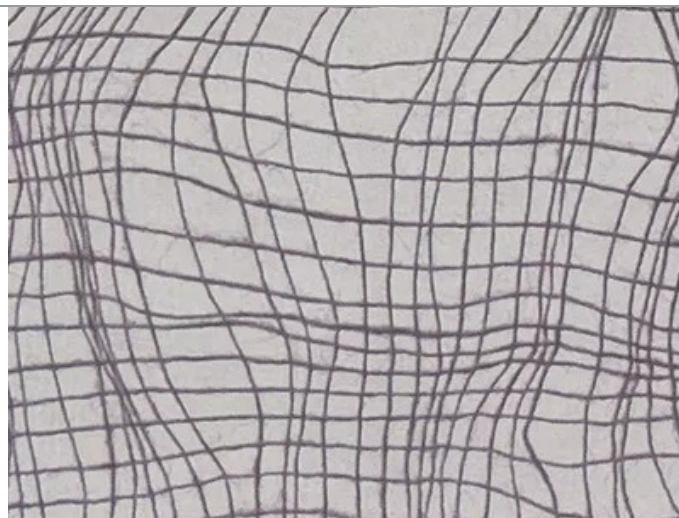


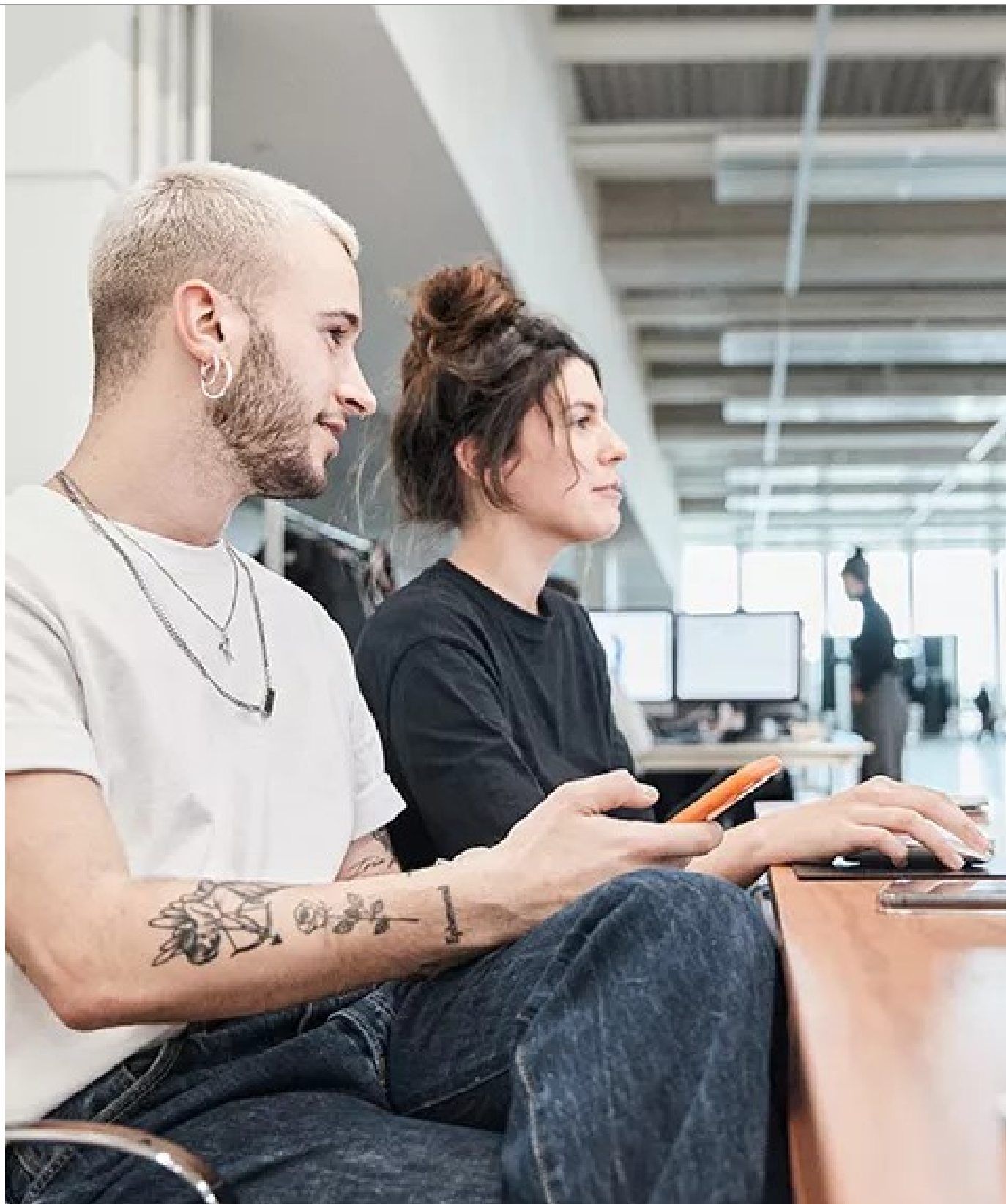


Sustainability

Fashion is much more than a mirror for the latest trends. It is a universal language, a form of personal and collective expression and a way of presenting ourselves to the world just the way we are. Through fashion, we build identity, creation connections and contribute to change.

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Inspired by our passion for making quality fashion at affordable prices, here at Inditex we are working to convert this form of expression into garments that stay in our customers' wardrobes over time. To do that, we have always articulated our fashion proposition around meeting our customers' needs, just in time: with

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read the trends and listen tirelessly to our customers; meticulous management of our supply chain, which gives us the agility needed to react to market shifts mid-season; and a logistics and distribution network that allows us to tailor our fashion proposals for the reality on the ground in our more than 214 markets. Thanks to all of this, coupled with low initial procurement volumes and a fully integrated offline and online store network, our surplus stock remains at under 1% of all the garments we put on sale.

Roadmap

