervisors or colleagues, and similar concerns.
- **Compliance Channel:** Overseen by the Compliance Committee, this channel is used to report legal breaches, suspected criminal offenses, workplace or sexual harassment, serious violations, or breaches of internal policies.

External communication channels

At ITURRI, we facilitate external communication by providing anyone outside the company with a channel for inquiries or reporting concerns. This channel is accessible via our website and through QR codes displayed at our locations. The Compliance Committee is responsible for receiving and handling all communications submitted through this channel.

All internal and external communications are handled with complete anonymity and confidentiality, with the tool not storing any traceable data about the individual submitting the message.



“ AT ITURRI, WE FOSTER AN ENVIRONMENT OF ACTIVE LISTENING, WITH ACCESSIBLE, SECURE, AND CONFIDENTIAL CHANNELS FOR EVERYONE.



7.1 Defense of human rights	7.2. Good governance and transparency	7.3. Contributions to non-profit organizations	7.4. Tax information
-----------------------------	--	--	----------------------

7.2. GOOD GOVERNANCE AND TRANSPARENCY

In 2024, ITURRI achieved a major milestone in regulatory compliance and corporate ethics by obtaining certification in two key standards: **UNE 19601:2017** for criminal compliance management systems and **ISO 37001:2017** for anti-bribery management systems.

This recognition comes after the work carried out throughout 2023 to adapt and strengthen our organizational model and management of criminal risks. The external audit for both certifications took place in December 2023, with official certification granted in January 2024.



Below is an overview of the actions taken to establish a certifiable management system:

1. Review of the Context and Scope of the Compliance Risk Management System

First, we documented the Scope and Context of the system, analyzing both its objective and subjective dimensions. The document includes the identification of our business partners, relationships with other companies, public administrations and officials, as well as the organization’s economic, legal, structural, and professional circumstances, including its size, legal obligations, contractual commitments, and the nature and scale of its activities.

Additionally, we defined the scope of the anti-bribery and corruption prevention management system, distinguishing between objective, subjective, and geographic aspects.

Finally, we carried out the identification, analysis, and assessment of bribery and corruption risks. The risk assessment included the identification, analysis, and evaluation of the following risks:

- Business corruption (Art. 286 of the Criminal Code).
- Public corruption. Bribery and influence peddling (Art. 419 to 431 of the Criminal Code).
- Discovery and disclosure of secrets (Art. 197 and 197 bis of the Criminal Code).
- Discovery and disclosure of trade secrets (Art. 278, 279, and 280 of the Criminal Code).
- Illegal financing of political parties (Art. 304 bis and ter).
- Conflicts of interest.

2. Leadership and Commitment Actions Related to Compliance

The leadership and commitment of **ITURRI’s Governing Body** to the implemented and certified system is demonstrated through the approval of the following documents, which form the **foundational pillars of the system** and have been made public and shared throughout the organization:

- Criminal Compliance Policy
- Code of Ethics
- Anti-Bribery and Corruption Policy
- Compliance Committee Charter
- Communication Channel Policy
- Procedure for managing communications received through the Communication Channel

In 2022 and 2023, the Governing Body appointed the members of the Compliance Committee, made up of both internal and external profiles, as well as the person responsible for the communication channel, in line with the requirements of Law 2/2023 on the protection of whistleblowers and the fight against corruption.

The ITURRI Compliance Committee is composed of five members, three external and two internal. It is tasked with overseeing and managing both the criminal compliance and anti-bribery management systems. The Committee is governed by a Charter that outlines its function, and in 2023 it approved several policies and procedures to mitigate risks. It is also responsible for the Communication Channel.

3. Identification, analysis and assessment of Compliance Risks

At ITURRI, we have carried out a process to **identify, analyze, and assess criminal risks**, documented in the report titled Criminal Risk Analysis Report. This analysis distinguishes, within the catalog of crimes that may trigger criminal liability for a legal entity, those related to the company’s business purpose from those that are not.

The analysis covers all relevant offenses, incorporating variables such as Impact and Probability to determine the inherent risk. In addition, controls and mitigation percentages are categorized to calculate the residual risk acceptable to the organization. Among the assessed offenses, the risk of money laundering has been included due to the international scope of our operations. However, this risk has been evaluated as very low thanks to the controls in place—such as SAP, payment and collection procedures, and our risk management policies—as well as our Tax Best Practices Policy, which specifically addresses this risk within our Compliance framework.

To support this **assessment**, ITURRI has developed a tool in Excel format that allows us to evaluate the risk associated with each potential event or offense, assign and classify the relevant controls, and calculate the residual risk.

7.1 Defense of human rights	7.2. Good governance and transparency	7.3. Contributions to non-profit organizations	7.4. Tax information
-----------------------------	--	--	----------------------

4. Compliance objectives at ITURRI

At ITURRI, we have developed a Procedure for establishing and managing criminal risks within the organization. This procedure outlines the most relevant issues in Compliance, which include:

- Compliance Policy
- Applicable requirements
- Compliance risk assessment
- Findings from system reviews
- Unmet objectives from the previous period
- Compliance performance
- Audit results
- Resources required to meet the objectives

Compliance objectives at ITURRI are measurable through an Excel-based tool. **In 2024, ITURRI achieved 100% of its Compliance objectives.**

5. Resources assigned to the Compliance Function at ITURRI

At ITURRI, we allocate the following resources to the Compliance function and to anti-bribery and corruption efforts:

- Internal human resources: two members of the organization sit on the Compliance Committee.
- External experts: three members of the Committee are professionals from Andersen Tax & Legal S.L.P.
- IT resources: an external platform is used to manage the communication channel, and OneDrive is used to store documented information from both systems.

All of the above is formalized in a procedure approved by the Compliance Committee, titled Procedure on Competence, Training, and Awareness in Compliance Matters.

6. Due Diligence at ITURRI for members of the organization

With the approval of the Board of Directors, our Compliance Committee has implemented a Due Diligence Procedure for High-Risk Positions within the organization. This procedure defines such roles and establishes the due diligence measures to be applied, both for current positions and for new hires and promotions. These measures include:

- Conducting an interview to assess whether the individual considered for promotion aligns with our compliance culture.
- Receiving training related to the Compliance Management System and anti-bribery and corruption practices at ITURRI.
- Receiving and signing the Code of Ethics, the Criminal Compliance Policy, and the Anti-Bribery and Corruption Policy.

