

CONSOLIDATED MANAGEMENT REPORT **2020**

— MAIN NON-FINANCIAL STATEMENTS





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Building a greener future



Helping society thrive

Digital inclusion

Servicio Universal (millones de euros)

	2019	2020
Argentina ¹	42	39
Brazil ²	98	70
Colombia ³	48	40
Ecuador ⁴	4	3
Spain ⁵	16	8
Perú	15	13
Venezuela ⁶	0.33	1

(1) Argentina: Updated 2018 value. The value reported for 2020 includes only contributions for the period January-November 2020. Annualised information is obtained on 15 February each year.

(2) Brazil: 2019: FUST R\$287,293,932.60 (figure in reais) and FUNTTEL R\$143,646,960.45. 2020: FUST R\$272,159,651.65 and FUNTTEL R\$136,079,828.11.

(3) Colombia: Includes payments derived from revenues from the provision of telecommunications services, plus the use of spectrum frequencies. Includes a recurring percentage agreed with the Ministry for Mobile Spectrum Renewal. The 2020 amount is composed of actual values paid from Q1 to Q3, plus an estimate for Q4.

(4) Ecuador: Payments correspond to 1% of FODETEL (payment made quarterly based on the previous quarter's income). Includes payments for SMA, LDI, Carrier Service and VAS. The annual value includes an estimate for Q4 2020, therefore, the final value may be adjusted.

(5) Spain: The figure in the table indicates only the value estimated by the Company for 2020. However, the official reported figure for 2020 is -€836,986. The negative amount is due to regularisations and corrections of overprovisioning made in previous years.

(6) Venezuela: Does not include the payment for Q4 2020.

LTE Penetration

	2019	2020	Year-on-year variation
Spain	83.2 %	87.0 %	3.8 pp
United Kingdom	89.4 %	92.5 %	3.2 pp
Germany	77.8 %	90.5 %	12.7 pp
Brazil	66.6 %	75.8 %	9.2 pp
Argentina	79.6 %	83.6 %	4.1 pp
Peru	85.0 %	87.5 %	2.5 pp
Chile	84.0 %	87.6 %	3.6 pp
Colombia	67.8 %	73.6 %	5.8 pp
Mexico	64.6 %	68.2 %	3.6 pp
Total	75.5 %	82.1 %	6.6 pp

UBB accesses (thousands)

	2019	2020	Year-on-year variation
Spain	4,325	4,614	6.7 %
Germany	1,652	1,798	8.8 %
Brazil	5,023	5,084	1.2 %
HispAm	3,250	3,695	13.7 %
Total	14,281	15,213	6.5 %

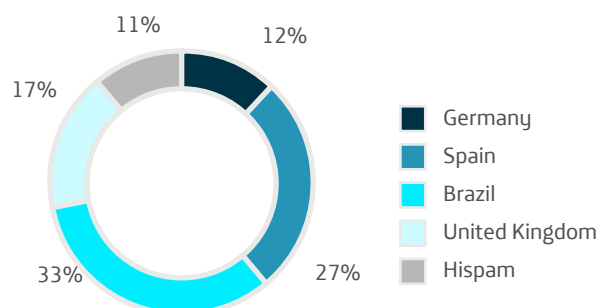
Innovation

Key innovation indicators

	2018	2019	2020
Investment in R&D and innovation (million euros)	6,114	5,602	4,626
Investment in R&D and innovation / revenue (%)	12.6%	11.6 %	10.74%
Investment in R&D (million euros)	947	866	959
Investment in R&D / revenue (%)	1.9%	1.8%	2.2%
Annual increase/decrease in investment in R&D (%)	9.9%	(8.6 %)	10.7%
Industrial property rights portfolio	601	477	440
New patents registered	22	27	14

*These figures have been calculated using the OECD guidelines.

Investment in R&D by region



New assets generated in 2020

Assets	Scope
14 patents	10 European patents 4 international PCT patents
1 industrial design	EUIPO European Union Intellectual Property Office

Key Open Innovation indicators

	2020
Startups in portfolio/active in Open Innovation	> 500
Startups working with Telefónica	> 130
Countries in which Open Innovation is present	12
Wayra Hubs	7
Open Future spaces	35
Telefónica Ventures (centres)	8
Startups invested in by Wayra	> 770
Startups invested in directly by Telefónica Ventures	>25
Direct investment in startups in 2020 (million euros)	11,4
Startups invested in through other funds by Telefónica Ventures	> 120
Third-party investment in startups (million euros)	1,900

Contribution to communities: impacts and SDGs



SDG 9 - Build inclusive and sustainable connectivity

Contribution to SDG 9		
Target	Indicator	2020
9.1		
	Investment in infrastructure and applied services (total investment of the Telefónica Group (million euros)	5,861
	Pre-paid penetration	49.4%
	Universal Service	174
9.5		
	R&D investment (million euros)	959
	Industrial property rights portfolio (includes patents)	440
9.c		
	Number of people connected via the Internet for All project	1,800,000
	4G/LTE mobile coverage	82.5%
	UBB - Ultra Broad-band (passed units)	134,769,000



SDG 8 - Drive digitisation for a more sustainable society and economy

Contribution to SDG 8		
Target	Indicator	2020
8.1		
	Telefónica's impact on GDP	44,691
	Total tax contribution (million euros)	8,160
8.3.		
	% purchases from local suppliers	77%
	Third-party investment in startups (million euros)	1,900
	Startups invested in by Wayra	> 770
8.5.		
	Total number of employees	112,349
	Indirect employment generated (employees)	637,990
	Employees with disabilities	1,118
8.6.		
	People trained in employability	996,875
8.8.		
	Supplier audits	16,105
	Suppliers with improvement plans	560



SDG 4 - Address inequalities by investing in digital skills

Contribution to SDG 4

Target	KPI	2020
4.2		
	Number of children benefiting from Profuturo programmes (million people)	16
	Number of countries in which the Profuturo programme operates (*)	40
4.4		
	Students enrolled in Telefónica Educación Digital MOOCs	>6 M
	Beneficiaries of the digital skills training programme	2,321,189
	Internal employee training hours	3,549,124
4.C		
	Number of Profuturo programme teachers	> 400000
	ScolarTIC teacher training programme (people registered)	34,001



SDG 7 - Develop the most efficient telecommunications network powered by renewable energies

Contribution to SDG 7

Target	KPI	2020
7.2		
	Renewable electricity consumption (MWh)	4,918,373
7.3		
	Emissions avoided thanks to renewable energy consumption (tCO2e)	911,070



SDG 11 - Develop solutions to optimise consumption, reduce emissions and improve mobility and safety for people and communities

Contribution to SDG 11

Target	KPI	2020
11.6		
	Emissions avoided through Eco Smart services (million tCO2)	9.5



ODS 12 Promover la economía circular en el uso de equipos electrónicos, a través del eco-diseño, la reutilización y el reciclado

Contribution to SDG 12

Target	KPI	2020
12.2		
	Electricity consumption + Self-generation (MWh)	6,548,152
	Total energy consumption (MWh)	6,863,728
	Generation of waste (tonnes)	46,912
12.5		
	Waste recycling (%)	98%
12.6		
	Responsible Design Indicator	Integrated into T.España



SDG 13 - Combat climate change and improve resource efficiency and utilisation

Contribution to SDG 13

Target	KPI	2020
13.2		
	Direct emissions (Scope 1) (tCO ₂)	212,682
	Indirect emissions (based on market method) (Scope 2) (tCO ₂)	530,684
	Other indirect emissions (Scope 3) (tCO ₂)	1,909,321



SDG 5 - Promote gender equality and reduce gender gaps in wages and salaries

Contribution to SDG 5

Target	KPI	2020
5.2		
	Cases of discrimination detected / measures taken	3/2
5.5		
	% Women on the Board of Directors	29.41
	Women in management positions	27.4
	% Women in the workforce	38
5.b		
	Programmes to promote STEM careers	27



SDG 16 - Enhancing trust through the ethical and responsible use of technology

Contribution to SDG 16

Target	KPI	2020
16.5		
	% of employees who have taken the Responsible Business course	93%
16.10		
	Privacy of information	SASB TC-TL-2020a
	Information security	SASB TC-TL-230a
16.a		
	Corporate volunteering (people)	56,472
	Beneficiaries of voluntary activities	1,532,160



SDG 17 - Develop strong global partnerships for sustainable development

Contribution to SDG 17

Target	KPI	2020
17.6		
	Number of fixed broadband subscribers	20,077,200
17.8		
	Penetración del servicio LTE en la base de clientes.	85.20%

Contribuimos a las comunidades en las que estamos presentes

2020	Ingresos Grupo por país (millones €)	Empleados Grupo por país	% de proveedores locales	Inversión total realizada en el país* (millones €)	Gastos salariales en el país (millones €)	Impuestos soportados en el país (millones €)
Alemania	7.532	7.926	76%	1.094	611	220
Brasil	7.422	34.432	96%	1.372	792	320
España	12.401	28.560	78%	1.408	1.748	802
Reino Unido	6.708	6.322	82%	913	459	301
Hispan*	7.922	34.687	90%	833	999	560

(*) Hispan incluye Argentina, Chile, Colombia, Ecuador, México, Uruguay, Venezuela y Perú

Impact on GDP (main operations)

	Million euros	% of total im- pact
Total impact	44,691	
Direct impact	19,803	44.3%
Indirect impact	19,497	43.6%
Induced impact	5,392	12.1%

Definitions

- **Total impact:** Total impact generated by our corporate activity and the expenses and investments we make in the countries in which we operate.
- **Direct impact:** Impact generated directly by our operations.
- **Indirect impact:** Impact generated by the expenditure and investments carried out throughout our supply chain.
- **Induced impact:** Impact generated by the increase in consumption derived from the increase in work income generated by direct and indirect jobs.

	Million euros	% of local GDP (*)
Germany	5,543	0.18%
Argentina	1,922	0.88%
Brazil	10,431	0.95%
Chile	1,953	0.93%
Colombia	1,285	0.59%
Spain	14,579	1.39%
Mexico	958	0.13%
Peru	1,759	1.11%
United Kingdom	6,262	0.29%

Impact on employment (main operations)

	Impact on em- ploy-ment in the main countries (numner of people)	% of total impact
Total impact (1)	957,314	
Direct impact (2)	108,551	11.3%
Indirect impact (3)	637,990	66.4%
Induced impact (4)	210,773	22.3%

Definitions

- **Total impact:** Total impact generated by our corporate activity and the expenses and investments we make in the countries in which we operate.
- **Direct impact:** Employees hired directly.
- **Indirect impact:** Jobs generated in those companies and sectors that receive our expenditure and investments and in their respective suppliers.
- **Induced impact:** Jobs created in all economic sectors thanks to the economic activity generated in an induced way in the market as a whole.

	Impact on employment (number of people)	% total local employment
Germany	37,229	0.08%
Argentina	40,902	0.30%
Brazil	444,650	0.54%
Chile	39,098	0.49%
Colombia	65,458	0.31%
Spain	136,729	0.71%
Mexico	42,917	0.08%
Peru	96,375	0.98%
United Kingdom	53,956	0.17%

Tax contribution by country

Million euros	Contribution by country to consolidated Group profit before tax (1) 2019	Contribution by country to consolidated Group profit before tax (1) 2020	Total taxes paid 2020	Total taxes collected 2020	Totals 2020
Germany	314	281	215	828	1,043
Argentina	(894)	(51)	148	408	556
Brazil	1,027	1,434	318	1,829	2,147
Central America	35	179	22	27	48
Chile	42	113	6	150	154
Colombia	38	66	103	120	222
Ecuador	(22)	43	91	64	156
Spain	826	108	790	1,917	2,706
Mexico	(707)	(767)	169	84	253
Peru	(180)	(167)	52	155	207
United Kingdom	1,437	675	300	234	534
Uruguay	94	136	18	19	37
Venezuela	7	73	3	10	13
Other	231	215	67	16	83
TOTAL GROUP	2,248	2,338	2,301	5,859	8,160

Tax contribution by region

Million euros	2020	2019		
	Contribution by country to consolidated Group profit before taxes (1)	Tax on profits (2)	Contribution by country to consolidated Group profit before taxes (1)	Tax on profits (2)
Europe	2,577	310	1,064	365
Latam (*)	(595)	270	880	383
Central America	35	8	179	27
Other	231	38	215	29
TOTAL GROUP	2,248	626	2,338	803

1) Contribution to the consolidated pre-tax result, adjusted for the allocation to the year of coupons relating to subordinated perpetual bonds. The Consolidated Financial Statements of the Telefónica Group are drawn up in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union. The local accounting regulations applicable in each of the countries in which the Group is present may differ from the standards set by the IFRS.

The table above groups together all companies of the Group according to the country of their registered office. This grouping does not coincide with the distribution by segment of the Telefónica Group. The results by country include, as appropriate, the effect of the allocation of the purchase price to the acquired assets and the liabilities assumed. The results by country exclude income generated by dividends of Group subsidiaries, as well as the change in the provision for write-downs of investments in companies of the Group, which are eliminated in the consolidation process.

2) Refunds received from different tax authorities as a result of excess payments made in previous years are excluded. For 2020 specifically, the following tax refunds for payments made in 2018 and 2019 are excluded: 89 million euros in Spain, 15 million euros in Peru and 13 million euros in Chile.

For 2019, the extraordinary refund received in Spain as a result of the TEAC resolution (701 million plus 14 million corresponding to excess tax payments made in 2009 and 2010, plus 201 million euros in compensatory interest) is excluded, as set out in note 25 of the 2019 Consolidated Annual Accounts. Additionally, the refund in Spain of 132 million euros for the 2017 tax year is also excluded, as are the refunds of 10 million euros in Chile and 17 million euros in Peru. This last refund was not excluded from the 2019 non-financial statements, as that information was lacking at the time of publication.

The taxes paid to the different authorities are attributed to the country of jurisdiction of the corresponding tax authority.

(*) As a result of their sale in 2019, Telefónica Móviles Guatemala, Telefónica Móviles de Nicaragua and Telefónica Móviles Panamá were disinvested at different dates (and therefore excluded from the consolidation perimeter).



Leading by example



Ethics and compliance

Employees trained in the course on our Business Principles and Human Rights*

Number of employees trained in the course on Business Principles and human rights	103,934
Percentage of employees trained in the course on Business Principles and human rights	93%
Hours of training in the course on Business Principles and human rights	207,868

*Since its launchment in 2018

Employees trained in anti-corruption

Number of employees trained in anti-corruption*	104,522
Number of employees trained in anti-corruption*	93%

*Includes the courses on Business Principles (since 2018), the Foreign Corrupt Practices Act (since 2017) and local anti-corruption courses (since 2019). In 2020, 31% of the workforce was trained in anti-corruption.