We are determined to reduce our impact by acting on our water, energy and natural resource consumption. We are working with experts, environmental and social organisations and partners from a range of fields to roll out solutions capable of unlocking progress on our roadmap. When we define our trajectory for the years ahead, we do so not only to set ourselves on an internal path but also to visualise our end destination, identify the challenges we need to surmount and mobilise the talent, innovation and investments required to create new solutions that are workable all along our supply chain.





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/ Raw materials: 88% of the fibres we currently use in our clothing have a lower impact on the environment (whether by generating fewer emissions or using less water or chemicals, among other criteria) and 47% are recycled. Find out more [here](#).

/ Water consumption: Between 2020 and 2025, we reduced our unit water consumption in the productive processes in our supply chain by over 25%.

/ Ecosystem regeneration and protection: Since 2023, we have funded

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decarbonisation targets, which include those generated in our own operations, in the extraction and processing of raw materials and in the manufacture, distribution and end-of-life management of our garments, have contracted by 11%, even as our sales have grown by more than 50%.

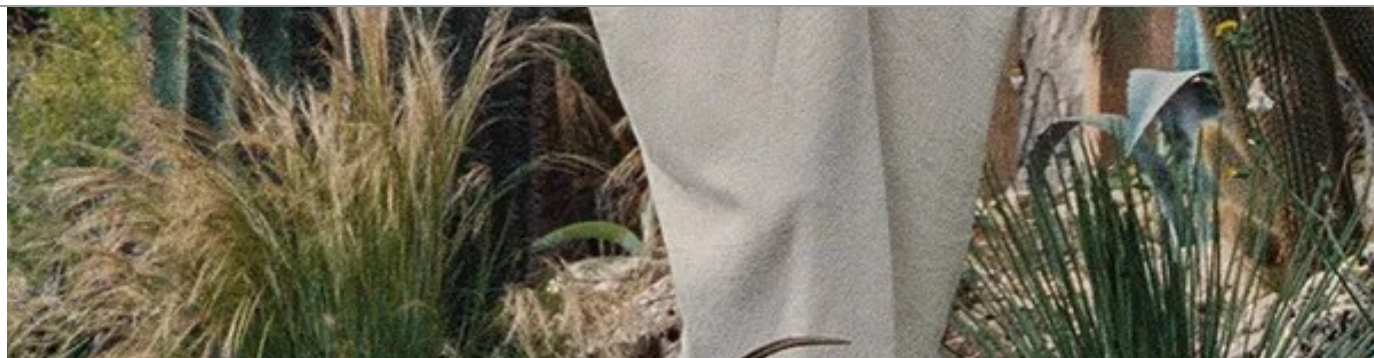
In parallel, the direct emissions generated by us - those associated with our own operations - have been slashed by 88% during that same time interval.

Further information about these milestones is available in [our latest Annual Report](#).