7. Training on Compliance and Anti-Bribery and Corruption

At ITURRI, we have provided training to our team members on Compliance and the prevention of bribery and corruption. The training covers the following topics:



- Criminal Compliance Policy
- Criminal Risk
- Code of Ethics
- Anti-Bribery and Corruption Policy
- The role of employees in prevention
- Consequences of non-compliance
- Communication Channel
- Compliance Committee
- Situations in which bribery or corruption risks may arise
- How to identify and respond to bribery or corruption attempts

In 2024, **85% of our workforce received training on Compliance** and anti-bribery and corruption.

8. Compliance Communication

The organization has created a dedicated Compliance section on its website, where the Criminal Compliance Policy, the Code of Ethics, and the Anti-Bribery and Corruption Policy are available. Additionally, the Board of Directors has issued communications on these matters to the entire organization.

9. Due Diligence with Third Parties

Our Compliance Committee has approved a Due Diligence Procedure for Third Parties, aimed at identifying and mitigating potential risks transferred by third-party relationships. The procedure includes the following due diligence measures:

- Parameters are established to differentiate between business partners and other third parties.

- Business partners must:
 - Receive and acknowledge our Code of Ethics
 - Receive and acknowledge our Criminal Compliance Policy
 - Receive and acknowledge our Anti-Bribery and Corruption Policy
 - Complete the questionnaire included in Annex II of this Procedure
- Compliance clauses will be included in the bylaws of future joint ventures (UTES).
- For all interested parties not considered UTES or business partners, a Compliance clause will be included in contracts, and they will be informed that the Code of Ethics and the Compliance and Anti-Corruption Policies are available on our website.

10. List of Controls Associated with Risk Management

- Financial controls:**
- Power of attorney structure
 - SAP system
 - Policy on tax best practices
 - Accounts payable management procedure
 - Collections and credit risk management procedure
 - Customer onboarding and maintenance procedure
 - Treasury management procedure
 - Sales invoice procedure
 - Indirect purchasing procedure
 - Month-end closing procedure
 - Foreign exchange rate treatment
 - External advisory on subsidies
 - Expense management via CAPTIO (employee expense platform) and expense approval by team leaders
 - External financial audit (Ernst & Young, S.L.)

7.1 Defense of human rights	7.2. Good governance and transparency	7.3. Contributions to non-profit organizations	7.4. Tax information
-----------------------------	--	--	----------------------

Non-financial controls:

- Conflict of interest management policy and policy on managing employment relationships involving relatives
- Equality Plan
- Protocol on moral and sexual harassment
- Compliance with GDPR
- Confidentiality clauses (employees)
- Staff authorized by the Ministry of Defense
- Disciplinary procedure
- Non-Discrimination Procedure (SA 8000 – Social Responsibility)
- Child and Forced Labor Procedure (SA 8000 – Social Responsibility)
- Freedom of Association and Collective Bargaining Procedure (SA 8000 – Social Responsibility)
- Compensation and Working Hours Procedure (SA 8000 – Social Responsibility)
- Human Rights Policy (SA 8000 – Social Responsibility)
- Statement on Slavery and Human Trafficking
- Occupational Health and Safety Policy (SA 8000 – Social Responsibility)
- ISO 45001 – Occupational Health and Safety Management System (ENAC)
- External and internal Occupational Risk Prevention Services in each country
- Confidentiality clauses (clients)
- ISO 14001 – Environmental Management Systems (ENAC)
- ISO 14064 – Greenhouse Gas Emissions Inventory Verification (EQA)
- Environmental Policy
- ISO 27001 – Information Security Management System (ENAC)
- ICT Policy
- Supplier approval procedure
- Supplier registration procedure
- ISO 9001 – Quality Management System
- PECAL 2110 – NATO Quality Assurance Requirements for Design, Development, and Production
- Industrial and Intellectual Property Policy

11. Compliance Oversight in Subsidiaries

At ITURRI, we have established a formal commitment whereby subsidiaries controlled by the organization must adopt the Compliance Management System by means of a declaration to be signed by the individuals holding power of attorney in those subsidiaries.

12. Reporting of Breaches and Irregularities

At ITURRI, we have implemented a whistleblowing channel that complies with the requirements of both applicable standards and Spanish Law 2/2023. This channel allows for anonymous reporting, enables case tracking, and ensures that data is stored by an external third party to maintain strict confidentiality. It is accessible via our website for both members of the organization and third parties.

The policy governing our Whistleblowing Channel was approved by the Board of Directors on June 6, 2023. During this same session, the Compliance Committee was appointed as the manager of the Internal Reporting System, and in its meeting of June 7, 2023, Ms. Beatriz Delmás was designated as the individual responsible for the system.

Our Board of Directors also approved, on June 6, 2023, a formal Procedure for managing reports received through the Whistleblowing Channel. This procedure is managed by the Compliance Committee, acting as the designated authority for the Internal Reporting System.

In addition, ITURRI has implemented a Disciplinary Procedure specifically linked to breaches of the Compliance Management System.

13. Evaluation of Compliance Performance at ITURRI

At ITURRI, we have established a set of indicators for measuring, analyzing, monitoring, and evaluating the Compliance Management System. Our aim is to define the monitoring method, assign responsibilities, determine when monitoring and measurement should take place, when to analyze the data, and who should receive the resulting information. This approach is essential to evaluate the system’s compliance and effectiveness.

To keep the system’s procedures up to date, we have developed a **questionnaire** to gather feedback on its performance from both third parties and members of the organization. We have prepared a general questionnaire and a specific one for internal personnel, which serves as a basis for conducting audits.

14. Internal Audit of the Compliance Management System

At ITURRI, we have implemented an Internal Audit Procedure that defines the methodology to be followed during the audit process. This includes the qualifications of auditors (internal or external), audit preparation and execution, and the final reporting process. Additionally, the procedure includes the requirement to retain audit documentation for a period of five years.

15. Certifications in Criminal Risk Management and Anti-Bribery and Corruption

ITURRI S.A. and its affiliated companies in Spain, RLA S.L. and EMERGALIA S.L.U., are certified under the **UNE 19601:2017** standard for criminal **compliance management systems** by EQA, an entity accredited by ENAC.