Main KPIs on the Whistleblower Channel

	2019	2020
Complaints received	1,222	882
Substantiated complaints received	465	385
Actions taken to terminate contracts of employment as a result of substantiated complaints	140	126
Confirmed cases of corruption	0	1
Disciplinary measures taken or terminations of contract carried out in connection with confirmed cases of corruption	0	3
Confirmed cases of discrimination	2	3
Disciplinary measures or terminations of contract carried out in connection with confirmed cases of discrimination	2	2

Whistleblower Channel

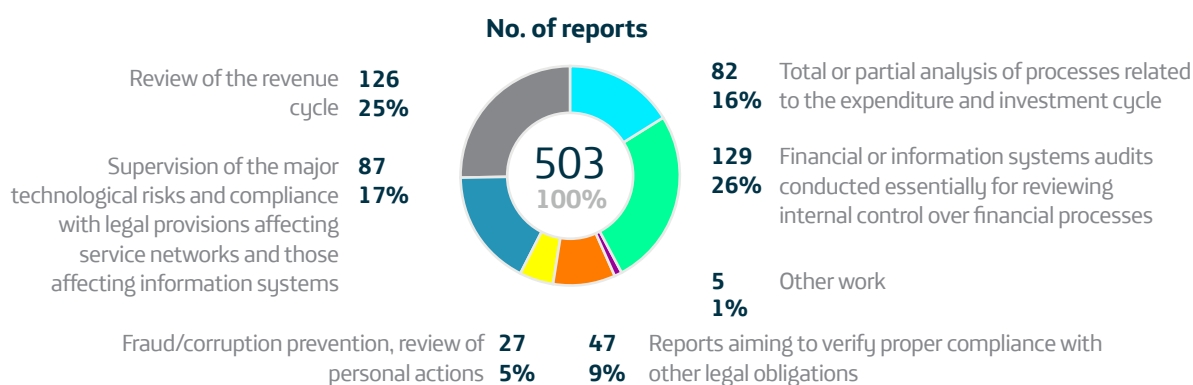
	2019	2020
Nature of substantiated complaints	% of total number of substantiated com-plaints	% of total number of substantiated com-plaints
Failure to comply with regulations	8%	14%
Fraud	28%	23%
Workplace/sexual harassment, and/or discrimination	6%	5%
Conflict of interest	4%	5%
Information privacy/security	2%	2%
Inappropriate behaviour and other workplace disputes	43%	37%
Other	9%	14%
Total number	465	385

Responsible Business Channel

	2019	2020
Responsible communication	1	1
Integrity	3	1
Environment	36	26
Supply chain	4	13
Privacy	6	15
Accessibility	4	7
Sustainable innovation	2	5
Human rights	0	0
Other human rights	0	3
Children's rights	0	0
Freedom of expression	0	0
Other (e.g. Customer responsibility*)	4	155

*The increase in the number of enquiries in the category "Customer responsibility" is due to the fact that we promoted our Responsible Business Channel externally in 2020, which led to an increased number of customer-related enquiries, which we redirected internally to the relevant channels for resolution.

Reports published by Internal Audit in 2019



Country-by-Country Report 2019

Tax jurisdiction	Third-party income	Related-party income	Total Income	Profit or loss before tax (1)	Tax on profit paid (2)	Profit tax (3)	No. of employees (4)	Tangible assets (5)
Germany	7,870	62	7,932	281	52	81	8,235	3,959
Argentina	2,142	24	2,165	(51)	118	123	14,816	1,670
Brazil	10,056	43	10,099	1,434	56	320	34,014	7,663
Chile	1,918	9	1,927	113	18	21	4,194	1,500
Colombia	1,400	13	1,413	66	37	41	5,564	1,241
Costa rica	232	3	235	77	4	29	201	0
Ecuador	477	8	485	43	24	53	1,193	284
El salvador	133	5	138	27	1	10	199	0
Spain	12,804	792	13,595	108	97	(522)	30,596	9,588
Guatemala	5	3	8	2	0	0	28	15
Mexico	1,193	60	1,254	(767)	22	479	1,964	691
Nicaragua	61	5	66	26	13	7	85	0
Panama	145	21	165	48	8	17	281	10
Peru	2,138	52	2,190	(167)	93	155	6,210	1,786
United Kingdom	7,070	46	7,116	675	217	91	6,953	3,327
Uruguay	282	165	447	136	15	20	642	361
Venezuela	75	1	76	73	1	(4)	1,763	25
Other	422	(1,312)	(890)	215	29	35	411	107
Totals	48,422	0	48,422	2,338	803	957	117,347	32,228

(1) (3) Contribution to consolidated result before tax and profit tax, adjusted for the allocation to the year of coupons relating to subordinated perpetual bonds. The consolidated financial statements of the Telefónica Group are drawn up in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union. The local accounting regulations applicable in each country in which the Group is present may differ from the standards set by the IFRS.

The table above groups together all the Group companies according to the country of their registered office. This grouping does not coincide with the distribution by segment of the Telefónica Group. Where applicable, the results by country include the effect of the allocation of the purchase price to acquired assets and liabilities assumed. The results by country exclude income generated by dividends of Group subsidiaries, as well as the change in the provision for write-downs of investments in Group companies, which are eliminated in the consolidation process. Tax withholdings paid to the various administrations have been allocated to the jurisdiction that ultimately bears the withholdings.

(2) Refunds received from different administrations and corresponding to overpayments from previous years are excluded, i.e. €1,048m in Spain, €10m in Chile and €17m in Peru. The last return on the list was not excluded from the non-financial information filed for the financial year 2019, as the information was not available at the time of publication.

(4) The number of employees refers to the average number of employees, distributed by tax jurisdiction.

(5) Tangible assets related to Central American countries are affected by the provisions of "Note 30. Operations held for sale" in the 2019 Consolidated Financial Statements.

Employees trained on anti-corruption, by professional category and region *

Country	Executives	Middle Management	Other professionals	Total
Germany**		6	10	7,604
Argentina	174	1,33	12,026	13,53
Brazil	1,532	2,006	27,015	30,553
Chile	82	568	3,353	4,003
Colombia	146	389	4,542	5,077
Ecuador	61	152	771	984
Spain	1,591	2,906	22,658	27,155
Mexico	316	76	1,418	1,81
Peru	158	380	4,355	4,893
UK	333	1,103	4,796	6,232
Uruguay	40	74	511	625
Venezuela	64	299	1,295	1,658
Rest	68	230	100	398
Total***	4,581	9,56	83,18	104,909

*The courses considered for this indicator are; Business Principles Course (since 2018), the Foreign Corrupt Practices Act Course (since 2017) and local anti-corruption courses (since 2019).

**While break-down of data into professional category and regions for Germany was possible for 2020 (see table below), no such break-down was possible for historic data displayed in this table.

***Given that historic break-down of data into professional category and regions for Germany was not possible (see previous note), the total provided in the last column is the sum of the vertical numbers (total for each country) and not the sum of the total of professional categories.

% Employees trained on anti-corruption, by professional category and region*

Country	Executives	Middle Management	Other professionals	Total
Germany**	—%	1 %	— %	96 %
Argentina	99%	100%	99%	99%
Brazil	97%	95%	88%	89%
Chile	98%	95%	94%	94%
Colombia	95%	79%	78%	79%
Ecuador	100%	97%	95%	96%
Spain	99%	99%	94%	95%
Mexico	99%	99%	98%	98%
Peru	99%	97%	94%	94%
UK	99%	99%	98%	99%
Uruguay	100 %	100%	98%	99%
Venezuela	98%	99%	96%	97%
Rest	93%	91%	84%	90%
Total	93%	90%	86%	93%

*The courses considered for this indicator are; Business Principles Course (since 2018), the Foreign Corrupt Practices Act Course (since 2017) and local anti-corruption courses (since 2019).

**While break-down of data into professional category and regions for Germany was possible for 2020 (see table below), no such break-down was possible for historic data displayed in this table.

Employees trained on anti-corruption in 2020, by professional category and region

Country	Executives	Middle Management	Other professionals	Total
Germany	19	84	740	843
Argentina	97	812	7,153	8,062
Brazil	1,070	1,209	12,076	14,355
Chile	14	302	2,155	2,471
Colombia	3	95	871	969
Ecuador	52	125	714	891
Spain	53	251	3,325	3,629
Mexico	30	5	362	397
Peru	35	70	959	1,064
UK	102	221	1,369	1,692
Uruguay	2	0	51	53
Venezuela	26	42	275	343
Rest	3	4	84	91
Total	1,506	3,220	30,134	34,860

% Employees trained on anti-corruption in 2020, by professional category and region

Country	Executives	Middle Management	Other professionals	Total
Germany	3%	1%	9 %	11%
Argentina	55%	61%	59%	59%
Brazil	68%	58%	39%	42%
Chile	17%	50%	60%	58%
Colombia	2%	19%	15%	16%
Ecuador	85%	80%	88%	87%
Spain	3%	9%	14%	13%
Mexico	9%	6%	25%	22%
Peru	22 %	18%	21%	21%
UK	30 %	20%	28%	27%
Uruguay	5 %	—%	10%	9%
Venezuela	40%	15%	20%	20%
Rest	4%	2%	71%	20%
Total	31%	30%	31%	31%

Clients

NPS Telefónica Group (*)

2019

2020



(*) Only includes the four main operators (Spain, Germany, the United Kingdom and Brazil).

NPS Telefónica Group (by segment) (*)

	2019	2020
B2C	16	20
B2B	33	40

(*) Only includes the four main operators (Spain, Germany, the United Kingdom and Brazil).

Digital Trust

Summary of key indicators

Indicators	2019	2020
Number of attendees on training courses in data protection and cybersecurity	54,991	80,222
Number of hours of training in data protection and cybersecurity	104,558	105,700
Number of open procedures for data protection issues	66	61
Number of fines for data protection issues (*)	23	15
Sum of fines (euros) for data protection issues (*)	244,206	328,593
Number of enquiries/complaints on data protection/privacy issues in the Responsible Business Channel	6	15
Number of inquiries / claims on Freedom of Expression issues in the Responsible Business Channel	0	0
Number of internal audits in data protection and cybersecurity	69	75
Number of external audits in the area of product and service security (**)	13	10
Number of high-impact information security or cybersecurity incidents/breaches that have affected personal data of customers	1	0
Scope of training and awareness initiatives on the responsible use of technology (people)	223,725,282	166,470,613

(*) Following the application of the "firm resolution/final decision" criteria regarding fines, one ruling/fine in Brazil has been moved from 2019 to 2020.

(**) Products and services that are audited: Vamps, Cyberthreats, AntiDDoS, Monitorización de seguridad, Navegación segura, Redes Limpias, Trafico Limpio de Correo, UTM Gestionado, WAF as a service, Soporte y Gestión de Dispositivos.

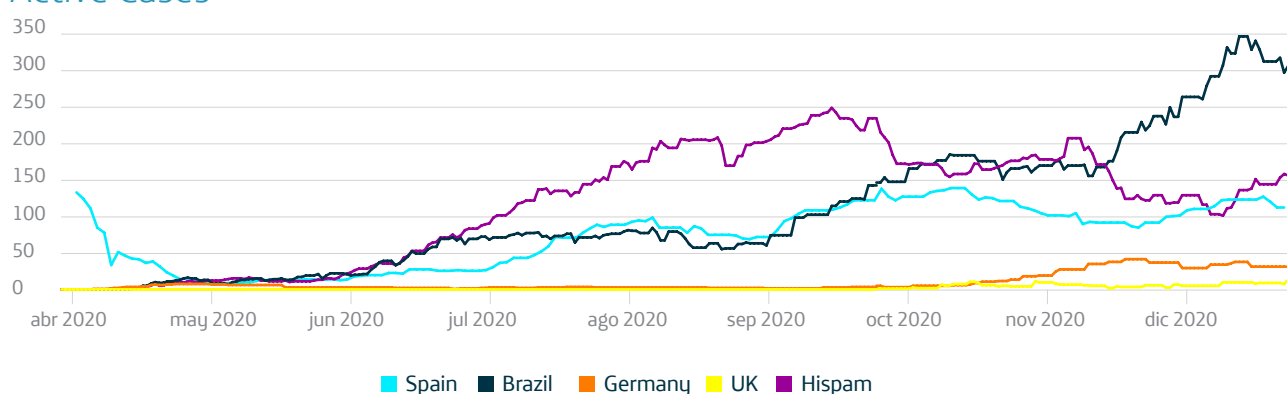
Human Capital

Women at Telefónica

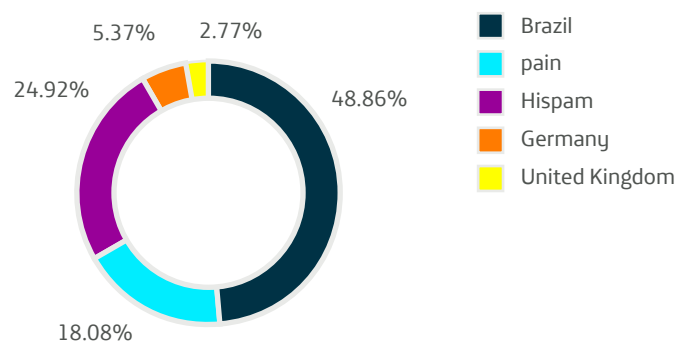
	2016	2017	2018	2019	2020
Women on the workforce	38%	38%	38%	38%	38%
Women executives	21%	22%	23%	26%	27%

Active COVID-19 cases in workforce and geographic distribution

Active Cases



Distribution of active cases



Occupational health and safety indicators

Indicators ⁽¹⁾	Germany		Brazil		Spain		United Kingdom		HispAm (4)	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Number of hours of absenteeism (men)	593.520	494.016	781.088	774.808	1.046.640	132.288	245.744	292.904	903.320	808.480
Number of hours of absenteeism (women)	584.200	485.904	920.944	771.592	673.400	177.592	271.864	302.920	892.280	587.648
Number of hours of absenteeism TOTAL	1.177.720	979.920	1.702.032	1.546.400	1.720.040	309.880	517.608	595.824	1.795.600	1.396.128
Absenteeism rate (men)	0.06	0.05	0.02	0.02	0.03	0.00	0.03	0.04	0.02	0.02
Absenteeism rate (women)	0.10	0.09	0.04	0.03	0.03	0.01	0.06	0.07	0.03	0.02
Absenteeism rate TOTAL	0.08	0.07	0.03	0.02	0.03	0.01	0.04	0.05	0.03	0.02
Lost day rate / severity (men) (2)	21.44	11.64	21.74	7.02	14.30	3.92	5.34	2.01	65.74	58.61
Lost day rate / severity (women) (2)	23.73	14.35	2.08	0.72	8.29	6.20	3.85	12.47	14.77	22.54
Lost day rate / severity TOTAL (2)	22.26	12.60	13.80	4.48	12.23	4.72	4.78	5.94	47.14	45.58
Lost day rate / severity (men) (3)	21.44	11.64	21.74	7.02	14.30	3.92	128.83	2.01	65.61	107.60
Lost day rate / severity (women) (3)	23.73	14.35	2.08	0.72	8.29	6.20	268.67	12.47	16.62	59.56
Lost day rate / severity TOTAL (3)	22.26	12.60	13.80	4.48	12.23	4.72	181.68	5.94	47.73	90.25
Accident frequency rate (men)	0.52	0.25	0.58	0.57	0.27	0.12	0.05	0.00	2.13	1.12
Accident frequency rate (women)	0.61	0.94	0.15	0.05	0.29	0.12	0.08	0.04	0.86	0.52
Accident frequency rate TOTAL	0.55	0.49	0.41	0.36	0.28	0.12	0.06	0.02	1.67	0.91
Occupational disease rate (men) (2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.05
Occupational disease rate (women) (2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.06
Occupational disease rate TOTAL (2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.05

Indicators ⁽¹⁾	Germany		Brazil		Spain		United Kingdom		HispAm (4)	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Occupational disease rate (men) (3)	0.00	0.00	0.00	0.00	0.00	0.00	3.32	0.00	0.01	2.43
Occupational disease rate (women) (3)	0.00	0.00	0.00	0.00	0.00	0.00	7.58	0.00	0.05	2.33
Occupational disease rate TOTAL (3)	0.00	0.00	0.00	0.00	0.00	0.00	4.93	0.00	0.03	2.39
Total number of occupational injuries with major consequences (Men) (5)	n.a.	0	n.a.	0	n.a.	0	n.a.	0	n.a.	1
Total number of occupational injuries with major consequences (Women) (5)	n.a.	0	n.a.	0	n.a.	0	n.a.	0	n.a.	1
Total number of occupational injuries with major consequences TOTAL (5)	n.a.	0	n.a.	0	n.a.	0	n.a.	0	n.a.	2
Rate of occupational injuries with major consequences TOTAL (5)	n.a.	0.00	n.a.	0.00	n.a.	0.00	n.a.	0.00	n.a.	0.01
Total number of recordable occupational injuries (Men)	n.a.	12	n.a.	0	n.a.	22	n.a.	0	n.a.	274
Total number of recordable occupational injuries (Women)	n.a.	25	n.a.	0	n.a.	12	n.a.	1	n.a.	75
Total number of recordable occupational injuries TOTAL	n.a.	37	n.a.	0	n.a.	34	n.a.	1	n.a.	349
Rate of recordable occupational injuries (TOTAL)	n.a.	0.49	n.a.	0.00	n.a.	0.12	n.a.	0.02	n.a.	1.03