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A new cycle

Transformation of the fashion industry starts at the source. Committing strategically to the use of raw materials derived from regenerative and organic farming practices and recycling techniques is key to reducing our emissions, using water and energy more efficiently and building a circular model.

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To advance in this direction, we train our teams on sustainability matters and how to integrate them in the products they design, thanks to the Sustainable Fashion School initiative developed in partnership with Leeds University. In this manner, we remind them to remain open to innovation and constant experimentation, in

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regenerative, recycled or other lower impact alternatives, with 47% of our fibres recycled and 30% derived from organic and regenerative practices.



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We drive innovation in materials taking this same approach: We are collaborating closely with suppliers and industrial partners who are developing processes and materials with a lower impact on the environment by comparison with traditional models (mainly by using less water and energy), particularly in the area of



in response to some of the industry's key challenges, such as the recycling of fibre blends and synthetic materials.

A good example is CIRC, which has developed disruptive technology for recycling polyester and cotton blends, one of the most prevalent in the industry. Another is Epoch, which uses artificial intelligence to search for enzymes capable of recycling plastic materials and synthetic textiles through a process that is less energy-intensive than current plastic recycling.



Production

We believe in our industry's potential as an engine of economic growth and community development. To continue to push towards



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We run a strict compliance programme based on continuous audits and action plans to ensure appropriate social and working conditions in the factories that work with us. In collaboration with organisations such as IndustriALL Global



negotiation of living wages, projects focused on ensuring safe and discrimination-free places of work and holistic health initiatives. We have also devised initiatives to shore up the industry's resilience in the face of challenges such as the transition to lower impact processes, the adoption of new technology and social shifts.

In 2024, we introduced our 2024-2027 Supply Chain Environmental Transformation Plan, which raises mandatory requirements for the factories that work with us with respect to water consumption and management, waste treatment, the use of chemical substances and carbon footprints. All cutting, garment, washing, dyeing, spinning and weaving factories are required to have a decarbonisation plan in place this year that will allow them to reduce the emissions from their operations at an annual pace of over 4.2%, in line with our broader emissions reduction targets. This plan encourages the use of renewable energy, streamlining of productive processes and adoption of more environmentally-friendly technology. As a result of this work and the use of lower impact materials, the emissions associated with the manufacture of our products have fallen by 14% in just two years.





Responsible water management and consumption, the proper handling of waste and safe use of chemical products are the three cornerstones of this plan. We are working together with our suppliers to improve wet processes, ensuring efficient use of water for each process and type of fibre, as well as the reuse of wastewater. We are also engaging with ZDHC to make progress on the safety of the chemical products used.

To facilitate this transition, we are supporting and accompanying our suppliers, a programme that includes the provision of expert advice. This support includes the development of personalised decarbonisation plans, training and tools. A good example is [our Best Available Techniques \(BAT\) Guide](#), which contains detailed information about practices with a lower impact than conventional practices.

Execution of our roadmap is underpinned by constant collaboration with our suppliers and a rigorous monitoring system to guarantee transparency and



We analyse management of our distribution chain and store network constantly in a bid to identify new efficiency drivers and reduce the environmental impact of this side of our business. Logistics is a key prong of our business and also one of the areas where we see the greatest scope for transformation.



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We continue to advance towards an increasingly efficient logistics and transportation network. In procuring our merchandise - moving our garments from our factories all around the world to our distribution centres - we use shipping the vast majority of the time. To reduce the impact of this process, 98%



consolidating loads to prevent necessary trips. Most of those shipments involve ground transportation, where we are propelling the use of high-capacity vehicles, like duo-trailers, which have the ability to reduce emissions per trip by up to 30%. In tandem, we continue to increase the use of multimodal transportation, combining ground and rail transportation to reduce our environmental footprint.

In the case of online orders, our integrated network of stores and logistics platforms allows us to decide where to prepare each order optimally as a function of efficiency and availability criteria.