ITURRI S.A., RLA S.L., EMERGALIA S.L.U., ITURRI FRANCE, ITURRI BRAZIL (COIMPAR INDÚSTRIA E COMÉRCIO DE EPIS LTDA), ITURRI GERMANY GMBH, ITURRI UNITED KINGDOM LTD, ITURRI PORTUGAL INDÚSTRIA E SEGURANÇA, S.A., ITURRI WILNSDORF – GERMANY, ITURRI CHILE, ITURRI POLAND, ITURRI ARGENTINA (BUENOS AIRES AND MENDOZA), ITURRI USA, and ITURRI ECUADOR are all certified under the international ISO 37001:2016 standard for anti-bribery management systems by EQA, an entity accredited by ENAC.

These certifications by an independent third party serve as strong evidence of ITURRI’s commitment to strengthening its ethical culture and to the prevention of criminal, bribery, and corruption risks.

7.3. CONTRIBUTIONS TO NON-PROFIT ORGANIZATIONS

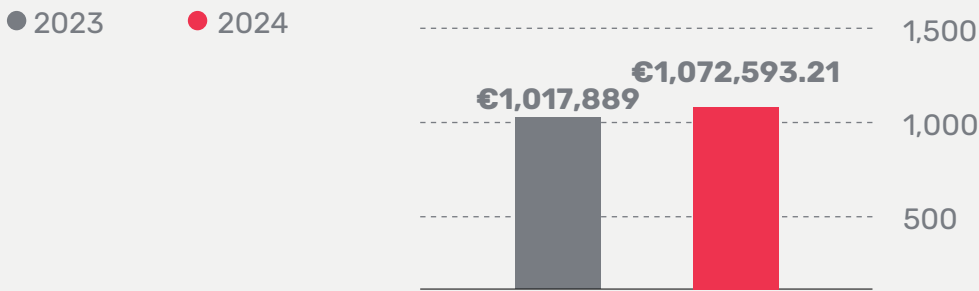
In 2024, following the first full year of operations of the ITURRI Foundation¹², the Group has channeled its financial contributions to non-profit organizations and associations through this entity. Five percent of the Group’s profits have been allocated through this channel, distributed across the various lines of action defined by the Foundation.

In addition to these contributions, ITURRI has also made both monetary and in-kind donations to other organizations outside the Foundation, reaffirming its commitment to a wide range of social causes.

Below is a breakdown of these donations:

Donations	Amount
Monetary donations NOT related to the ITURRI Foundation	€3,000.00
Monetary donations NOT related to the ITURRI Foundation	€31,000.00
Monetary donations related to the ITURRI Foundation	€830,000.00
In-kind donations NOT related to the ITURRI Foundation	€134,482.00
In-kind donations NOT related to the ITURRI Foundation	€74,111.21
TOTAL	€1,072,593.21

CONTRIBUTIONS TO FOUNDATIONS AND NON-PROFIT ORGANIZATIONS



12 More information about the ITURRI Foundation can be found in Chapter 8.1



7.4. TAX INFORMATION

Below is a breakdown of the profits earned by our various companies in 2024, before the payment of taxes in the different countries where we operate.

Profits earned in Spain	
2023	2024
€14,626,941	€29,160,397
Profits earned in United Kingdom	
2023	2024
€328,818	€396,323
Profits earned in Portugal	
2023	2024
€2,595,191	€1,111,361
Profits earned in France	
2023	2024
-€36,122	-€93,375
Profits earned in Poland	
2023	2024
€750,207	€2,707,903
Profits earned in Germany	
2023	2024
-€419,128	€846,834
Profits earned in Czech Republic	
2023	2024
-€27,463	-€14,550
Profits earned in Morocco	
2023	2024
€1,181,993	€304,683

Profits earned in Brazil	
2023	2024
€5,856,529	€293,185
Profits earned in Argentina	
2023	2024
-€1,791,374	€1,242,861
Profits earned in Chile	
2023	2024
€25,562	-€22,249
Profits earned in Colombia	
2023	2024
€5,431	-€14,263
Profits earned in Panama	
2023	2024
€0	€0
Profits earned in Ecuador	
2023	2024
€16,032	€9,612
Profits earned in the U.S.	
2023	2024
-€273,577	-€426,588

Taxes paid on profits

With regard to the taxes paid on profits by our various companies, the following table shows the taxes paid by country in 2024.

Taxes paid on profits in Spain	
2023	2024
€3,186,403	€6,634,842
Taxes paid on profits in United Kingdom	
2023	2024
€74,165	€66,598
Taxes paid on profits in Portugal	
2023	2024
€625,122	€255,531
Taxes paid on profits in France	
2023	2024
€0	€0
Taxes paid on profits in Poland	
2023	2024
€268,031	€478,690
Taxes paid on profits in Germany	
2023	2024
-€1,457	-€168,748
Taxes paid on profits in Czech Republic	
2023	2024
€0	€0
Taxes paid on profits in Morocco	
2023	2024
€385,091	€106,071

Taxes paid on profits in Brazil	
2023	2024
€1,531,541	€735,634
Taxes paid on profits in Argentina	
2023	2024
-€469,013	€436,739
Taxes paid on profits in Chile	
2023	2024
€0	€0
Taxes paid on profits in Colombia	
2023	2024
€0	€0
Taxes paid on profits in Panama	
2023	2024
€0	€0
Taxes paid on profits in Ecuador	
2023	2024
€7,987	€4,055
Taxes paid on profits in the U.S.	
2023	2024
€0	€0

Public subsidies received in 2024

Public subsidies received	
2023	2024
€682,257	€128,711

08

OUR COMMITMENT TO SOCIETY

8.1. Contributing to sustainable development	82
8.2 Ethical relationships in subcontracting and with suppliers	85
8.3 Focused on the needs of our customers	87

- 8.1 Contributing to sustainable development
- 8.2 Ethical relationships in subcontracting and with suppliers
- 8.3 Focused on the needs of our customers

08 / OUR COMMITMENT TO SOCIETY

8.1 CONTRIBUTING TO SUSTAINABLE DEVELOPMENT

At ITURRI, we have built our business model on a solid foundation of Corporate Social Responsibility, integrating social and environmental criteria across all our activities. Our priority is to generate value responsibly, actively promoting sustainability and the well-being of all our stakeholders.

“ WE ARE PROUD TO HAVE COMPLETED THE FIRST FULL YEAR OF ACTIVITY OF THE ITURRI FOUNDATION IN 2024, FOCUSED ON BUILDING A SAFER AND MORE SUSTAINABLE WORLD FOR THOSE MOST VULNERABLE.