Indicators ⁽¹⁾	Germany		Brazil		Spain		United Kingdom		HispAm (4)	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Number of deaths resulting from an occupational injury (Men)	n.a.	0	n.a.	0	n.a.	0	n.a.	0	n.a.	1
Number of deaths resulting from an occupational injury (Women)	n.a.	0	n.a.	0	n.a.	0	n.a.	0	n.a.	0
Number of deaths resulting from an occupational injury (TOTAL)	n.a.	0	n.a.	0	n.a.	0	n.a.	0	n.a.	1
Rate of deaths resulting from an occupational injury TOTAL	n.a.	0.00	n.a.	0.00	n.a.	0.00	n.a.	0.00	n.a.	0.00
Number of hours worked (TOTAL)	15,570,000	14,996,612	63,998,000	62,885,220	60,656,000	56,321,381	12,770,000	11,918,370	70,252,000	67,724,712
Number of deaths resulting from an occupational disease or illness (TOTAL)	n.a.	0	n.a.	0	n.a.	0	n.a.	0	n.a.	0
Number of employees covered by the Health and Safety Management System	n.a.	7,701	n.a.	33,064	n.a.	17,497	n.a.	100	n.a.	15,642
% of employees covered by the Health and Safety Management System	n.a.	100%	n.a.	97.7%	n.a.	76.1%	n.a.	1.6%	n.a.	46.7%
Number of employees covered by the Health and Safety Management System subject to internal audit	n.a.	7,701	n.a.	0	n.a.	17,497	n.a.	100	n.a.	10,673
% of employees covered by the Health and Safety Management System subject to internal audit	n.a.	100%	n.a.	0%	n.a.	76.1%	n.a.	1.6%	n.a.	31.9%

Indicators ⁽¹⁾	Germany		Brazil		Spain		United Kingdom		HispAm (4)	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Number of employees covered by the Health and Safety Management System subject to third party certification or auditing	n.a.	7,701	n.a.	0	n.a.	17,497	n.a.	100	n.a.	20,613
% of employees covered by the Health and Safety Management System subject to third party certification or auditing	n.a.	100%	n.a.	0.0%	n.a.	76.1%	n.a.	1.6%	n.a.	61.5%

-Absenteeism rate = total number of days lost due to absence / total days worked per year.

-Lost day rate / severity = (total number of days lost due to accidents in the workplace with leave and occupational disease / total hours worked per year) x 200.000

-Accident frequency rate = (total number of accidents in the workplace with leave / total number of hours worked per year) x 200.000.

-Occupational disease rate = (total number of occupational diseases / total number of hours worked per year) x 200.000.

-Rate of occupational injuries with major consequences = (number of occupational injuries with major consequences (excluding deaths) / number of hours worked) x [200.000 or 1.000.000].

-Rate of recordable occupational injuries = (number of recordable occupational injuries / number of hours worked) x [200.000 or 1.000.000].

-Rate of deaths resulting from an occupational injury = (number of deaths resulting from an occupational injury / number of hours worked) x [200.000 or 1.000.000].

(1) To improve the quality of the data, we have reported data related to occupational diseases based on two criteria: 1. On the basis of a global definition, based on the list of occupational diseases from the International Labour Organization (ILO); 2. On the basis of local legislation, regulations and rules, as in previous years. This distinction is necessary in order to understand the differences between countries. e.g., the employment regulations in the United Kingdom contain a larger number of occupational diseases (e.g., stress) than the rest of the regions in which Telefónica operates, and therefore the rates associated with occupational diseases are higher in the United Kingdom. Additionally, in 2020 in Argentina, according to local legislation, Covid is being considered as an occupational disease.

(2) Based on the list of occupational diseases from the ILO.

(3) Based on the list of occupational diseases in local legislation, regulations and rules.

(4) In 2019 and 2020, HispAm comprised: Argentina, Chile, Colombia, Ecuador, México, Perú, Uruguay, and Venezuela.

(5) Not including deaths.

Health and Safety Management Systems in 2020

Indicators (*)	Total Group (%)
Health and Safety management systems implemented and certified under ISO 45001	49%
Safety and Health management systems implemented without certification	50%
Health and Safety management systems implemented	99%

(*) The indicators (calculated on the basis of the physical workforce by region) reflect the percentage of employees covered by a certified Health and Safety management system (ISO 45001 standard, or in the case of the United Kingdom, which also has more than one certification), or with a management system in place but not certified.

99% indicates the sum of the percentage of employees who are covered by a certified or uncertified management system.

WORKFORCE INDICATORS (*)

Total number and distribution of employees by gender, age, professional category and country

		50 and more		From 35 to 49		Under 35		Total	
TOTAL GROUP		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	877	959	2,368	2,220	207	179	3,452	3,358
	%	5%	5%	7%	7%	1%	1%	5%	5%
	Women	253	289	1,114	1,120	103	103	1,470	1,512
	%	4%	5%	5%	5%	1%	1%	3%	4%
	Total	1,130	1,248	3,482	3,340	310	282	4,922	4,870
	%	5%	5%	7%	6%	1%	1%	4%	4%
Middle management	Men	1,747	1,916	4,442	4,362	1,015	1,028	7,204	7,306
	%	10%	10%	14%	14%	5%	5%	10%	10%
	Women	439	529	2,122	2,137	657	592	3,218	3,258
	%	8%	8%	10%	10%	4%	4%	7%	8%
	Total	2,186	2,445	6,564	6,499	1,672	1,620	10,422	10,564
	%	9%	10%	12%	12%	4%	5%	9%	9%
Other professionals	Men	14,970	16,090	25,491	25,051	19,478	17,833	59,939	58,974
	%	85%	85%	79%	79%	94%	94%	85%	85%
	Women	5,023	5,601	17,649	17,739	15,864	14,601	38,536	37,941
	%	88%	87%	85%	84%	76%	70%	89%	89%
	Total	19,993	21,691	43,140	42,790	35,342	32,434	98,475	96,915
	%	86%	85%	81%	81%	66%	62%	87%	86%
Total	Men	17,594	18,965	32,301	31,633	20,700	19,040	70,595	69,638
	%	25%	27%	46%	45%	29%	27%	62%	62%
	Women	5,715	6,419	20,885	20,996	16,624	15,296	43,224	42,711
	%	13%	15%	48%	49%	38%	36%	38%	38%
	Total	23,309	25,384	53,186	52,629	37,324	34,336	113,819	112,349
	%	20%	23%	47%	47%	33%	31%	100%	100%

(*) In order to guarantee homogeneity of the information, professional categories and age groups have been reconfigured. This has required to re-express 2019 data. Besides, percentage figures across the different tables have been rounded to the unit.