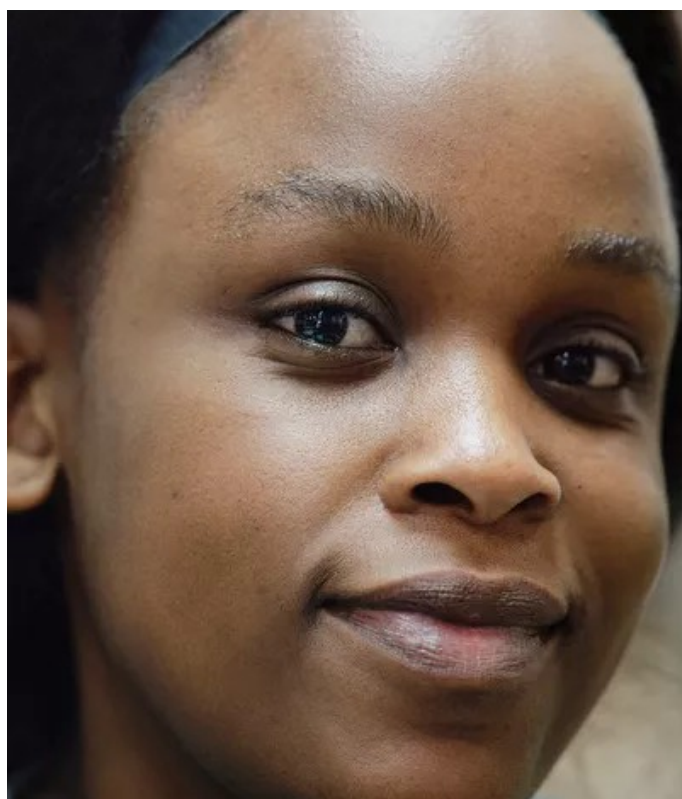
Our stores, present in 97 markets, also run on renewable electricity and play a crucial role in our transition to a more circular model. In 2020, we stopped using plastic bags in our stores and in our online packages and since then we have gone on to eliminate most of the single-use plastics from customer interfaces.

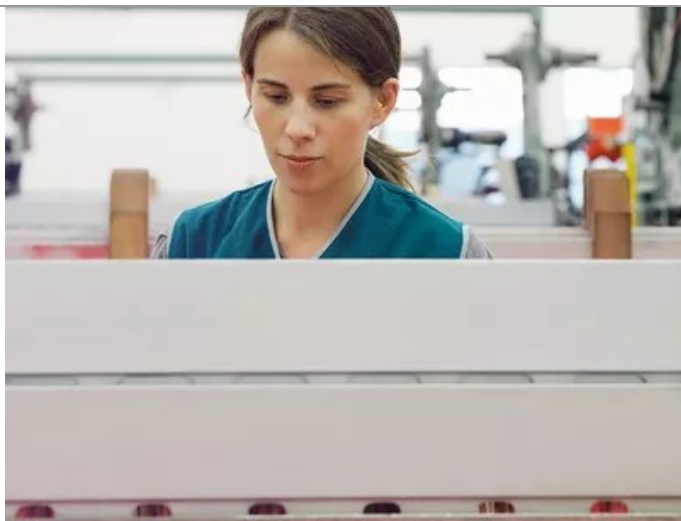
We actively encourage our customers to bring their own reusable shopping bags and discourage the use of new packaging by charging for paper bags in our stores. Thanks to this measure, we have reduced the consumption of new paper bags by over 50%. Moreover, we donate an amount equivalent to the money collected from the sale of those bags to environmental projects in more than 30 countries, in partnership with organisations such as WWF and Water.org, as well as the regional government of Galicia.

Our responsibility does not end at our facilities. We want to help our customers lengthen the useful lives of their clothing. With that in mind, we launched Zara Pre-Owned in 2022, a pioneering platform which offers repairs, person-to-person sales and the possibility of donating used clothing currently available in 16 European markets and the US. We also offer customers the possibility of dropping used clothing, footwear and accessories off at our stores thanks to partnerships with organisations specialised in reuse and recycling.

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We want to give back to our communities through projects focused mainly on education, emergency relief work and environmental care.



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In 2025, we supported 1,182 initiatives in which we invested €175 million, growth of 30% from 2024. Those initiatives directly benefitted more than four million people.





such as Caritas and Entreculturas; and for fostering education and research, through stable collaborations the University of Coruña, MIT and Tshingua University, among many other universities.

Biodiversity is what allows our ecosystems to work, playing a crucial role in water purification, soil fertility, crop pollination and climate regulation. Here, for example, we are working with Conservation International on the Regenerative Fund for Nature to help scale up regenerative farming and breeding practices, and with Ocean Conservancy, an international organisation with more than 40 years of expertise protecting the oceans, on work to reduce the impact of plastic pollution on biodiversity and coastal communities. Thanks to these partnerships, we have funded the restoration, protection and regeneration of over 1.5 million hectares.

Our commitments



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MASSIMO DUTTI

BERSHKA

STRADIVARIUS

OYSHO

ZARA HOME

LEFTIES

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