ITURRI Foundation



The **ITURRI Foundation** was established in 2023 as a natural extension of the ITURRI Group’s values, with a clear mission: to contribute to a safer and more sustainable world for people in vulnerable situations, always acting with closeness, simplicity, transparency, authenticity, and teamwork.

The year 2024 marks the Foundation’s **first full cycle of activity**, during which we have had the opportunity to collaborate with professional teams who, from diverse perspectives, help improve the lives of at-risk communities and promote their local development.

The creation of the Foundation responds to two key motivations: to **reinforce our corporate purpose** in terms of protection and sustainability, and to **build a legacy with real and transformative impact**.

Our initiatives are structured around **five lines of action**, developed either directly or in partnership with leading local organizations:


Emergencies and Disasters


Health and Prevention


Local Social Action


Environment


Development Aid

To learn more about our projects and collaborations, please visit the Foundation’s website, where we share details about our initiatives and their global impact.

Our engagement with society

In 2024, we strengthened our commitment to sustainable development and corporate responsibility by joining the **United Nations Global Compact**, aligning our actions with the **Sustainable Development Goals (SDGs)**. This milestone reinforces our dedication to the universal principles of human rights, labor, environment, and anti-corruption, while also contributing to their promotion and implementation in diverse contexts.

In addition, we joined **DIRSE**, the Spanish association of sustainability professionals, with the aim of continuing to learn, share best practices, and strengthen our collaboration network in the field of corporate sustainability.



- 8.1 Contributing to sustainable development
- 8.2 Ethical relationships in subcontracting and with suppliers
- 8.3 Focused on the needs of our customers

We organize and participate in knowledge exchange events

At ITURRI, we are actively involved in organizing and participating in conferences, events, congresses, and various forums for information and knowledge exchange. These activities allow us to showcase our work, establish cooperation partnerships, and foster mutual learning. We always maintain a focus on improving the safety of people and facilities, integrating sustainability and innovation into every step we take.

- **II Occupational Risk Prevention Forum of Andalusia:** ITURRI led two roundtables focused on discussion and problem-solving, sharing insights with attending prevention professionals and the Labor Inspectorate of Cádiz. The sessions we led addressed "Psychosocial Risks" and "Preventive Models."
- **Participation in the First International Congress of the Andalusian Government on Climate Action.**
- **Collaboration with the Faculty of Economics and Business, and the Department of Financial Economics and Operations Management at the University of Seville:** We hosted a visit to our Emergency Vehicle Manufacturing facilities in Utrera, where students experienced first-hand the operations and organization of this production model.

- **Visit from the Andalusian Occupational Safety Group of Asepeyo** to ITURRI's Logistics Center as an example of best practices in safety and innovation in ergonomics.
- **Collaboration with Loyola University:** ITURRI signed a partnership agreement with the Jesuit institution to support the training of Health Sciences students. This collaboration aims to help students develop technical, methodological, and interpersonal skills, while promoting research projects and R&D programs.



- **Sponsors of the II Conference on Wildfires and Natural Hazards in Seville:** In line with our commitment to safety and prevention, we proudly supported this event, which brought together experts and professionals to address challenges in wildfire management. Notable attendees included members of the regional government, the President of the Andalusian Parliament, and former Prime Minister Felipe González.



- **MILIPOL Qatar (Security and Defense):** In this edition, we partnered with First-Q Trading, our Qatari partner, to present the latest innovations and technological solutions. This collaboration helped strengthen our presence in the region and deliver products and services tailored to the specific needs of our clients in Qatar and beyond.



- **RETTMobil 2024:** RLA ITURRI Group and ITURRI showcased their latest developments in the emergency sector. The event was held from May 14 to 16 in Fulda, Germany.
- **SICUR:** The leading security trade fair in Spain provided a key opportunity to display our innovative solutions and share our identity as a family-owned company committed to people and the environment. With over 75 years of experience, we continue to lead the sector with efficient, sustainable, and safety-oriented proposals.



8.1 Contributing to sustainable development	8.2 Ethical relationships in subcontracting and with suppliers	8.3 Focused on the needs of our customers
---	---	---

Strategic Alliances

- **Affor Prevención Psicosocial S.L.**
We continue to strengthen our alliance with Affor, a leading consultancy in psychological well-being, with the goal of expanding its international reach and complementing our mental health portfolio for workers in healthcare, emergency services, defense, industrial sectors, and individual clients. In 2024, we continued to promote the program "We care for your well-being from head to toe," offering 24/7 psychological assistance and digital resources to support our employees' emotional well-being.
- **SKYLIFE S.L.**
We collaborate with Skylife on the development of Sileme, a monitoring system for workplace emergencies aimed at transforming indoor safety and expanding into sectors such as logistics, mining, and Industry 4.0. This partnership reflects our mutual commitment to creating safer and more efficient working environments.
- **Observatorio del Textil y la Moda (Textile and Fashion Observatory)**
As a collaborative partner, we work alongside the Observatory¹³ to promote more sustainable textile production and provide solutions for waste management in the sector. At ITURRI, we understand the sustainability challenges facing the textile industry and the importance of moving toward production processes that reduce negative externalities.
- **MITREN, Sistemas e Montagens Veiculares Ltda (Brazil)**
We have established a strategic alliance with MITREN, a company specialized in assembling fire trucks with international presence and recognized for the quality of its rescue and emergency vehicles. MITREN uses top-brand components and proprietary technological solutions, always prioritizing the highest quality standards.
- **UNBLUR**
In collaboration with UNBLUR, we have integrated IRIS, an innovative digital platform for emergency management that enhances coordination and operational response. As a versatile platform, it allows various members of emergency and security forces to access critical information simultaneously, offering detailed mapping of the area with essential data for effective emergency response.