		50 and more		From 35 to 49		Under 35		Total	
GERMANY		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	70	77	113	96	7	3	190	176
	%	6%	6%	4%	4%	1%	0%	4%	4%
	Women	16	18	40	34	3	3	59	55
	%	3%	3%	3%	2%	0%	0%	2%	2%
	Total	86	95	153	130	10	6	249	231
	%	5%	5%	4%	3%	0%	0%	3%	3%
Middle management	Men	102	121	370	371	73	69	4,321	561
	%	9%	9%	15%	15%	5%	6%	85%	11%
	Women	33	38	90	107	24	25	147	170
	%	5%	6%	6%	7%	3%	3%	5%	6%
	Total	135	159	460	478	97	94	692	731
	%	7%	8%	11%	12%	4%	5%	8%	9%
Other professionals	Men	1,009	1,123	2,052	2,002	1,260	1,101	4,321	4,226
	%	85%	85%	81%	81%	94%	94%	53%	53%
	Women	579	609	1,429	1,397	886	732	2,894	2,738
	%	92%	92%	92%	91%	57%	48%	35%	35%
	Total	1,588	1,732	3,481	3,399	2,146	1,833	7,215	6,964
	%	88%	87%	85%	85%	52%	46%	88%	88%
Total	Men	1,181	1,321	2,535	2,469	1,340	1,173	5,056	4,963
	%	23%	27%	50%	50%	27%	24%	62%	63%
	Women	628	665	1,559	1,538	913	760	3,100	2,963
	%	20%	22%	50%	52%	29%	26%	38%	37%
	Total	1,809	1,986	4,094	4,007	2,253	1,933	8,156	7,926
	%	22%	25%	50%	51%	28%	24%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
ARGENTINA		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	71	62	88	71	7	4	166	137
	%	2%	2%	2%	2%	0%	0%	2%	1%
	Women	17	16	24	21	0	1	41	38
	%	3%	3%	1%	1%	0%	0%	1%	1%
	Total	88	78	112	92	7	5	207	175
	%	2%	2%	2%	1%	0%	0%	1%	1%
Middle management	Men	430	405	499	500	106	91	1.035	996
	%	12%	12%	12%	12%	5%	5%	10%	11%
	Women	51	50	235	240	56	45	342	335
	%	8%	9%	8%	8%	5%	5%	7%	8%
	Total	481	455	734	740	162	136	1.377	1.331
	%	11%	11%	10%	10%	5%	5%	9%	10%
Other professionals	Men	3.183	2.918	3.642	3.583	1.869	1.573	8.694	8.074
	%	86%	86%	86%	86%	94%	94%	60%	59%
	Women	598	522	2.538	2.645	1.103	871	4.239	4.038
	%	90%	89%	91%	91%	39%	30%	29%	30%
	Total	3.781	3.440	6.180	6.228	2.972	2.444	12.933	12.112
	%	87%	87%	88%	88%	42%	35%	89%	89%
Total	Men	3.684	3.385	4.229	4.154	1.982	1.668	9.895	9.207
	%	37%	37%	43%	45%	20%	18%	68%	68%
	Women	666	588	2.797	2.906	1.159	917	4.622	4.411
	%	14%	13%	61%	66%	25%	21%	32%	32%
	Total	4.350	3.973	7.026	7.060	3.141	2.585	14.517	13.618
	%	30%	29%	48%	52%	22%	19%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
BRAZIL		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	121	155	822	813	121	109	1,064	1,077
	%	8%	8%	9%	8%	1%	1%	5%	5%
	Women	33	43	388	413	62	59	483	515
	%	6%	6%	7%	7%	1%	1%	3%	4%
	Total	154	198	1,210	1,226	183	168	1,547	1,592
	%	7%	8%	8%	8%	1%	1%	4%	5%
Middle management	Men	178	217	979	978	361	306	1,518	1,501
	%	11%	12%	11%	10%	4%	4%	8%	8%
	Women	24	29	329	354	267	230	620	613
	%	4%	4%	6%	6%	3%	3%	4%	4%
	Total	202	246	1,308	1,332	628	536	2,138	2,114
	%	9%	10%	9%	9%	4%	3%	6%	6%
Other professionals	Men	1,300	1,465	7,467	7,810	8,799	8,116	17,566	17,391
	%	81%	80%	81%	81%	95%	95%	51%	51%
	Women	527	596	4,724	5,099	8,002	7,640	13,253	13,335
	%	90%	89%	87%	87%	147%	130%	38%	39%
	Total	1,827	2,061	12,191	12,909	16,801	15,756	30,819	30,726
	%	84%	82%	83%	83%	114%	102%	89%	89%
Total	Men	1,599	1,837	9,268	9,601	9,281	8,531	20,148	19,969
	%	8%	9%	46%	48%	46%	43%	58%	58%
	Women	584	668	5,441	5,866	8,331	7,929	14,356	14,463
	%	4%	5%	38%	41%	58%	55%	42%	42%
	Total	2,183	2,505	14,709	15,467	17,612	16,460	34,504	34,432
	%	6%	7%	43%	45%	51%	48%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
CHILE		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	24	27	42	37	1	4	67	68
	%	2%	2%	3%	3%	0%	1%	2%	2%
	Women	5	4	7	9	1	3	13	16
	%	2%	1%	1%	1%	0%	1%	1%	1%
	Total	29	31	49	46	2	7	80	84
	%	2%	2%	2%	2%	0%	1%	2%	2%
Middle management	Men	134	135	183	225	27	89	344	449
	%	13%	12%	15%	18%	5%	16%	12%	15%
	Women	24	29	89	98	13	25	126	152
	%	9%	10%	12%	13%	5%	9%	10%	11%
	Total	158	164	272	323	40	114	470	601
	%	12%	11%	14%	16%	5%	14%	11%	14%
Other professionals	Men	900	962	1,016	1,006	523	452	2,439	2,420
	%	85%	86%	82%	79%	95%	83%	59%	57%
	Women	236	271	666	649	268	244	1,170	1,164
	%	89%	89%	87%	86%	35%	32%	28%	27%
	Total	1,136	1,233	1,682	1,655	791	696	3,609	3,584
	%	86%	86%	84%	82%	39%	34%	87%	84%
Total	Men	1,058	1,124	1,241	1,268	551	545	2,850	2,937
	%	37%	38%	44%	43%	19%	19%	69%	69%
	Women	265	304	762	756	282	272	1,309	1,332
	%	20%	23%	58%	57%	22%	20%	31%	31%
	Total	1,323	1,428	2,003	2,024	833	817	4,159	4,269
	%	32%	33%	48%	47%	20%	19%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
COLOMBIA		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	25	32	74	64	7	3	106	99
	%	9%	9%	5%	4%	1%	0%	4%	3%
	Women	11	12	41	42	1	1	53	55
	%	7%	7%	4%	3%	0%	0%	2%	2%
	Total	36	44	115	106	8	4	159	154
	%	9%	8%	4%	3%	0%	0%	3%	2%
Middle management	Men	36	48	175	203	30	50	241	301
	%	13%	13%	12%	12%	3%	3%	8%	8%
	Women	12	16	141	147	26	26	179	189
	%	8%	9%	12%	11%	2%	2%	7%	7%
	Total	48	64	316	350	56	76	420	490
	%	12%	12%	12%	11%	2%	3%	8%	8%
Other professionals	Men	207	284	1,205	1,494	1,148	1,432	2,560	3,210
	%	77%	78%	83%	85%	97%	96%	46%	50%
	Women	125	142	975	1,099	1,279	1,340	2,379	2,581
	%	84%	84%	84%	85%	111%	104%	43%	40%
	Total	332	426	2,180	2,593	2,427	2,772	4,939	5,791
	%	80%	80%	83%	85%	93%	91%	90%	90%
Total	Men	268	364	1,454	1,761	1,185	1,485	2,907	3,610
	%	9%	10%	50%	49%	41%	41%	53%	56%
	Women	148	170	1,157	1,288	1,306	1,367	2,611	2,825
	%	6%	6%	44%	46%	50%	48%	47%	44%
	Total	416	534	2,611	3,049	2,491	2,852	5,518	6,435
	%	8%	8%	47%	47%	45%	44%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
ECUADOR		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	20	15	40	30	1	1	t	46
	%	48%	42%	11%	9%	0%	0%	9%	7%
	Women	4	2	12	12	2	1	18	15
	%	21%	13%	6%	6%	1%	1%	4%	4%
	Total	24	17	52	42	3	2	79	61
	%	39%	33%	9%	8%	1%	0%	7%	6%
Middle management	Men	8	7	80	68	20	21	108	96
	%	19%	19%	22%	20%	7%	8%	16%	15%
	Women	2	3	41	41	27	16	70	60
	%	11%	20%	22%	21%	12%	8%	16%	15%
	Total	10	10	121	109	47	37	178	156
	%	16%	20%	22%	20%	10%	8%	16%	15%
Other professionals	Men	14	14	245	242	249	230	508	486
	%	33%	39%	67%	71%	92%	91%	46%	47%
	Women	13	10	136	142	192	173	341	325
	%	68%	67%	72%	73%	102%	89%	31%	32%
	Total	27	24	381	384	441	403	849	811
	%	44%	47%	69%	72%	80%	75%	77%	79%
Total	Men	42	36	365	340	270	252	677	628
	%	6%	6%	54%	54%	40%	40%	61%	61%
	Women	19	15	189	195	221	190	429	400
	%	4%	4%	44%	49%	52%	48%	39%	39%
	Total	61	51	554	535	491	442	1,106	1,028
	%	6%	5%	50%	52%	44%	43%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
SPAIN		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	1,127	394	747	693	21	16	1,127	1,103
	%	15%	5%	9%	9%	1%	1%	6%	6%
	Women	496	142	365	343	12	16	496	501
	%	19%	5%	6%	6%	1%	1%	5%	5%
	Total	1,623	536	1,112	1,036	33	32	1,623	1,604
	%	16%	5%	8%	8%	1%	1%	6%	6%
Middle management	Men	527	639	1,176	1,134	136	187	1,839	1,960
	%	7%	7%	14%	15%	6%	8%	10%	11%
	Women	159	218	668	665	86	103	913	986
	%	6%	7%	11%	12%	5%	7%	9%	10%
	Total	686	857	1,844	1,799	222	290	2,752	2,946
	%	7%	7%	13%	14%	6%	8%	10%	10%
Other professionals	Men	6,654	7,667	6,406	5,640	2,226	2,016	15,286	15,323
	%	88%	88%	77%	76%	93%	91%	54%	54%
	Women	2,292	2,755	4,915	4,564	1,520	1,368	8,727	8,687
	%	89%	88%	83%	82%	26%	25%	31%	30%
	Total	8,946	10,422	11,321	10,204	3,746	3,384	24,013	24,010
	%	88%	88%	79%	78%	26%	26%	85%	84%
Total	Men	7,540	8,700	8,329	7,467	2,383	2,219	18,252	18,386
	%	41%	47%	46%	41%	13%	12%	64%	64%
	Women	2,570	3,115	5,948	5,572	1,618	1,487	10,136	10,174
	%	25%	31%	59%	55%	16%	15%	36%	36%
	Total	10,110	11,815	14,277	13,039	4,001	3,706	28,388	28,560
	%	36%	41%	50%	46%	14%	13%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
MEXICO		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	30	29	175	163	29	24	234	216
	%	30%	26%	23%	22%	7%	6%	18%	17%
	Women	4	4	86	88	14	12	104	104
	%	22%	20%	28%	27%	5%	5%	17%	18%
	Total	34	33	261	251	43	36	338	320
	%	29%	25%	24%	23%	6%	6%	18%	17%
Middle management	Men	9	10	62	46	11	9	82	65
	%	9%	9%	8%	6%	3%	2%	6%	5%
	Women	—	0	9	9	5	3	14	12
	%	0%	0%	3%	3%	2%	1%	2%	2%
	Total	9	10	71	55	16	12	96	77
	%	8%	8%	7%	5%	2%	2%	5%	4%
Other professionals	Men	62	72	525	547	382	352	969	971
	%	61%	65%	69%	72%	91%	91%	51%	53%
	Women	14	16	212	227	253	232	479	475
	%	78%	80%	69%	70%	82%	72%	25%	26%
	Total	76	88	737	774	635	584	1,448	1,446
	%	64%	67%	69%	72%	59%	54%	77%	78%
Total	Men	101	111	762	756	422	385	1,285	1,252
	%	8%	9%	59%	60%	33%	31%	68%	68%
	Women	18	20	307	324	272	247	597	591
	%	3%	3%	51%	55%	46%	42%	32%	32%
	Total	119	131	1,069	1,080	694	632	1,882	1,843
	%	6%	7%	57%	59%	37%	34%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
PERU		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	36	33	84	65	3	4	123	102
	%	3%	3%	5%	4%	0%	0%	3%	3%
	Women	8	8	44	41	2	1	54	50
	%	3%	3%	5%	5%	0%	0%	3%	3%
	Total	44	41	128	106	5	5	177	152
	%	3%	3%	5%	4%	0%	0%	3%	3%
Middle management	Men	45	43	235	214	30	19	310	276
	%	4%	4%	15%	14%	3%	2%	9%	8%
	Women	7	8	97	87	13	6	117	101
	%	3%	3%	11%	10%	2%	1%	6%	6%
	Total	52	51	332	301	43	25	427	377
	%	4%	4%	13%	13%	3%	2%	8%	7%
Other professionals	Men	989	942	1,239	1,224	953	878	3,181	3,044
	%	92%	93%	80%	81%	97%	97%	59%	59%
	Women	261	268	766	753	611	554	1,638	1,575
	%	95%	94%	84%	85%	67%	63%	30%	31%
	Total	1,250	1,210	2,005	1,977	1,564	1,432	4,819	4,619
	%	93%	93%	81%	83%	63%	60%	89%	90%
Total	Men	1,070	1,018	1,558	1,503	986	901	3,614	3,422
	%	30%	30%	43%	44%	27%	26%	67%	66%
	Women	276	284	907	881	626	561	1,809	1,726
	%	15%	16%	50%	51%	35%	33%	33%	34%
	Total	1,346	1,302	2,465	2,384	1,612	1,462	5,423	5,148
	%	25%	25%	45%	46%	30%	28%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
UNITED KINGDOM		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	69	81	123	131	8	10	200	222
	%	9%	11%	7%	8%	0%	1%	5%	6%
	Women	24	25	66	83	5	6	95	114
	%	6%	7%	6%	8%	0%	1%	3%	5%
	Total	93	106	189	214	13	16	295	336
	%	8%	9%	7%	8%	0%	1%	4%	5%
Middle management	Men	182	179	426	404	188	156	796	739
	%	24%	24%	25%	25%	11%	11%	19%	19%
	Women	77	77	249	213	107	82	433	372
	%	20%	20%	22%	20%	8%	8%	16%	15%
	Total	259	256	675	617	295	238	1,229	1,111
	%	23%	23%	24%	23%	10%	9%	18%	18%
Other professionals	Men	496	494	1,126	1,080	1,536	1,297	3,158	2,871
	%	66%	66%	67%	67%	89%	89%	46%	45%
	Women	278	281	816	749	1,152	974	2,246	2,004
	%	73%	73%	72%	72%	102%	93%	32%	32%
	Total	774	775	1,942	1,829	2,688	2,271	5,404	4,875
	%	69%	68%	69%	69%	96%	85%	78%	77%
Total	Men	747	754	1,675	1,615	1,732	1,463	4,154	3,832
	%	18%	20%	40%	42%	42%	38%	60%	61%
	Women	379	383	1,131	1,045	1,264	1,062	2,774	2,490
	%	14%	15%	41%	42%	46%	43%	40%	39%
	Total	1,126	1,137	2,806	2,660	2,996	2,525	6,928	6,322
	%	16%	18%	41%	42%	43%	40%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
URUGUAY		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	14	16	13	14	2	1	29	31
	%	29%	31%	9%	9%	2%	1%	9%	10%
	Women	1	1	10	8	0	0	11	9
	%	4%	3%	8%	6%	0%	0%	4%	3%
	Total	15	17	23	22	2	1	40	40
	%	20%	21%	9%	8%	1%	0%	6%	6%
Middle management	Men	7	7	26	26	5	5	38	38
	%	15%	14%	18%	17%	4%	4%	12%	12%
	Women	7	8	27	27	2	1	36	36
	%	27%	27%	22%	21%	1%	1%	12%	12%
	Total	14	15	53	53	7	6	74	74
	%	19%	19%	20%	19%	2%	2%	12%	12%
Other professionals	Men	27	28	105	113	119	110	251	251
	%	56%	55%	73%	74%	94%	95%	40%	40%
	Women	18	21	88	95	153	152	259	268
	%	69%	70%	70%	73%	122%	117%	42%	42%
	Total	45	49	193	208	272	262	510	519
	%	61%	60%	72%	73%	101%	93%	82%	82%
Total	Men	48	51	144	153	126	116	318	320
	%	15%	16%	45%	48%	40%	36%	51%	51%
	Women	26	30	125	130	155	153	306	313
	%	8%	10%	41%	42%	51%	49%	49%	49%
	Total	74	81	269	283	281	269	624	633
	%	12%	13%	43%	45%	45%	42%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
VENEZUELA		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	17	19	21	17	0	0	38	36
	%	11%	11%	5%	4%	0%	0%	4%	4%
	Women	10	12	20	17	0	0	30	29
	%	9%	10%	5%	4%	0%	0%	3%	3%
	Total	27	31	41	34	0	0	68	65
	%	10%	11%	5%	4%	0%	0%	4%	4%
Middle management	Men	36	43	102	95	12	11	150	149
	%	24%	26%	26%	24%	4%	4%	17%	18%
	Women	31	33	98	98	22	21	151	152
	%	28%	28%	24%	23%	6%	6%	17%	17%
	Total	67	76	200	193	34	32	301	301
	%	26%	27%	25%	24%	5%	5%	17%	18%
Other professionals	Men	95	105	275	280	301	267	671	652
	%	64%	63%	69%	71%	96%	96%	38%	38%
	Women	70	71	296	308	365	316	731	695
	%	63%	61%	71%	73%	88%	75%	41%	41%
	Total	165	176	571	588	666	583	1,402	1,347
	%	64%	62%	70%	72%	82%	72%	79%	79%
Total	Men	148	167	398	392	313	278	859	837
	%	17%	20%	46%	47%	36%	33%	49%	49%
	Women	111	116	414	423	387	337	912	876
	%	12%	13%	45%	48%	42%	38%	51%	51%
	Total	259	283	812	815	700	615	1,771	1,713
	%	15%	17%	46%	48%	40%	36%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
OTHERS		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	21	19	26	26	0	0	47	45
	%	19%	20%	8%	17%	0%	0%	8%	16%
	Women	1	2	11	9	1	0	13	11
	%	4%	3%	7%	13%	1%	0%	5%	7%
	Total	22	21	37	35	1	0	60	56
	%	17%	13%	8%	15%	0%	0%	7%	13%
Middle management	Men	53	62	129	98	16	15	198	175
	%	49%	64%	38%	64%	12%	63%	34%	64%
	Women	12	20	49	51	9	9	70	80
	%	48%	33%	33%	71%	10%	64%	27%	54%
	Total	65	82	178	149	25	24	268	255
	%	49%	52%	36%	66%	11%	63%	32%	60%
Other professionals	Men	34	16	188	30	113	9	335	55
	%	31%	16%	55%	19%	88%	38%	40%	13%
	Women	12	39	88	12	80	5	180	56
	%	48%	64%	59%	17%	54%	7%	21%	13%
	Total	46	55	276	42	193	14	515	111
	%	35	35	56	19	39	6	61	26
Total	Men	108	97	343	154	129	24	580	275
	%	19%	35%	59%	56%	22%	9%	69%	65%
	Women	25	61	148	72	90	14	263	147
	%	10%	41%	56%	49%	34%	10%	31%	35%
	Total	133	158	491	226	219	38	843	422
	%	16%	37%	58%	54%	26%	9%	100%	100%

		50 and more		From 35 to 49		Under 35		Total	
HISPAM		2019	2020	2019	2020	2019	2020	2019	2020
Executives	Men	237	233	537	461	50	41	824	735
	%	4%	4%	5%	4%	1%	1%	4%	3%
	Women	60	59	244	238	20	19	324	316
	%	4%	4%	4%	3%	0%	0%	3%	3%
	Total	297	292	781	699	70	60	1,148	1,051
	%	4%	4%	5%	4%	1%	1%	3%	3%
Middle management	Men	705	698	1,362	1,377	241	295	2,308	2,370
	%	11%	11%	13%	13%	4%	5%	10%	11%
	Women	134	147	737	747	164	143	1,035	1,037
	%	9%	10%	11%	11%	4%	4%	8%	8%
	Total	839	845	2,099	2,124	405	438	3,343	3,407
	%	11%	11%	12%	12%	4%	5%	10%	10%
Other professionals	Men	5,477	5,325	8,252	8,489	5,544	5,294	19,273	19,108
	%	85%	85%	81%	82%	95%	94%	55%	55%
	Women	1,335	1,321	5,677	5,918	4,224	3,882	11,236	11,121
	%	87%	87%	85%	86%	63%	56%	32%	32%
	Total	6,812	6,646	13,929	14,407	9,768	9,176	30,509	30,229
	%	86	85	83	84	58	53	87	87
Total	Men	6,419	6,256	10,151	10,327	5,835	5,630	22,405	22,213
	%	29%	28%	45%	46%	26%	25%	64%	64%
	Women	1,529	1,527	6,658	6,903	4,408	4,044	12,595	12,474
	%	12%	12%	53%	55%	35%	32%	36%	36%
	Total	7,948	7,783	16,809	17,230	10,243	9,674	35,000	34,687
	%	23%	22%	48%	50%	29%	28%	100%	100%

STRUCTURE OF THE BOARD OF DIRECTORS

Persons on the Board of Directors by gender and age in 2020

Age range	Men	%	Women	%	Total	%
50 and more	12	86%	2	14%	14	82%
From 35 to 49	0	0%	3	100%	3	18%
Under 35	0	0%	0	0%	0	0%
Total	12	71%	5	29%	17	100%

TYPES OF CONTRACT

Total number and distribution of employment contract types by gender and country

Country	Permanent contract (Men)		Permanent contract (Women)		Permanent contracts		Temporary contracts (Men)		Temporary contracts (Women)		Temporary contracts	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Germany	4,568	4,531	2,803	2,707	7,371	7,238	488	432	297	256	785	688
Argentina	9,895	9,207	4,622	4,411	14,517	13,618	—	—	—	—	—	—
Brazil	20,051	19,922	14,201	14,392	34,252	34,314	97	47	155	71	252	118
Chile	2,802	2,902	1,302	1,329	4,104	4,231	48	35	7	3	55	38
Colombia	2,812	3,495	2,466	2,666	5,278	6,161	95	115	145	159	240	274
Ecuador	666	600	424	376	1,090	976	11	28	5	24	16	52
Spain	17,803	18,015	9,746	9,858	27,549	27,873	449	371	390	316	839	687
Mexico	1,285	1,252	597	591	1,882	1,843	—	—	—	—	—	—
Peru	3,325	3,122	1,685	1,586	5,010	4,708	289	300	124	140	413	440
United Kingdom	4,119	3,793	2,753	2,461	6,872	6,254	35	39	21	29	56	68
Uruguay	318	320	305	313	623	633	—	—	1	—	1	—
Venezuela	830	817	858	851	1,688	1,668	29	20	54	25	83	45
Others	578	268	262	144	840	412	2	7	1	3	3	10
HispAm	21,933	21,715	12,259	12,123	34,192	33,838	472	498	336	351	808	849
Total Group	69,052	68,244	42,024	41,685	111,076	109,929	1,543	1,394	1,200	1,026	2,743	2,420