Local Community Development

- At ITURRI, we are committed to promoting local community development through our activities, always maintaining open communication and a focus on mutual support.
- We deeply value our relationships and collaborations with the community and its stakeholders, considering them essential to our business philosophy. That is why we maintain an ongoing and active dialogue with them. Associations play a fundamental role in this approach, and we work closely with them to contribute to the social progress of our local community.
- In 2024, we are affiliated with the following associations:
- **Integration in the Global Compact, Spanish Network of the United Nations Global Compact**
 - **PRL Innovation**
 - **DIRSE, Spanish Association of Sustainability Executives**
 - **Professional and Technical Associations**
 - APTB – Professional Association of Fire Technicians
 - APD – Association for Management Progress
 - Professional Association for Traffic Accident Rescue
 - Spanish Association for Fire Fighting
 - **Business and Contractor Associations**
 - AESMIDE – Association of Companies Contracting with Public Administrations in Spain and Other States
 - CESUR – Southern Business Circle Association
 - Andalusian Financial and Business Club
 - Andalusian Family Business Association
 - EPIS Health Cluster Association
 - **Standardization and Certification Associations**
 - AENOR – Spanish Association for Standardization and Certification
 - AEC – Spanish Association for Quality
 - Ecovadis
 - RePro
 - **Equipment and Manufacturer Associations**
 - ASEPAL – Association of Personal Protective Equipment Companies
 - SERCOBE – National Association of Capital Goods Manufacturers
 - AECOC – Association of Manufacturers and Distributors
 - **Research and Technology Associations**
 - Aitex – Textile Industry Research Association
 - INESCOP – Footwear Technology Center
 - AIMPLAS – Plastics Technology Research Association
 - ITECAM – Association for Research and Technological Development in the Metal Industry
 - Fraunhofer Institute for Manufacturing Engineering and Automation IPA
 - Polytechnic University of Madrid
 - Textile and Fashion Sector Observatory
 - Association of Researching, Extracting and Processing Mining Companies
 - **Foundations**
 - CRE100D0 Foundation
 - Ricardo Valle Institute Foundation
 - San Telmo Foundation
 - State Foundation for Employment Training (EOI)
 - AFA: Andalusian Foundations Association

13 For further details about the Observatory, please refer to the following [link](#).

8.1 Contributing to sustainable development

8.2 Ethical relationships in subcontracting and with suppliers

8.3 Focused on the needs of our customers

8.2 ETHICAL RELATIONSHIPS IN SUBCONTRACTING AND SUPPLIERS

At ITURRI, we stand out for our extensive network of suppliers who provide us with a wide range of services and products. We carefully select these companies through an **approval system** that ensures they meet high sustainability standards aligned with our principles.

Our priority is to build strong, transparent, and mutually beneficial relationships, integrating services that add meaningful value to our supply chain. We also share with our partners a passion for innovation and sector development—a key synergy that allows us to differentiate ourselves in the market and strengthen client satisfaction and loyalty.

The **ITURRI Procurement Plan** aims to gain insight into and monitor our suppliers to improve quality and reduce associated issues. Our procurement policy is based on continuous supplier evaluation, promoting ongoing improvement while aligning with the company’s needs, marketing plans, and strategic directives.

Supplier Approval System

We have transformed our procurement and supplier evaluation process by adopting the concept of **Sustainable Procurement**, placing special emphasis on social, environmental, and governance aspects. Our Sustainable Procurement Policy serves as a cornerstone and reference for all ITURRI stakeholders. Additionally, we have gone a step further in evolving our network of collaborating companies by significantly improving the **ESG risk map**.

This new approach enables us to better classify each partner by considering ESG risks, implementing necessary measures, and closely monitoring the corrective actions or improvements made. In doing so, we optimize our internal process and drive improvements throughout the value chain.

The year 2024 has been a continuation of 2023, advancing ITURRI’s strategy to establish a robust Sustainable Procurement system. We have taken steps to work with nationally and internationally recognized external specialists to design our process and select the appropriate partner. In this endeavor, we have been collaborating with entities such as Ecovadis, Go Supply, and Achilles, developing tailored options that reflect the complexity of ITURRI’s supplier base and the expected regulatory changes in the Due Diligence Law. This strategy will continue in 2025.



The evaluation and re-evaluation process for suppliers and partners includes the following:

- Each year, purchasing managers update the list of preferred suppliers, prioritizing those that account for 80% of total purchases.
- Quarterly, buyers are informed of the status of their suppliers in the Supplier Approval System (SES).
- At the end of the year, the final SES status is reviewed and updated, and the new list for the following year is prepared.

Supplier Approval Phases

When the need for a new supplier is identified, the **approval process** follows a series of phases that allow us to maintain high standards of quality and sustainability within our supply chain. This ensures that we work with committed and responsible suppliers:

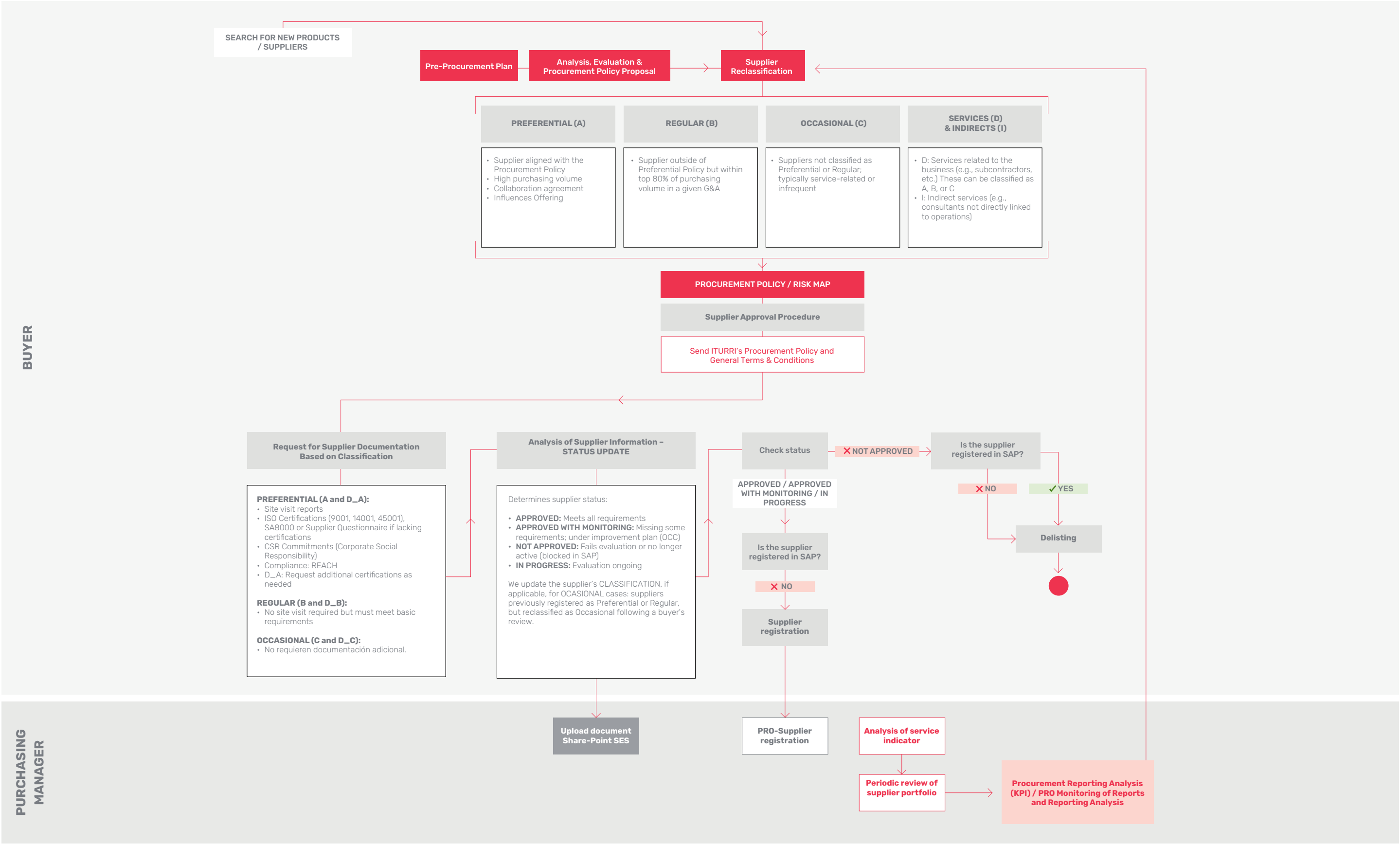
1. **Document request** from the supplier, alongside ITURRI’s Integrated Policy and General Purchasing Terms and Conditions.
2. **Risk assessment** based on our risk map and ESG questionnaire, including more in-depth audits when applicable, conducted by third parties or our specialized internal team.

3. **Analysis of the information** obtained from the supplier and **classification** based on the results:
 - **Approved:** cwhen the supplier holds the required certifications (ISO 9001, ISO 14001, ISO 45001, and SA8000) or meets the minimum score in the evaluation
 - **Approved with monitoring:** when the supplier does not hold all required certifications but has signed commitments and is following an action plan for improvement.
 - **Not approved:** when the supplier fails to submit requested documentation, lacks certifications, does not properly complete the evaluation questionnaire, or shows no commitment to improvement plans.
4. **Registration of the supplier** in our system upon approval.
5. **Ongoing monitoring and re-evaluation** of approved suppliers through defined improvement action plans according to their classification (“approved” or “approved with monitoring”). These improvement plans include requirements related to Quality Management Systems, Environment, Risk Prevention, Social Responsibility, and good governance/Compliance.
6. **Delisting of suppliers** whose action plans and follow-up do not demonstrate improvement, or who fail to meet documentation review standards, among other reasons.

8.1 Contributing to sustainable development

8.2 Ethical relationships in subcontracting and with suppliers

8.3 Focused on the needs of our customers



8.1 Contributing to sustainable development	8.2 Ethical relationships in subcontracting and with suppliers	8.3 Focused on the needs of our customers
---	--	---

8.3 FOCUSED ON THE NEEDS OF OUR CUSTOMERS

Complaints and claims management

At ITURRI, we have a structured system in place to manage customer complaints and claims, adapted to the severity of each incident. Less serious issues are handled directly by the Business Operations team, while more significant matters are managed by the sales representative assigned to the client.

To classify these cases, we use a **matrix of criteria** within our Quality Record System (QRS), a specialized tool developed internally. In accordance with our internal policy, all complaints must be recorded in the QRS. Account managers are responsible for entering the information into the platform for further analysis and resolution.

We believe that any issue with our products represents an opportunity to improve our internal controls. Therefore, we treat all incidents with seriousness and ensure a prompt response through the QRS, reaffirming our commitment to quality and customer satisfaction.

To design this system, we established a series of fundamental criteria, which are:



Customer Satisfaction



Product Quality



Security



Recurrence



Financial Impact



Lead Time

These criteria help ensure that our responses to complaints and claims are effective and aligned with our quality and service standards. In 2024, a total of **24 complaints or claims** were recorded in the QRS from consumers and clients.

ITURRI Listens to You

At ITURRI, we are committed to actively listening and responding to the needs, suggestions, and inquiries of our customers. To support this, we have implemented the **“ITURRI Listens to You”**¹⁴ communication platform, which includes both internal and external channels and is designed to facilitate direct, accessible, and effective interaction.

Customers can easily contact us through our website or via QR codes available at our facilities, ensuring simple and universal access. We also provide **specific channels** depending on the topic of interest, all managed by specialized teams—including the Compliance Committee—who ensure timely and appropriate responses.

All information received is handled under strict confidentiality and anonymity standards, promoting open, safe, and fear-free communication for users.



In addition, in 2023 we obtained the ISO 37001 and UNE 19601 Compliance certifications, further strengthening our commitment—internally and publicly—to integrity and ethical business practices. These certifications endorse our efforts to uphold the highest standards of regulatory compliance and anti-corruption, and they are reflected not only in our internal policies but also in the communication channels we make available to the public. In fact, this platform is accessible to external users such as customers, ensuring an ethical, transparent approach that is fully aligned with our customer service and complaints handling policies.



14 More information can be found in Chapter 7.1

8.1 Contributing to sustainable development

8.2 Ethical relationships in subcontracting and with suppliers

8.3 Focused on the needs of our customers

About the Voice of the Customer Program

As part of our ongoing commitment to **customer satisfaction and stakeholder feedback**, we continue to treat this area as a **top priority for our executive team and the entire organization**. To directly measure customer experience and satisfaction, we use the following sources:

- **General Surveys:** Targeted at those responsible for procurement, safety, and/or production within our clients’ organizations, where we measure the Net Promoter Score (NPS).
- **Specific Surveys:** Conducted after the delivery or completion of a particular product or service, such as vehicles or maintenance services.
- **Satisfaction Surveys:** Aimed at end users of our products or services.
- **Personal Interviews:** Conducted by ITURRI’s executive leadership with clients’ procurement, safety, and sustainability leaders.

The process of identifying our customers’ needs and expectations is fully implemented and systematized across all business units. Each unit is actively involved under the leadership of its director, ensuring swift engagement and response. This structure enables continuous improvement and a strong ability to adapt to the evolving demands of our customers and end users—reaffirming our commitment to excellence as a supplier.