País	Full-time (Men)		Full-time (Women)		Full-time		Part-time contracts (Men)		Part-time contracts (Women)		Part-time contracts	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Germany	4,568	4,560	1,862	1,784	6,430	6,344	488	403	1,238	1,179	1,726	1,582
Argentina	6,496	9,207	3,388	4,385	9,884	13,592	3,399	—	1,234	26	4,633	26
Brazil	17,543	17,495	9,278	9,389	26,821	26,884	2,605	2,474	5,078	5,074	7,683	7,548
Chile	2,850	2,937	1,309	1,332	4,159	4,269	—	—	—	—	—	—
Colombia	2,907	3,610	2,611	2,825	5,518	6,435	—	—	—	—	—	—
Ecuador	677	628	429	400	1,106	1,028	—	—	—	—	—	—
Spain	18,210	18,373	10,099	10,139	28,309	28,512	42	13	37	35	79	48
Mexico	1,285	1,252	597	591	1,882	1,843	—	—	—	—	—	—
Peru	3,613	3,422	1,809	1,726	5,422	5,148	1	—	—	—	1	—
United Kingdom	3,549	3,341	1,811	1,689	5,360	5,030	605	491	963	801	1,568	1,292
Uruguay	318	296	306	252	624	548	—	24	—	61	—	85
Venezuela	859	837	912	876	1,771	1,713	—	—	—	—	—	—
Others	580	275	263	146	843	421	—	—	—	1	—	1
HispAm	19,005	22,189	11,361	12,387	30,366	34,576	3,400	24	1,234	87	4,634	111
Total Group	63,455	66,233	34,674	35,534	98,129	101,767	7,140	3,405	8,550	7,177	15,690	10,582

Average annual number of permanent, temporary and part-time contracts by gender, age and professional category (*)

Average contracts by gender						
Indicators	Men		Women		Total	
	2019	2020	2019	2020	2019	2020
Permanent contracts (total number)	71,931	68,478	43,103	41,745	114,494	110,223
Temporary contracts (total number)	1,590	1,432	1,262	1,087	2,852	2,519
Part-time contracts (total number)	8,289	3,984	9,005	7,589	17,294	11,573

Average contracts by age								
Indicators	50 and more		From 35 to 49		Under 35		Total	
	2019	2020	2019	2020	2019	2020	2019	2020
Permanent contracts (total number)	24,301	25,716	53,536	52,443	36,657	32,064	114,494	110,223
Temporary contracts (total number)	106	106	571	560	2,176	1,853	2,852	2,519
Part-time contracts (total number)	2,853	757	5,389	3,533	9,052	7,283	17,294	11,573

Average contracts by professional category								
Indicators	Executives		Middle management		Other professionals		Total	
	2019	2020	2019	2020	2019	2020	2019	2020
Permanent contracts (total number)	4,442	4,868	9,177	10,421	100,876	94,934	114,494	110,223
Temporary contracts (total number)	3	7	15	18	2,834	2,493	2,852	2,519
Part-time contracts (total number)	14	25	78	125	17,202	11,422	17,294	11,573

(*) The calculation is based on the cumulative average for the year by type of contract and by type of working day.

DIVERSITY INDICATORS

Summary of main KPIS

Indicators		2019	2020
Women on the workforce	(%)	38%	38%
Women in management positions	(%)	26%	27%
% Women on the Board of Directors	(%)	29%	29%
Women in middle management	(%)	31%	31%
People with disabilities on the workforce	(People)	1,087	1,118
Under 30	(%)	17%	15%
Women hired under 30	(%)	46%	47%

Cultural diversity 2020

Country	Employees	Nationalities	Women	Men
Germany	7,926	80	58	67
Argentina	13,618	27	17	24
Brazil	34,432	26	14	23
Chile	4,269	19	14	17
Colombia	6,435	9	7	7
Ecuador	1,028	10	4	10
Spain	28,560	54	44	42
Mexico	1,843	15	7	14
Peru	5,148	13	10	10
United Kingdom	6,322	62	43	52
Uruguay	633	8	6	7
Venezuela	1,713	8	5	7
Others	422	35	26	25
HispAm	34,687	40	29	33
Total Group	112,349	117	92	106

DISMISSALS

Number of dismissals by gender

Country	Men		Women		Total	
	2019	2020	2019	2020	2019	2020
Germany	260	182	166	99	426	281
Argentina	244	636	150	242	394	878
Brazil	2,610	1,804	2,403	1,562	5,013	3,366
Chile	243	118	113	31	356	149
Colombia	174	77	182	74	356	151
Ecuador	79	59	42	36	121	95
Spain	2,123	157	807	116	2,930	273
Mexico	237	75	147	30	384	105
Peru	633	185	363	78	996	263
United Kingdom	127	228	44	183	171	411
Uruguay	12	8	9	4	21	12
Venezuela	25	—	44	—	69	—
Others	41	6	27	5	68	11
HispAm	1,647	1,158	1,050	495	2,697	1,653
Total Group	6,808	3,535	4,497	2,460	11,305	5,995

Number of dismissals by age range

Country	50 and more		From 35 to 49		Under 35		Total	
	2019	2020	2019	2020	2019	2020	2019	2020
Germany	61	48	145	102	220	131	426	281
Argentina	197	747	136	82	61	49	394	878
Brazil	229	173	1,544	1,234	3,240	1,959	5,013	3,366
Chile	140	32	142	60	74	57	356	149
Colombia	48	12	152	71	156	68	356	151
Ecuador	6	14	65	57	50	24	121	95
Spain	2,715	69	138	151	77	53	2,930	273
Mexico	37	11	226	71	121	23	384	105
Peru	475	66	470	140	51	57	996	263
United Kingdom	42	133	64	189	65	89	171	411
Uruguay	2	1	5	5	14	6	21	12
Venezuela	6	—	23	—	40	—	69	—
Others	9	2	41	6	18	3	68	11
HispAm	911	883	1,219	486	567	284	2,697	1,653
Total Group	3,967	1,308	3,151	2,168	4,187	2,519	11,305	5,995

Number of dismissals by professional category

Country	Executives		Middle management		Other professionals		Total	
	2019	2020	2019	2020	2019	2020	2019	2020
Germany	3	7	24	22	399	252	426	281
Argentina	2	9	57	108	335	761	394	878
Brazil	8	90	326	108	4,679	3,168	5,013	3,366
Chile	3	8	37	23	316	118	356	149
Colombia	8	5	29	8	319	138	356	151
Ecuador	1	15	18	23	102	57	121	95
Spain	37	66	180	41	2,713	166	2,930	273
Mexico	6	22	87	17	291	66	384	105
Peru	5	25	53	60	938	178	996	263
United Kingdom	1	47	35	61	135	303	171	411
Uruguay	—	1	1	—	20	11	21	12
Venezuela	—	—	1	—	68	—	69	—
Others	3	3	4	4	61	4	68	11
HispAm	25	85	283	239	2,389	1,329	2,697	1,653
Total Group	77	298	852	475	10,376	5,222	11,305	5,995

NEW HIRES

Total number and rate of new hires by age, gender and country

Country	Age range	Men		%		Women		%		Total	
		2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Germany	50 and more	77	89	5.2%	7.2%	65	66	4.41%	5.33%	142	155
	From 35 to 49	301	254	20.4%	20.5%	273	183	18.51%	14.78%	574	437
	Under 35	458	367	31.1%	29.6%	301	279	20.41%	22.54%	759	646
Argentina	50 and more	46	109	11.1%	12.9%	23	22	5.56%	2.60%	69	131
	From 35 to 49	52	205	12.6%	24.3%	75	222	18.12%	26.27%	127	427
	Under 35	131	121	31.6%	14.3%	87	166	21.01%	19.64%	218	287
Brazil	50 and more	115	86	1.6%	1.6%	83	51	1.14%	0.96%	198	137
	From 35 to 49	1,103	797	15.1%	15.0%	763	624	10.48%	11.72%	1,866	1,421
	Under 35	2,693	1,837	37.0%	34.5%	2,525	1,927	34.67%	36.21%	5,218	3,764
Chile	50 and more	21	15	5.1%	3.2%	2	2	0.49%	0.42%	23	17
	From 35 to 49	72	136	17.6%	28.9%	44	34	10.78%	7.22%	116	170
	Under 35	201	234	49.3%	49.7%	68	50	16.67%	10.62%	269	284
Colombia	50 and more	10	16	0.8%	1.3%	8	6	0.65%	0.47%	18	22
	From 35 to 49	146	152	11.8%	12.0%	108	88	8.74%	6.95%	254	240
	Under 35	486	554	39.4%	43.7%	477	451	38.62%	35.60%	963	1,005
Ecuador	50 and more	3	—	1.4%	0.0%	1	—	0.47%	0.00%	4	0
	From 35 to 49	30	9	14.0%	8.6%	13	6	6.05%	5.71%	43	15
	Under 35	103	55	47.9%	52.4%	65	35	30.23%	33.33%	168	90
Spain	50 and more	242	556	4.1%	7.6%	71	258	1.21%	3.52%	313	814
	From 35 to 49	1,320	1,617	22.4%	22.1%	861	985	14.64%	13.44%	2,181	2,602
	Under 35	1,980	2,323	33.7%	31.7%	1,409	1,590	23.95%	21.69%	3,389	3,913
Mexico	50 and more	4	6	1.1%	3.0%	1	3	0.28%	1.50%	5	9
	From 35 to 49	113	53	31.5%	26.5%	26	36	7.24%	18.00%	139	89
	Under 35	129	59	35.9%	29.5%	86	43	23.96%	21.50%	215	102
Peru	50 and more	6	10	1.0%	1.7%	1	3	0.17%	0.51%	7	13
	From 35 to 49	90	123	15.2%	20.9%	74	61	12.50%	10.36%	164	184
	Under 35	267	252	45.1%	42.8%	154	140	26.01%	23.77%	421	392
United Kingdom	50 and more	37	22	2.8%	3.8%	17	18	1.30%	3.10%	54	40
	From 35 to 49	154	91	11.8%	15.7%	79	49	6.05%	8.43%	233	140
	Under 35	578	216	44.3%	37.2%	441	185	33.77%	31.84%	1,019	401
Uruguay	50 and more	—	1	0.0%	1.8%	—	—	0.00%	0.00%	—	1
	From 35 to 49	18	6	43.9%	10.9%	2	3	4.88%	5.45%	36	9
	Under 35	3	21	7.3%	38.2%	18	24	43.90%	43.64%	5	45

Country	Age range	Men		%		Women		%		Total	
		2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Venezuela	50 and more	1	—	0.4%	0.0%	3	4	1.09%	1.81%	4	4
	From 35 to 49	15	11	5.5%	5.0%	18	37	6.57%	16.74%	33	48
	Under 35	99	58	36.1%	26.2%	138	111	50.36%	50.23%	237	169
Others	50 and more	16	3	9.2%	8.1%	3	—	1.72%	0.00%	19	3
	From 35 to 49	55	17	31.6%	45.9%	28	5	16.09%	13.51%	83	22
	Under 35	44	9	25.3%	24.3%	28	3	16.09%	8.11%	72	12
HispAm	50 and more	91	157	2.6%	4.2%	39	40	1.10%	1.07%	130	197
	From 35 to 49	521	695	14.7%	18.5%	360	487	10.18%	12.98%	881	1,182
	Under 35	1,434	1,354	40.5%	36.1%	1,093	1,020	30.89%	27.18%	2,527	2,374
Total Group	50 and more	578	913	2.9%	5.0%	278	433	1.41%	2.37%	856	1,346
	From 35 to 49	3,454	3,471	17.6%	19.0%	2,364	2,333	12.03%	12.78%	5,818	5,804
	Under 35	7,187	6,106	36.6%	33.4%	5,797	5,004	29.49%	27.40%	12,984	11,110

STAFF TURNOVER

Staff turnover (voluntary, total departures, detail of total departures and breakdown of departures) by age, gender and country

Staff turnover (voluntary)

Country	Age range	Men		%		Women		%		Total		%	
		2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Germany	50 and more	43	21	0.5%	0.3%	48	25	0.6%	0.3%	91	46	1.1%	0.6%
	From 35 to 49	182	78	2.2%	1.0%	155	59	1.9%	0.7%	337	137	4.1%	1.7%
	Under 35	204	98	2.5%	1.2%	149	73	1.8%	0.9%	353	171	4.3%	2.1%
Argentina	50 and more	9	2	0.1%	0.01%	3	1	0.02%	0.01%	12	3	0.1%	0.02%
	From 35 to 49	42	32	0.3%	0.2%	21	12	0.1%	0.1%	63	44	0.4%	0.3%
	Under 35	57	48	0.4%	0.3%	33	28	0.2%	0.2%	90	76	0.6%	0.5%
Brazil	50 and more	23	14	0.1%	0.0%	13	17	0.04%	0.05%	36	31	0.1%	0.1%
	From 35 to 49	318	284	0.9%	0.8%	240	176	0.7%	0.5%	588	460	1.7%	1.3%
	Under 35	796	593	2.3%	1.7%	756	552	2.2%	1.6%	1,552	1,145	4.6%	3.3%
Chile	50 and more	—	2	0.0%	0.05%	—	—	0.0%	0.0%	—	2	0.00%	0.05%
	From 35 to 49	33	27	0.8%	0.6%	12	5	0.3%	0.1%	45	32	1.1%	0.8%
	Under 35	59	38	1.4%	0.9%	16	11	0.4%	0.3%	75	49	1.8%	1.2%
Colombia	50 and more	2	6	0.04%	0.1%	2	3	0.04%	0.0%	4	9	0.1%	0.1%
	From 35 to 49	89	87	1.6%	1.4%	68	63	1.2%	1.0%	157	150	2.8%	2.4%
	Under 35	149	182	2.7%	2.9%	205	134	3.7%	2.1%	354	316	6.4%	5.0%
Ecuador	50 and more	1	—	0.1%	0.00%	—	—	0.00%	0.00%	1	—	0.1%	0.00%
	From 35 to 49	31	10	2.6%	1.0%	24	8	2.0%	0.8%	55	18	4.6%	1.7%
	Under 35	71	33	6.0%	3.2%	36	20	3.0%	1.9%	107	53	9.0%	5.2%
Spain	50 and more	19	14	0.1%	0.05%	7	7	0.02%	0.02%	26	21	0.1%	0.1%
	From 35 to 49	113	81	0.4%	0.3%	90	47	0.3%	0.2%	203	128	0.7%	0.5%
	Under 35	179	80	0.6%	0.3%	120	63	0.4%	0.2%	299	143	1.0%	0.5%
Mexico	50 and more	3	2	0.1%	0.1%	—	1	0.00%	0.1%	2	3	0.1%	0.2%
	From 35 to 49	29	27	1.5%	1.5%	21	9	1.1%	0.5%	51	36	2.6%	1.9%
	Under 35	27	21	2.1%	1.1%	37	16	1.9%	0.9%	78	37	4.0%	2.0%
Peru	50 and more	13	3	0.2%	0.1%	1	1	0.02%	0.02%	11	4	0.2%	0.1%
	From 35 to 49	60	46	1.1%	0.9%	39	17	0.6%	0.3%	110	63	1.8%	1.2%
	Under 35	78	81	2.7%	1.5%	146	67	2.4%	1.3%	315	148	5.1%	2.8%

Country	Age range	Men		%		Women		%		Total		%	
		2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
United Kingdom	50 and more	27	15	0.4%	0.2%	9	9	0.1%	0.1%	36	24	0.5%	0.4%
	From 35 to 49	107	80	1.5%	1.2%	54	44	0.8%	0.7%	161	124	2.3%	1.9%
	Under 35	588	262	8.4%	4.0%	395	212	5.6%	3.3%	983	474	14.0%	7.3%
Uruguay	50 and more	—	1	0.00%	0.2%	—	—	0.00%	0.00%	—	1	0.00%	0.2%
	From 35 to 49	5	4	0.8%	0.6%	4	1	0.6%	0.2%	9	5	1.4%	0.8%
	Under 35	17	10	2.6%	1.6%	24	12	3.7%	1.9%	41	22	6.4%	3.5%
Venezuela	50 and more	7	2	0.4%	0.1%	3	2	0.2%	0.1%	10	4	0.6%	0.2%
	From 35 to 49	35	10	2.0%	0.6%	45	10	2.6%	0.6%	80	20	4.5%	1.1%
	Under 35	59	30	3.3%	1.7%	67	38	3.8%	2.2%	126	68	7.1%	3.9%
Others	50 and more	3	2	0.3%	0.5%	1	3	0.1%	0.7%	4	5	0.3%	1.2%
	From 35 to 49	18	2	1.6%	0.5%	15	3	1.3%	0.7%	33	5	2.9%	1.2%
	Under 35	25	3	2.2%	0.7%	13	4	1.1%	1.0%	38	7	3.3%	1.7%
HispAm	50 and more	31	18	0.1%	0.1%	9	8	0.02%	0.02%	40	26	0.1%	0.1%
	From 35 to 49	336	243	0.9%	0.7%	234	125	0.6%	0.4%	570	368	1.6%	1.1%
	Under 35	622	443	1.7%	1.3%	564	326	1.6%	0.9%	1,186	769	3.3%	2.2%
Total Group	50 and more	115	84	0.1%	0.1%	78	69	0.1%	0.1%	193	153	0.2%	2.4%
	From 35 to 49	738	768	0.6%	0.7%	554	454	0.5%	0.4%	1,292	2,709	1.1%	1.1%
	Under 35	1,792	1,479	1.5%	1.3%	1,433	1,230	1.2%	1.1%	3,225	1,222	2.7%	0.1%

(*) Turnover is calculated by dividing departures by the average headcount.