Customer Experience and Satisfaction

The **general surveys** sent out focused on the following Business Units and locations, with the following results for 2024:

- To INDUSTRY BU clients in 5 countries (France, Portugal, Germany, Poland, and Spain), sent to 4,162 contacts. Responses received: 378. NPS: 15.
- To MEDICAL BU clients, sent to 302 contacts across 119 clients. Responses received: 49. NPS: 41.
- To EMERGENCIES BU clients, sent to 502 contacts across 340 clients. Responses received: 61. NPS: 39.
- To DEFENSE BU clients, sent to 49 contacts across 16 clients. Responses received: 7. NPS: 17.

Satisfaction surveys were sent to INDUSTRY clients in five countries, showing a 17% increase in total surveys sent compared to 2023¹⁵. Although the response rate was 9%, one point lower than the previous year, the **Net Promoter Score (NPS)** slightly improved in all countries, including the global average (15), compared to 8 points in 2023.

The results reflect a positive trend in our customers’ perception. Nevertheless, we continue to work on initiatives to enhance their overall experience.

Furthermore, at ITURRI we **actively listen to end users** and place great importance on their feedback about our products, as it is a key source for implementing product improvements. In 2024, satisfaction and specific surveys were sent to clients in areas such as Footwear, Gloves, Safety Glasses, Vehicle Reception Services, and Car Rental Services, among others.

Measures for Consumer Health and Safety

At ITURRI, we manufacture and market a wide range of safety-related products, with a strong commitment to the health and safety of those who use them. To ensure this approach, every new product launch undergoes a risk analysis using a **Canvas model** sheet, allowing us to identify and assess potential impacts before introducing the product to the market.

Below are some specific examples of the measures we take:

- **Safety measures in our PPE (Personal Protective Equipment) clothing.** Before launch, ITURRI’s protective clothing is verified by a certified third party. This verification ensures compliance with Regulation (EU) 2016/425 of the European Parliament and of the Council, dated March 9, 2016. This regulation sets out the essential health and safety requirements that Personal Protective Equipment (PPE) must meet, thereby ensuring the highest safety and compliance standards for our products.
- **We ensure that all our products include essential informational elements related to proper use, maintenance, and safety,** so that our consumers can use them safely and efficiently:
 - Care labels, providing instructions on how to properly maintain the product;
 - Composition labels, detailing the materials used;
 - Informational leaflets, offering a detailed guide on product use and features; and
 - Declarations of conformity, certifying that the product meets the relevant standards and regulations.
- **Our investment in the development of wildland firefighting vehicles ensures they are the safest on the market.** We make sure that the cabins of these vehicles are the safest place for firefighters in potentially dangerous situations. These vehicles are now equipped with advanced systems to address the main risks that wildland firefighting crews may face, including:
 - Entrapment
 - Smoke hazards from fires
 - Rollovers
 - Communication difficulties

15 In 2023, the number of surveys sent to INDUSTRY contacts across 5 countries was 3,554.



09/

CONTENTS INDEX AND GRI INDICATORS

09

CONTENTS INDEX
AND GRI INDICATORS

LAW 11 /2018	Reporting criteria (GRI and others)	Section / Chapter	LAW 11 /2018	Reporting criteria (GRI and others)	Section / Chapter
General Aspects			d) The main risks related to these matters and linked to the Group’s activities, including, when relevant and proportionate: • its business relationships • products or services that may have negative effects in these areas • how the Group manages such risks, explaining the procedures used to identify and evaluate them in accordance with national, European, or international reference frameworks for each matter. Information must be included on any detected impacts, providing a breakdown, particularly of the main short-, medium-, and long-term risks.	Commitments and policy implementation	3.3
a) A brief description of: the Group’s business model , including its business environment, organization and structure, the markets in which it operates, its goals and strategies, and the main factors and trends that may affect its future development. b) A description of the policies applied by the Group in relation to these matters, including the due diligence procedures used to identify, assess, prevent, and mitigate significant risks and impacts, as well as verification and control processes, including measures adopted.	2-1 Organizational details	2.1		2-16 Communication of critical concerns	3.3
	2-2 Entities included in sustainability reporting	1.1		3-2 List of material topics	4
	2-3 Reporting period, frequency and contact point	1.1		3-3 Management of material topics	4
	2-6 Activities, value chain and other business relationships	2.2		Key factors and trends that may affect the company’s future development	4
	2-9 Governance structure and composition	2.3	e) Key non-financial performance indicators that are relevant to the company’s specific business activity and that meet the criteria of comparability, materiality, relevance, and reliability. Standards that can be generally applied and that comply with EC guidelines in this matter and the GRI standards will be used. The report must mention the national, European, or international framework used for each matter. These non-financial performance indicators must apply to each section of the non-financial statement and must be useful, taking into account specific circumstances and consistent with the parameters used in internal risk management and assessment procedures. In any case, the information presented must be accurate, comparable, and verifiable.	3-1 Material topic determination process	4
	2-23 Commitments and policies	3.1 / 3.2		3-2 List of material topics	4
	Objectives and strategies of the organization	2.5 / 3.2		Key indicators included in the Non-Financial Information Statement in the economic, social, and environmental areas	Throughout the NFIS
	2-29 Approach to stakeholder engagement	2.4			
c) The results of these policies , including relevant key non-financial performance indicators that enable monitoring and evaluation of progress and promote comparability between companies and sectors, in accordance with national, European, or international reference frameworks used for each matter.	Key indicators included in the Non-Financial Information Statement in economic, social, and environmental areas	Throughout the NFIS			