Staff turnover: Total departures

Country	Age range	Men		%		Women		%		Total		%	
		2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Germany	50 and more	114	119	1.4%	1.5%	108	107	1.3%	1.3%	222	226	2.7%	2.8%
	From 35 to 49	391	302	4.7%	3.8%	315	271	3.8%	3.4%	706	573	8.6%	7.2%
	Under 35	452	382	5.5%	4.8%	351	286	4.3%	3.6%	803	668	9.8%	8.4%
Argentina	50 and more	186	702	1.3%	5.1%	73	194	0.5%	1.4%	259	896	1.7%	6.5%
	From 35 to 49	160	258	1.1%	1.9%	174	246	1.2%	1.8%	334	504	2.3%	3.6%
	Under 35	124	147	0.8%	1.1%	103	186	0.7%	1.3%	227	333	1.5%	2.4%
Brazil	50 and more	206	140	0.6%	0.4%	81	84	0.2%	0.2%	287	224	0.8%	0.6%
	From 35 to 49	1,177	1,124	3.5%	3.3%	957	722	2.8%	2.1%	2,134	1,846	6.3%	5.4%
	Under 35	2,415	1,637	7.1%	4.7%	2,401	1,674	7.1%	4.9%	4,816	3,311	14.2%	9.6%
Chile	50 and more	118	34	2.8%	0.8%	30	4	0.7%	0.1%	148	38	3.5%	0.9%
	From 35 to 49	135	95	3.2%	2.3%	72	39	1.7%	0.9%	207	134	4.9%	3.2%
	Under 35	134	162	3.2%	3.9%	45	22	1.1%	0.5%	179	184	4.3%	4.4%
Colombia	50 and more	35	18	0.6%	0.3%	26	12	0.5%	0.2%	61	30	1.1%	0.5%
	From 35 to 49	184	175	3.3%	2.8%	158	119	2.8%	1.9%	342	294	6.1%	4.6%
	Under 35	387	433	7.0%	6.8%	467	378	8.4%	6.0%	854	811	15.3%	12.8%
Ecuador	50 and more	5	12	0.4%	1.2%	2	5	0.2%	0.5%	7	17	0.6%	1.7%
	From 35 to 49	96	50	8.0%	4.9%	59	26	4.9%	2.5%	155	76	13.0%	7.4%
	Under 35	150	55	12.6%	5.3%	95	41	8.0%	4.0%	245	96	20.5%	9.3%
España	50 and more	2,363	657	7.7%	2.3%	812	307	2.7%	1.1%	3,175	964	10.4%	3.4%
	From 35 to 49	1,122	1,574	3.7%	5.5%	793	1,020	2.6%	3.6%	1,915	2,594	6.3%	9.1%
	Under 35	1,749	2,124	5.7%	7.5%	1,263	1,466	4.1%	5.2%	3,012	3,590	9.8%	12.6%
Mexico	50 and more	33	17	1.7%	0.9%	9	4	0.5%	0.2%	42	21	2.1%	1.1%
	From 35 to 49	271	94	13.8%	5.1%	155	47	7.9%	2.5%	426	141	21.7%	7.6%
	Under 35	276	40	14.1%	2.2%	179	37	9.1%	2.0%	455	77	23.2%	4.2%
Peru	50 and more	435	121	7.0%	2.3%	144	24	2.3%	0.5%	579	145	9.3%	2.7%
	From 35 to 49	424	220	6.8%	4.2%	300	108	4.8%	2.0%	724	328	11.7%	6.2%
	Under 35	376	242	6.1%	4.6%	252	154	4.1%	2.9%	628	396	10.1%	7.5%
United Kingdom	50 and more	75	96	1.1%	1.5%	33	76	0.5%	1.2%	108	172	1.5%	2.6%
	From 35 to 49	162	190	2.3%	2.9%	80	137	1.1%	2.1%	242	327	3.5%	5.0%
	Under 35	653	348	9.3%	5.3%	426	272	6.1%	4.2%	1,079	620	15.4%	9.5%
Uruguay	50 and more	—	4	0.0%	0.6%	2	—	0.3%	0.0%	2	4	0.3%	0.6%
	From 35 to 49	9	8	1.4%	1.3%	6	3	0.9%	0.5%	15	11	2.3%	1.8%
	Under 35	26	15	4.0%	2.4%	29	16	4.5%	2.6%	55	31	8.6%	5.0%

Country	Age range	Men		%		Women		%		Total		%	
		2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Venezuela	50 and more	9	5	0.5%	0.3%	7	6	0.4%	0.3%	16	11	0.9%	0.6%
	From 35 to 49	48	16	2.7%	0.9%	56	48	3.2%	2.7%	104	64	5.9%	3.6%
	Under 35	78	70	4.4%	4.0%	108	134	6.1%	7.6%	186	204	10.6%	11.6%
Others	50 and more	64	6	5.6%	1.4%	25	3	2.2%	0.7%	89	9	7.8%	2.2%
	From 35 to 49	427	8	37.3%	1.9%	216	5	18.9%	1.2%	643	13	56.2%	3.1%
	Under 35	249	4	21.7%	1.0%	141	7	12.3%	1.7%	390	11	34.1%	2.6%
HispAm	50 and more	821	913	2.3%	2.6%	293	249	0.8%	0.7%	1,114	1,162	3.1%	3.3%
	From 35 to 49	1,327	916	3.7%	2.6%	980	636	2.7%	1.8%	2,307	1,552	6.3%	4.4%
	Under 35	1,551	1,164	4.3%	3.3%	1,278	968	3.5%	2.8%	2,829	2,132	7.8%	6.1%
Total Grupo	50 and more	3,643	1,931	3.1%	1.7%	1,352	826	1.2%	0.7%	4,995	2,757	4.3%	2.4%
	From 35 to 49	4,606	4,114	3.9%	3.6%	3,341	2,791	2.8%	2.5%	7,947	6,905	6.8%	6.1%
	Under 35	7,069	5,659	6.0%	5.0%	5,860	4,673	5.0%	4.1%	12,929	10,332	11.0%	9.2%

(*) Turnover is calculated by dividing departures by the average headcount.

Staff turnover: Detail of total departures⁽³⁾

Country	Total		Dismissals (%)		Voluntary resignations (%)		Departures due to attrition (1) (%)		Other departures (2) (%)	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Germany	21.0%	18.4%	5.2%	3.5%	9.5%	4.4%	3.6%	10.3%	2.7%	0.2%
Argentina	5.5%	12.5%	2.7%	6.3%	1.1%	0.9%	1.6%	2.9%	0.2%	2.4%
Brazil	21.3%	15.6%	14.7%	9.8%	6.3%	4.7%	0.05%	0.01%	0.2%	1.1%
Chile	12.7%	8.5%	8.5%	3.6%	2.9%	2.0%	1.3%	0.2%	0.1%	2.7%
Colombia	22.6%	17.9%	6.4%	2.4%	9.3%	7.5%	6.8%	7.9%	0.1%	0.1%
Ecuador	34.1%	18.4%	10.1%	9.2%	13.7%	6.9%	1.2%	1.9%	9.1%	0.3%
Spain	26.5%	25.2%	9.6%	1.0%	1.7%	1.0%	2.2%	17.8%	12.9%	5.3%
Mexico	47.0%	12.9%	19.6%	5.7%	6.7%	4.1%	1.0%	0.7%	19.8%	2.4%
Peru	31.1%	16.4%	16.0%	5.0%	7.0%	4.1%	1.4%	3.2%	6.7%	4.2%
United Kingdom	20.4%	17.2%	2.4%	6.3%	16.8%	9.6%	0.9%	1.2%	0.3%	0.1%
Uruguay	11.2%	7.3%	3.3%	1.9%	7.8%	4.5%	0.0%	0.8%	0.2%	0.2%
Venezuela	17.4%	15.9%	3.9%	0.0%	12.3%	5.2%	0.1%	0.2%	1.1%	10.4%
Others	98.0%	7.9%	5.9%	2.6%	6.6%	4.1%	1.0%	0.2%	84.5%	1.0%
HispAm	17.2%	13.9%	7.4%	4.7%	4.9%	3.3%	2.2%	3.2%	2.7%	2.6%
Total Group	22.0%	17.7%	9.6%	5.3%	5.5%	3.6%	1.6%	6.3%	5.3%	2.5%

(1) Departures due to attrition: Maternity leave, paternity leave and work/service leave.

(2) Departures due to transfer to another Group company or change of scope.

(3) % Calculated on average headcount.

Turnover: Breakdown of departures

Country	Dismissals		% ⁽³⁾		Voluntary resignations		%		Departures due to attrition (1)		%		Other departures (2)		%		Total	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Germany	426	281	25%	19%	781	354	45%	24%	299	819	17%	56%	225	13	13%	1%	1,731	1,467
Argentina	394	878	48%	51%	165	123	20%	7%	235	403	29%	23%	26	329	3%	19%	820	1,733
Brazil	5,013	3,366	69%	63%	2,146	1,636	30%	30%	17	5	0.2%	0.1%	61	374	1%	7%	7,237	5,381
Chile	356	149	67%	42%	120	83	22%	23%	54	10	10%	3%	4	114	1%	32%	534	356
Colombia	356	151	28%	13%	515	475	41%	42%	380	501	30%	44%	6	8	0%	1%	1,257	1,135
Ecuador	121	95	30%	50%	163	71	40%	38%	14	20	3%	11%	109	3	27%	2%	407	189
Spain	2,930	273	36%	4%	528	292	7%	4%	688	5,067	8%	71%	3,956	1,516	49%	21%	8,102	7,148
Mexico	384	105	42%	44%	131	76	14%	32%	19	13	2%	5%	389	45	42%	19%	923	239
Peru	996	263	52%	30%	436	215	23%	25%	85	169	4%	19%	414	222	21%	26%	1,931	869
United Kingdom	171	411	12%	37%	1,180	622	83%	56%	60	78	4%	7%	18	8	1%	1%	1,429	1,119
Uruguay	21	12	29%	26%	50	28	69%	61%	0	5	0.0%	11%	1	1	1%	2%	72	46
Venezuela	69	0	23%	0.0%	216	92	71%	33%	1	4	0.3%	1%	20	183	7%	66%	306	279
Others	68	11	6%	33%	75	17	7%	52%	12	1	1%	3%	967	4	86%	12%	1,122	33
HispAm	2,697	1,653	43%	34%	1,796	1,163	29%	24%	788	1,125	13%	23%	969	905	16%	19%	6,250	4,846
Total Group	11,305	5,995	44%	30%	6,506	4,084	25%	20%	1,864	7,095	7%	35%	6,196	2,820	24%	14%	25,871	19,994

(1) Departures due to attrition: Maternity leave, paternity leave and work/service leave.

(2) Departures due to transfer to another Group company or change of scope.

(3) % Calculated on the total number of departures.

Employee Net Promoter Score (eNPS) ^(*)

Region	eNPS Total		eNPS (Men)		eNPS (Women)	
	2019	2020	2019	2020	2019	2020
Germany	21.6	54	16.8	52	29.5	57
Argentina	63.7	58	68	60	54.4	55
Brazil	72.5	79	70	70	76	76
Chile	65.4	75	63	75	70.4	76
Colombia	82.9	86	81.8	86	84.2	87
Ecuador	60.7	83	61.3	85	59.7	82
Spain	50.4	62	50.1	59	50.9	65
Mexico	67.7	81	66.7	79	70	84
Peru	15.9	35	19	34	9.1	36
United Kingdom	35.3	44	33.4	41	38	46
Uruguay	73.5	78	65.4	76	81	81
Venezuela	87.7	91	85.7	89	89.5	92
Others	39.7	43	41.6	41	36.1	46
HispaAm	66	67		66		68
Total Group	58.4	65	57.3	64	60.2	70

(*) See definition in the section on Our people's commitment and motivation.

COLLECTIVE BARGAINING AGREEMENTS ^(*)

Percentage of employees covered by collective bargaining agreements by country

Country	2019	2020
Germany	—	86.1%
Argentina	75.4%	76.3%
Brazil	93.6%	93.3%
Chile	84.1%	84.6%
Spain	57.6%	63.7%
Peru	38.8%	38.8%
United Kingdom	60.9%	59.0%
Total Group	61.0%	68.5%

(*) 100% of Telefónica's employees, in both 2019 and 2020, were covered by a labour framework that regulates their working conditions.

TRAINING

Hours of training by professional category, gender and country

Country	Hours of training		Hours of training for executives (Men)		Hours of training for executives (Women)		Hours of training for middle management (Men)		Hours of training for middle management (Women)		Hours of training for other professionals (Men)		Hours of training for other professionals (Women)	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Germany	157,098	91,186	4,172	1,420	1,422	612	14,762	6,996	4,330	2,104	77,948	46,757	54,464	33,297
Argentina	431,599	353,659	6,068	2,116	1,633	485	40,926	27,239	15,281	10,114	243,625	199,950	124,066	113,755
Brazil	1,801,097	1,044,302	33,634	21,258	22,678	10,077	49,407	34,302	29,999	22,250	829,492	461,333	835,887	495,082
Chile	55,125	135,035	1,127	873	128	185	6,877	11,411	1,778	5,457	28,591	71,985	16,623	45,125
Colombia	393,048	428,988	6,668	3,566	3,586	1,927	16,576	14,310	13,787	14,059	163,200	190,994	189,232	204,132
Ecuador	22,181	47,345	1,132	1,587	235	801	2,044	3,878	1,009	1,962	10,942	23,044	6,819	16,071
Spain	901,051	1,074,212	31,097	15,622	14,152	7,178	60,372	53,868	28,979	27,122	508,064	620,435	258,387	349,987
Mexico	45,530	78,829	4,805	6,831	2,340	3,859	1,711	3,181	313	1,066	24,417	45,534	11,943	18,358
Peru	71,044	74,627	2,103	2,056	829	1,069	5,025	6,247	1,791	2,245	40,935	38,868	20,361	24,142
United Kingdom	145,018	147,021	3,833	1,969	1,941	746	17,282	14,868	9,646	6,430	65,945	69,851	46,370	53,156
Uruguay	16,125	18,571	1,010	787	415	129	1,297	610	1,502	661	6,575	7,877	5,327	8,508
Venezuela	28,825	50,303	558	1,082	327	840	2,283	3,276	2,084	4,379	12,368	18,099	11,205	22,629
Others	12,228	5,047	441	430	139	125	2,832	2,239	1,214	1,161	4,004	501	3,598	591
HispAm	1,063,476	1,187,357	23,471	18,898	9,492	9,296	76,739	70,150	37,545	39,943	530,653	596,350	385,576	452,719
Total Group	4,079,968	3,549,124	96,561	59,596	47,776	28,035	221,483	182,423	113,760	99,009	2,016,106	1,795,228	1,584,282	1,384,832

Hours of training per employee by professional category, gender and country

Country	Hours of training per employee		Hours of training per executive employee (Men)		Hours of training per executive employee (Women)		Hours of training per middle management employee (Men)		Hours of training per middle management employee (Women)		Hours of training per other professional employee (Men)		Hours of training per other professional employee (Women)	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Germany	19	12	22	8	24	11	3	12	29	12	18	11	19	12
Argentina	30	26	37	15	40	13	40	27	45	30	28	25	29	28
Brazil	52	30	32	20	47	20	33	23	48	36	47	27	63	37
Chile	13	32	17	13	10	12	20	25	14	36	12	30	14	39
Colombia	71	67	63	36	68	35	69	48	77	74	64	59	80	79
Ecuador	20	46	19	35	13	53	19	40	14	33	22	47	20	49
Spain	32	38	28	14	29	14	33	27	32	28	33	40	30	40
Mexico	24	43	21	32	22	37	21	49	22	89	25	47	25	39
Peru	13	14	17	20	15	21	16	23	15	22	13	13	12	15
United Kingdom	21	23	19	9	20	7	22	20	22	17	21	24	21	27
Uruguay	26	29	35	25	38	14	34	16	42	18	26	31	21	32
Venezuela	16	29	15	30	11	29	15	22	14	29	18	28	15	33
Others	15	12	9	10	11	11	14	13	17	15	12	9	20	11
HispAm	30	34	28	26	29	29	33	30	36	39	28	31	34	41
Total Group	36	32	28	18	33	19	31	25	35	30	34	30	41	36

REMUNERATION

Average remuneration and its evolution by gender, age and professional category

Telefónica		Women		Men		Pay gap			
Professional category	Age range	Average total remuneration (*)		Average total remuneration (*)		Base salary		Total remuneration	
		2019	2020	2019	2020	2019	2020	2019	2020
Group		33,235	31,513	41,076	39,316	19.11%	19.26%	19.09%	19.85%
Executives	50 and more	152,786	146,967	179,944	167,922	12.10%	9.42%	15.09%	12.48%
	From 35 to 49	106,441	93,832	116,055	103,555	7.95%	7.18%	8.28%	9.39%
	Under 35	67,018	56,829	66,394	56,432	-1.80%	-1.32%	-0.94%	-0.70%
Middle management	50 and more	66,455	64,274	62,396	61,950	-7.37%	-5.35%	-6.51%	-3.75%
	From 35 to 49	54,387	49,952	56,372	50,266	1.07%	-0.25%	3.52%	0.62%
	Under 35	37,333	33,069	38,081	33,657	3.48%	4.23%	1.97%	1.75%
Other professionals	50 and more	43,633	46,012	47,053	49,385	7.23%	5.63%	7.27%	6.83%
	From 35 to 49	32,857	29,909	36,432	32,818	7.97%	6.70%	9.81%	8.86%
	Under 35	18,960	16,455	21,595	19,123	13.62%	15.57%	12.20%	13.95%

(*) For the purposes of reporting the average total remuneration of all the Group's employees, all the Company's executive positions have been grouped under the same category, including executives and managers, given that the design of the remuneration mix (fixed remuneration, annual variable remuneration, eligibility for the long-term incentive plan and other concepts) is aligned with the Telefónica Group's Global Remuneration Policy, the main objective of which is to promote the achievement of financial, business, value creation and sustainability objectives.

Average total remuneration includes: total base salary, bonuses, commissions and commercial incentives paid during 2019, long-term incentives paid in 2019 and in-kind benefits, including social benefits, accrued in 2019.

The information refers to 98% of the total workforce at 31/12/2020. In 2020, Venezuela has been excluded due to the hyperinflationary situation in the country, 277 employees of Tempotel and 25 expatriates.

Information for 2019 includes Central America.

Average total annual compensation ratio relative to CEO

	CEO	Total average remuneration ratio (*)
2020	5,193,121	80:1

(*) Ratio between CEO's total annual compensation and average total remuneration of employees based in Spain results in 80:1. This analysis includes the total remuneration accrued by the Chief Executive Officer (CEO) in 2020, which includes the sum of the fixed retribution, short-term variable pay, long-term incentives and benefits; the same elements have been considered for all employees based in Spain that were active at December 31st 2020.

Average total remuneration of Directors by gender

	Men		Women	
	2019	2020	2019	2020
Directors	153,000	147,987	883,397	1,018,361

Minimum wage paid in EFT / Local SMI

Country	Women	Men
Germany	1.0	1.0
Argentina	2.3	2.3
Brazil	1.0	1.0
Chile	1.0	1.0
Colombia	1.0	1.0
Ecuador	1.0	1.0
Spain	1.0	1.0
Mexico	4.0	3.2
Peru	1.0	1.0
United Kingdom	1.0	1.0
Uruguay	1.8	1.9

PAY GAP

Gross and adjusted pay gap

Country	Employees		% Men		% Women		Gross gap (%)		Adjusted gap (%)	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Total Group ⁽¹⁾	111,173	109,703	62%	62%	38%	38%	19.09%	19.85%	3.10%	2.50%
Germany	8,018	7,801	62%	63%	38%	37%	22.75%	20.63%	4.40%	3.93%
Argentina	14,459	13,599	68%	68%	32%	32%	6.81%	8.21%	1.57%	1.61%
Brazil	34,194	34,255	59%	58%	41%	42%	22.12%	23.34%	4.58%	3.65%
Chile	4,159	4,266	69%	69%	31%	31%	18.64%	12.91%	6.72%	3.86%
Colombia	5,277	6,160	53%	57%	47%	43%	26.24%	19.89%	5.92%	4.95%
Ecuador	1,099	1,026	61%	61%	39%	39%	21.88%	17.67%	-2.01%	-1.51%
Spain	28,348	28,268	64%	65%	36%	35%	14.88%	15.38%	3.41%	2.48%
Mexico	1,874	1,840	68%	68%	32%	32%	5.77%	6.07%	1.04%	1.65%
Peru	5,419	5,185	67%	66%	33%	34%	5.21%	6.77%	3.02%	3.38%
United Kingdom	6,862	6,251	60%	61%	40%	39%	16.65%	14.07%	1.60%	1.18%
Uruguay	624	632	51%	50%	49%	50%	37.71%	32.20%	3.84%	2.37%
Others ⁽²⁾	840	420	69%	65%	31%	35%	25.17%	29.42%	—	—

(1) Information from all Telefónica Group countries except Venezuela, due to the country's hyperinflationary economic situation, 277 Tempotel employees and 25 expatriates.

(2) Rest includes other countries such as: Bolivia, Brussels, China, Denmark, Estonia, France, Greece, Holland, Hungary, Ireland, Italy, Luxembourg, Poland, Portugal, Puerto Rico, Romania, Sweden, Switzerland, USA.

(3) The adjusted gender pay gap is calculated using a mathematical regression model that relates average total pay to factors other than gender. Factors such as country, occupational category, functional area in which the employee works, seniority, legal entity and working time pattern (full-time or part-time).

Calculation of the pay gap

To calculate the gross pay gap, the average total remuneration of men minus the average total remuneration of women was divided by the average total remuneration of men.

The average total remuneration includes all pay items paid during the year under analysis. These remuneration items are:

- » Annualised Base Salary
- » Short-term Variable Remuneration: Bonuses, commissions, commercial incentives and other variable remuneration items paid.
- » Benefits in kind, including social benefits, accrued in the year.
- » Long-term variable remuneration: Incentives (shares) paid. The scope of this analysis considers all active employees of the Telefónica Group at 31 December of the corresponding year.

Suppliers

Impact of our business on society

Volume of purchases awarded %/Total

24,268M€¹

awarded to: 9,038 suppliers.

77% of purchases awarded to local suppliers.


(1) Agreements negotiated by Procurement with impact on 2019.

RESULTS OF CORPORATE AUDITS

Average score obtained by suppliers according to subject matter (% compliance)

	2019	2020
Business Principles	90%	90%
Human resources	89%	93%
Health and safety	88%	93%
Environment	89%	89%

(1) Significant social or environmental impacts are considered to be the critical non-conformities identified during the audits in each area.

Summary of key indicators

	Indicators	2019	2020
Activity	Volume of purchases awarded	25,274M	24,268M
	Suppliers awarded	9,973	9,038
	% of purchases awarded locally	83%	77%
Ethics and Compliance	High-risk sustainability suppliers identified in our global analysis	1,969	1,700
	High-risk suppliers assessed on sustainability aspects by EcoVadis	1,131	1,157
	% suppliers evaluated by Dow Jones Risk & Compliance Service	100%	100%
	Suppliers blocked for non-compliance with ethical or sustainability aspects	15	9
	Total audits on suppliers	18,359	16,105
	High-risk suppliers with improvement plans	687	560

Details of the Annual Audit Plan

Supplier type	Region/country	Ongoing audits and improvement plans	Audited risk aspects							
			Ethical	Working conditions	Health and safety	Supply chain management	Human rights (child/forced labour)	Conflict minerals	Environment	Safety, privacy and DP
ALLIES PROGRAMME Labour-intensive collaborator companies.	6 countries in Latin America(1) and Spain	LOCAL • 5,807 administrative audits. • 9,197 on-site audits. • 213 suppliers with improvement plans.		✓	✓		✓			
	Brazil, Colombia, Spain and Peru	CORPORATE • 65 on-site audits. • 84 suppliers with improvement plans(2).	✓	✓	✓	✓	✓		✓	✓
JAC INITIATIVE Manufacturing centres in the ICT sector.	10 countries in Asia, Latin America and Eastern Europe	• 60 on-site audits: 63% on Tier 2 or 3 suppliers. • 34 suppliers with improvement plans.	✓	✓	✓	✓	✓	✓	✓	
TELEFÓNICA GERMANY For risk associated with the product or service.	Germany	• 1 administrative audit. • 1 supplier with an improvement plan			✓					
		• 2 on-site audits. • 2 suppliers with improvement plans.								✓
TELEFÓNICA ARGENTINA For risk associated with the product or service	Argentina	• 3 on-site audits.							✓	
TELEFÓNICA BRASIL For risk associated with the product or service	Brazil	• 168 administrative audits. • 102 suppliers with improvement plans.							✓	
		• 88 on-site audits. • 86 suppliers with improvement plans.								✓
TELEFÓNICA ESPAÑA For risk associated with the product or service	Spain	• 1 on-site audit. • 1 supplier with an improvement plan.							✓	
TELEFÓNICA UNITED KINGDOM Network providers, services and works.	Various countries	• 40 administrative audits. • 30 suppliers with improvement plans.							✓	
		• 668 on-site audits. • 2 suppliers with improvement plans.			✓					
		• 3 on-site audits. • 3 suppliers with improvement plans.								✓
		• 1 on-site audit. • 2 suppliers with improvement plans.	✓	✓	✓	✓	✓		✓	
TELEFÓNICA VENEZUELA For risk associated with the product or service.	Venezuela	• 1 on-site audit.								✓
									Social	Environmental
Total audits per aspect									15,799	338
Suppliers with improvement plans									336	253

(1) Argentina, Brazil, Chile, Colombia, Mexico and Peru.

(2) This also includes suppliers audited in 2019 whose improvement plans were open at the end of the year.

The decision on how to conduct on-site audits has always been subject to compliance with local mobility restrictions by COVID-19 ensuring at all times the health of the people involved in the process.

Human Rights

Summary of key indicators

Indicators(*)	2019	2020
Number of employees trained in human rights through the Responsible Business Principles course since its launch	107,017	103,934
Number of operators subjected to a human rights impact assessment(**)	12	12
% of operators subjected to a human rights impact assessment(**)	100	100
Number of on-site human rights audits of suppliers (labour issues, child/forced labour, health and safety, privacy and security)	11,601	10,090
Number of human rights queries/complaints received through the Responsible Business Channel(***)	0	3

(*) Regarding the number of significant investment agreements signed with human rights clauses: no significant investment agreements were signed by Telefónica S.A. at the corporate level during the reporting period. Significant investment agreements are those that have brought Telefónica S.A. into a position of control of another entity and have initiated a capital investment project that is material to the financial accounts.

(**) Data for 2019 refers to assessments conducted since 2013. Data for 2020 refers to assessments carried out in that year.

(***) The well-founded complaints filed via the internal complaints channel regarding human rights issues such as privacy, harassment, mobbing and discrimination are covered in the Chapter on Ethics and Compliance (Complaint and remedy mechanisms: Consultation and complaint channels).



Building a greener future



Environmental performance

	2015	2016	2017	2018	2019	2020	2015-2020
Total waste generated (t)	26,666	23,421	26,571	26,128	41,717	46,912	75.9 %
Total waste generated - hazardous (t)	2,796	2,934	2,828	2,470	2,829	4,872	74.2 %
Total waste generated - non hazardous (t)	23,870	20,487	23,743	23,658	38,888	42,040	76.1 %
Waste Recycled (%)	97	97	97	97	98	98	
Equipment reused (t)	347	1,235	1,245	2,220	1,933	1,913	451.3 %
Water consumption (ML)	3,890	3,709	3,685	4,019	3,268	2,785	-28.4 %
Total energy consumption (MWh)	7,031,436	6,865,919	6,901,216	6,991,253	6,958,516	6,863,728	-2.4 %
Electricity + self-generation (MWh)	6,612,778	6,391,248	6,461,695	6,543,895	6,574,002	6,548,152	-1.0 %
Electricity from renewable sources (%)	20.8	46.8	47.9	59.2	81.6	87.5	
Total traffic managed per annum (PB)	17,205	25,662	35,614	47,320	60,406	87,770	410.1 %
Energy efficiency (MWh/PB)	409	268	194	148	115	78	-80.9 %
Scope 1 emissions (tCO ₂ e)	297,042	291,787	295,622	252,937	237,620	212,682	-28.4 %
Scope 2 emissions (based on market method) (tCO ₂ e)	1,615,146	1,153,046	1,059,796	923,719	725,326	530,684	-67.1 %
Emissions Scope 1 and 2 (tCO ₂ e)	1,912,188	1,444,833	1,355,418	1,176,656	962,946	743,366	-61.1 %
Scope 3 emissions (tCO ₂ e)		2,606,625	2,460,656	2,296,042	2,124,279	1,909,321	-26.8 %
Emissions avoided thanks to renewable energy consumption (tCO ₂ e)	514,405	869,742	778,878	987,226	1,009,853	911,070	77.1 %
Intensity of emissions (scope 1+2/income) (tCO ₂ e/M€)	34.82	27.77	26.06	24.30	19.89	17.26	-50.4 %

Responsible network life cycle

PLANNING AND CONSTRUCTION

Environmental licences and permits	5,334
Visual impact reduction measures	484
Base stations with renewable energy	436

OPERATION AND MAINTENANCE

Energy efficiency projects	173
Renewable energy (%)	87,5
Emissions (scopes 1+2) (tCO ₂ eq)	743,366
No. of measurements of electromagnetic fields	48,956
Energy consumption by traffic (MWh/PB)	78

DISMANTLING

Network equipment reused	855
Hazardous waste (t)	4,872

Total waste recycled (%)	98%
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Energy and Climate Change