LAW 11 /2018	Reporting criteria (GRI and others)	Section / Chapter
Environmental Matters		
Detailed information on the current and foreseeable effects of the company's activities on the environment and, where applicable, health and safety; environmental assessment or certification procedures; resources allocated to environmental risk prevention; application of the precautionary principle; amount of provisions and guarantees for environmental risks. – Pollution: Measures to prevent, reduce or remedy carbon emissions that significantly affect the environment; considering any form of atmospheric pollution specific to an activity, including noise and light pollution. – Circular economy and waste prevention and management: Prevention, recycling, reuse, other forms of recovery and disposal of waste; actions to combat food waste. – Sustainable use of resources: Water consumption and supply according to local limitations; consumption of raw materials and measures taken to improve efficiency in their use; direct and indirect energy consumption; measures taken to improve energy efficiency and use of renewable energy. – Sustainable use of resources: Water consumption and supply according to local limitations; consumption of raw materials and measures taken to improve efficiency in their use; direct and indirect energy consumption; measures taken to improve energy efficiency and use of renewable energy. – Biodiversity protection: Measures taken to preserve or restore biodiversity; impacts caused by activities or operations in protected areas.	3-3 Management of material topics	5.1
	Noise and light pollution	5.2
	302-4 Measures to improve energy efficiency	5.2
	306-3 (2020) Waste generated	5.2
	306-4 (2020) Waste diverted from disposal	5.2
	306-5 (2020) Waste directed to disposal	5.2
	Circular economy	5.3
	Food waste	5.2
	301-1 Materials used by weight or volume	5.2
	302-1 Energy consumption within the organization	5.2
	302-2 Energy consumption outside the organization	5.2
	303-1 Interactions with water as a shared resource	5.2
	303-5 Water consumption	5.2
	305-1 Direct GHG emissions (Scope 1)	5.4
	305-2 Indirect GHG emissions from energy generation (Scope 2)	5.4
	305-3 Other indirect GHG emissions (Scope 3)	5.4
	305-5 Reduction of GHG emissions	5.4
	304-2 Significant impacts of activities, products, and services on biodiversity	Non material topic
Information on Environmental Taxonomy	European regulation on sustainable investments	5.5

LAW 11 /2018	Reporting criteria (GRI and others)	Section / Chapter
Social and Employment Matters		
Employment: • Total number and breakdown of employees by gender, age, country, and job category • Total number and breakdown of contract types • Annual average of permanent, temporary, and part-time contracts by gender, age, and job category • Number of dismissals by gender, age, and job category • Average remuneration and its progression disaggregated by gender, age, and job category or equal value • Gender pay gap • Remuneration for equal jobs or company average • Workforce distribution by contract type, age, gender, and job category • Average remuneration of directors and executives, including variable pay, allowances, severance, long-term savings schemes, and any other remuneration disaggregated by gender • Implementation of disconnection policies • Employees with disabilities.	2-6 Activities, value chain and other business relationships	6.1
	2-7 Employees	6.1
	Employee distribution by gender, age, and job category	6.1
	Employee distribution by gender, age, and job category	6.1
	401-1 Number of dismissals by gender, age, and job category	6.1
	Gender pay gap and average remuneration	6.2
	Work disconnection policies	6.3
	Work-Life balance measures	6.3
	Absenteeism hours	6.3
	403-8 Workers covered by the occupational health and safety management system	6.4
Work Organization: • Implementation of disconnection policies • Work schedule organization; number of hours of absenteeism • Measures aimed at facilitating work-life balance and promoting the shared responsibility of both parents. Health and Safety: • Working conditions in terms of health and safety • Work-related accidents, particularly their frequency and severity, as well as occupational illnesses, disaggregated by gender.	403-9 Work-related injuries	6.4
	2-4 Update of information	6.4
	403-10 Occupational diseases	6.4

LAW 11 /2018	Reporting criteria (GRI and others)	Section / Chapter
– Social Relations: Organization of social dialogue, including procedures for informing and consulting employees and negotiating with them; percentage of employees covered by collective bargaining agreements by country; summary of collective agreements, particularly in the area of health and safety at work; mechanisms and procedures implemented by the company to promote employee involvement in company management in terms of information, consultation, and participation. – Training: Policies implemented in the field of training; total number of training hours broken down by professional category.	2-30 Collective bargaining agreements	Non material topic
	Balance of collective agreements, particularly in the area of health and safety at work	Non material topic
	Mechanisms and procedures the company has to promote employee involvement in company management (information, consultation, participation)	7
	Annual training hours by professional category	6.5
– Accessibility for persons with disabilities.		Non material topic
– Equality: Measures adopted to promote equal treatment and opportunities between women and men; equality plans (Chapter III of Organic Law 3/2007, of March 22, for the effective equality of women and men); actions to promote employment; protocols against sexual and gender-based harassment; integration and universal accessibility for people with disabilities; anti-discrimination policy and, where applicable, diversity management policy.	Measures adopted to promote equal treatment and opportunities between women and men	6.6
	406-1 Cases of discrimination and corrective actions undertaken	6.6
	Protocols against sexual harassment or harassment based on sex	6.6
	Measures adopted to promote employment and occupation	6.6
	Policy against all types of discrimination	6.6
Information on the Respect for Human Rights		
Implementation of due diligence procedures in the field of human rights; prevention of the risks of human rights violations and, where applicable, measures to mitigate, manage, and remedy potential abuses; reports of human rights violations; promotion and compliance with the core conventions of the International Labour Organization related to the respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labor; and the effective abolition of child labor.	406-1 Cases of discrimination and corrective actions taken	6.6 / 7
	408-1 Significant risk of child labor in operations and supply chain	7.1
	409-1 Significant risk of forced or compulsory labor in operations and supply chain	7.1

LAW 11 /2018	Reporting criteria (GRI and others)	Section / Chapter
Information on the Fight Against Corruption and Bribery		
Measures adopted to prevent corruption and bribery; contributions to foundations and non-profit organizations.	Measures adopted to prevent corruption and bribery	7.2
	Measures to combat money laundering	7.2
	201-1 Contributions to foundations and non-profit organizations	7.3
Information on Society		
Corporate Commitments to Sustainable Development: • The impact of the company's activity on employment and local development • The impact of the company's activity on local populations and the territory • Relationships maintained with local community stakeholders and the methods of dialogue with them • Partnership or sponsorship actions	2-23 Commitments and policies	8.1
	2-28 Membership in associations	8.1
	2-29 Approach to stakeholder engagement	8.2
	Partnership and sponsorship actions	8.1
e) Key non-financial performance indicators that are relevant to the company's specific business activity and meet the criteria of comparability, materiality, relevance, and reliability. Generally applicable standards should be used. – Consumers: measures to ensure consumer health and safety; complaint systems, complaints received, and how they were resolved. – Tax information: profits obtained on a country-by-country basis; income taxes paid and public subsidies received.	2-6 Activities, value chain, and other business relationships	8.2
	Inclusion of social, gender equality, and environmental issues in the purchasing policy	7.1 / 8.2
	Consideration of social and environmental responsibility in relationships with suppliers and subcontractors	8.2
	Monitoring and audit systems and their results	8.2
	416-1 Assessment of the health and safety impacts of product or service categories	8.3
	Complaint systems, complaints received, and their resolution	8.3
	Profits obtained and income taxes paid on a country-by-country basis	7.4
	201-4 Financial assistance received from the government	7.4