Performance 2020 - Global

KPI	2025 target	Value base year		Value 2020		Evolution
Energy consumption per traffic	-90%	408.7	MWh/PB	78.2	MWh/PB	-80.9%
GHG emissions (Scopes 1+2)	-70%	1.91	MtCO2	0.74	MtCO2	-61.1%
Scope 3 Emissions	-39%	2.61	MtCO2	1.91	MtCO2	-26.8%
% Renewable electricity consumption	85%	20.8	%	87.5	%	

Performance 2020 - Four main markets

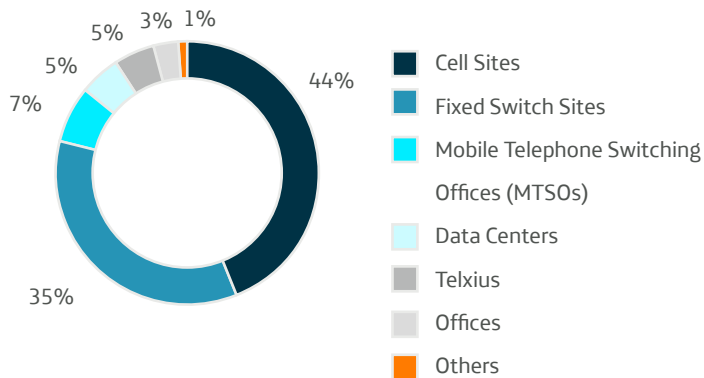
KPI	2025 target	Value base year		Value 2020		Evolution
Energy consumption per traffic	-90%	366.1	MWh/PB	79.1	MWh/PB	-78.4%
GHG emissions (Scopes 1+2)	-90%	1.1	MtCO2	0.25	MtCO2	-78.1%
Scope 3 Emissions	-39%	1.53	MtCO2	1.13	MtCO2	-25.9%
% renewable electricity consumption	100%	30.1	%	100	%	

Key energy and climate change indicators

	2015	2016	2017	2018	2019	2020
Energy from renewable sources (%)	20.8%	46.8%	47.9%	59.2%	81.6%	87.5%
Energy consumption by traffic (MWh/PB)	409	268	194	148	115	78
% increase in energy efficiency (base year: 2015)	-	-34.5%	-52.6%	-63.8%	-71.8%	-80.9%
GHG emissions Scope 1+2 (market method) (tCO2eq)	1,912,188	1,444,833	1,355,418	1,176,656	962,946	743,366

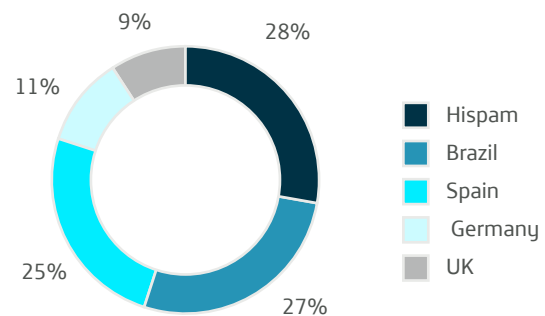
Electricity consumption

Total consumption: 6,548 GWh



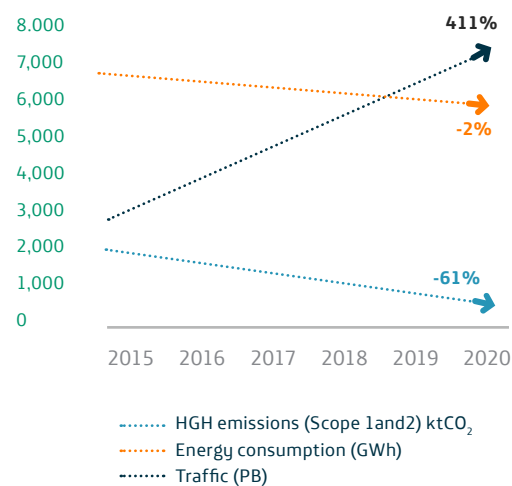
Consumption by country

Total consumption: 6,548 GWh



ENERGY	2015	2016	2017	2018	2019	2020
Total energy consumption (MWh)	7,031,436	6,865,919	6,901,216	6,991,253	6,958,516	6,863,728
Electricity consumption + self-generation (MWh)	6,612,778	6,391,248	6,461,695	6,543,895	6,574,002	6,548,152
Fuel and district heating (MWh)	418,658	474,670	439,521	447,358	384,514	315,576
Electricity from renewable sources (%)	20,8	46,8	47,9	59,2	81,6	87,5
Total annual traffic managed (Petabytes)	17,205	25,662	35,614	47,320	60,406	87,770

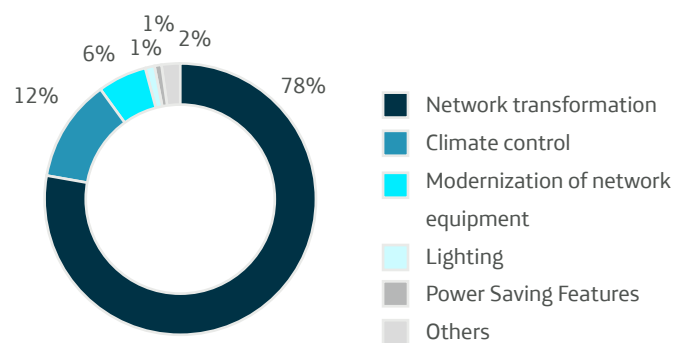
Emissions and energy



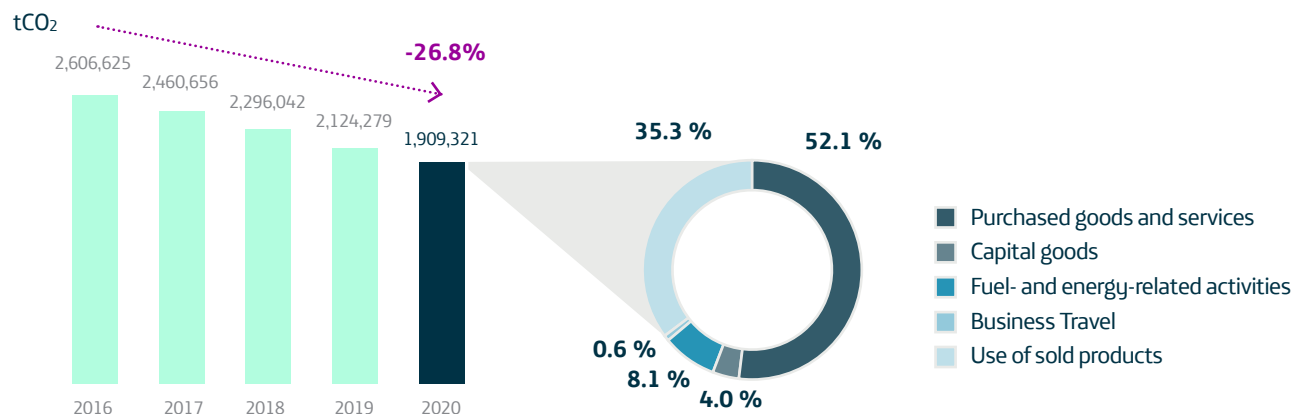
Traffic

Energy saving in energy efficiency projects

Total 192,4 GWh



Scope 3 Emissions



Emissions

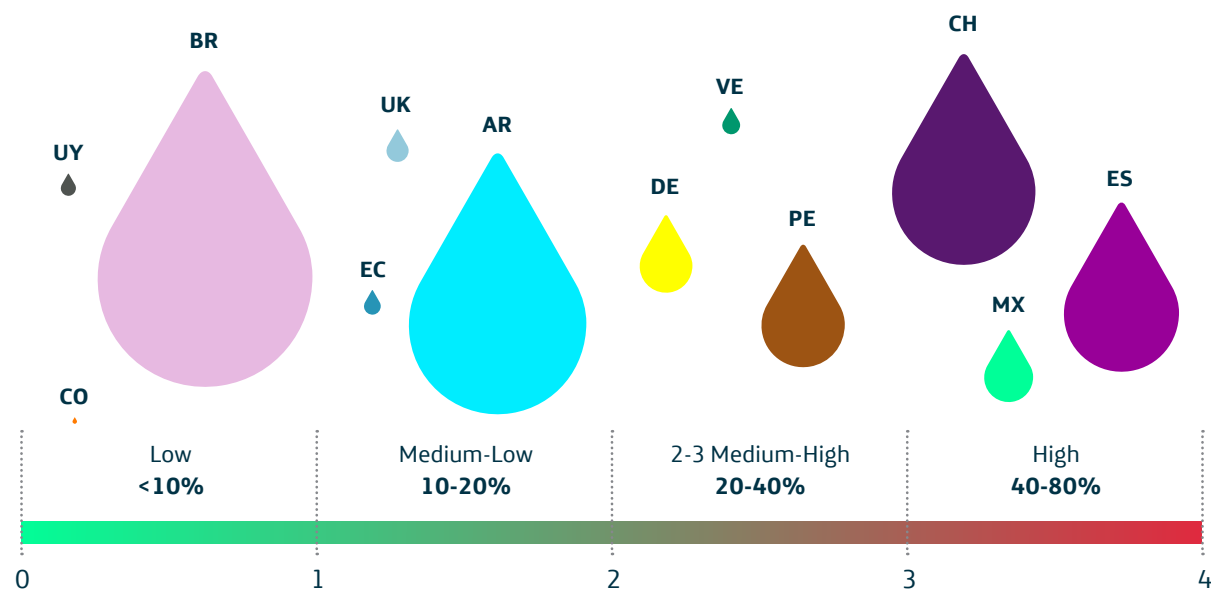
Emissions	Unit	2015	2016	2017	2018	2019	2020	Evolution 2015-2019
Scope 1	tCO ₂ e	297,042	291,787	295,622	252,937	237,620	212,682	-28.4%
Scope 2 (based on market method)	tCO ₂ e	1,615,146	1,153,046	1,059,796	923,719	725,326	530,684	-67.1%
Scope 1 + 2	tCO ₂ e	1,912,188	1,444,833	1,355,418	1,176,656	962,946	743,366	-61.1%
Emissions offsets ⁽¹⁾	tCO ₂ e	-	-	-	-	-	78,101	NA
Net emissions ⁽²⁾	tCO ₂ e	1,912,188	1,444,833	1,355,418	1,176,656	962,946	665,265	NA
Scope 3	tCO ₂ e		2,606,625	2,460,656	2,296,042	2,124,279	1,909,321	-26.8%
Emissions avoided due to renewable energy consumption	tCO ₂ e	514,405	869,742	778,878	987,226	1,009,853	911,070	77.1%
Intensity of emissions	tCO ₂ e/M€	34.82	27.77	26.06	24.30	19.89	17.26	-50.4%

(1) Emissions offset by purchase of carbon credits in certified projects.

(2) Net emissions after offsetting through purchase of carbon credits [Scope 1 + 2(market) - Emissions offsets].

Circular Economy

Water consumption by Telefónica vs. Water Stress^(*)



Levels of water stress (0-Low, 4-High) according to the Aqeduct Baseline Water Stress Atlas, of the World Resources Institute.
<https://www.wri.org/applications/aqueduct/country-rankings/>

(*) The size of the drops reflects the consumption of water by country as opposed to the percentage of water stress.

Water consumption in all areas (ML)

2018	2019	2020
4,019	3,268	2,785

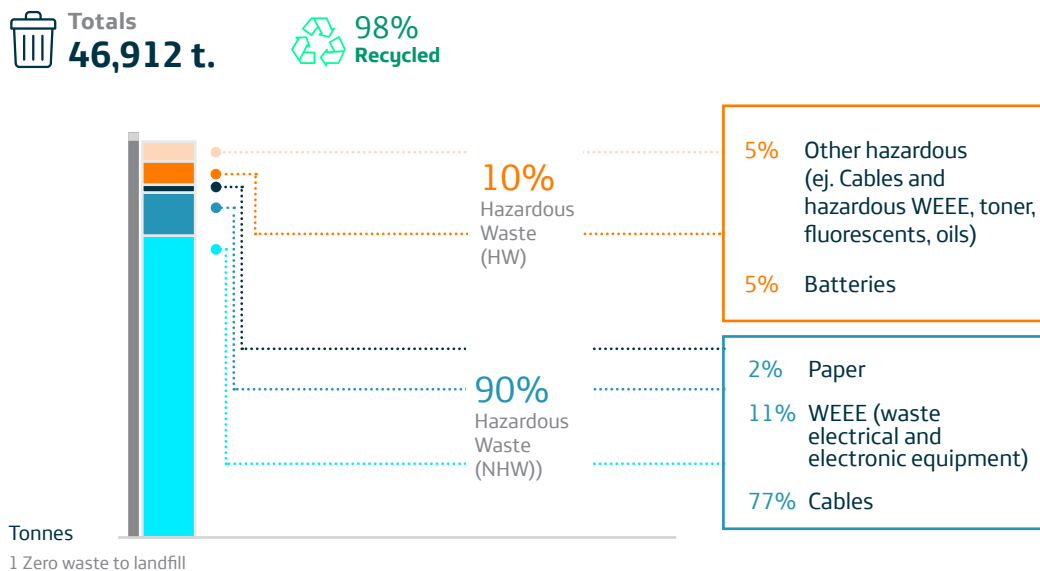
Water consumption in high-water-stress areas (ML)

Water consumption in countries with high levels of water stress according to the Aqeduct Baseline Water Stress Atlas, from the World Resources Institute (Spain, Chile and Mexico).


2018	2019	2020
1,332	806	750













Moving towards a Zero Waste company¹

Total Waste



Equipment reused

 **Totals**
3,974,084 units

Routers and Decoders	   	3,762,298 units
Mobile telephones	   	209,388 units
Donated equipment	 	1,543 units
Operations and office equipment	 	855 units

Telefónica's waste

	2018	2019	2020
Total waste generated (t) (this excludes re-use as it is not considered waste until its useful life has ended)	26,128	41,717	46,912
Non-hazardous waste (%)	91%	93%	90%
Hazardous waste (%)	9%	7%	10%

Processing prioritised according to the waste hierarchy principle

Equipment reused (t)	2,220	1,933	1,913
Waste recycled (t)	25,357	41,051	45,972
Waste to energy recovery (t)	22	34	18
Other treatments (t)	68	83	554
Waste sent to landfill and incineration (t)	681	550	368

Waste diverted from disposal. Includes recycling, reuse and other treatments

Total waste diverted from disposal (t)	27,645	43,066	48,439
Non-hazardous waste diverted from disposal (t)	25,267	40,350	43,628
Hazardous waste diverted from disposal (t)	2,378	2,716	4,811

Waste directed to disposal. Includes energy recovery, incineration and landfill

Total waste directed to disposal (t)	703	584	386
Non-hazardous waste directed to disposal (t)	611	471	324
Hazardous waste directed to disposal (t)	93	113	61

Other treatments: These includes physical treatments, biological treatments, secure cells and intermediate treatments prior to recycling.

Waste: It excludes building and demolition waste as this is not hazardous waste and does not represent more than 5% of the total waste generated. Therefore, it is not considered to be material in the reporting.

Breakdown of waste by type and disposal method

	2018	2019	2020
Non-hazardous waste (NHW)			
Total NHW produced (t)	23,658	38,888	42,040
NHW recycled (t)	23,012	38,352	41,213
NHW energy recovery (t)	—	31	1
Other NHW treatments (t)	35	65	502
NHW landfill and incineration (t)	611	440	323
Hazardous waste (HW)			
Total HW produced (t)	2,470	2,829	4,872
HW recycled (t)	2,345	2,698	4,758
HW energy recovery (t)	22	3	17
Other HW treatments (t)	33	18	53
HW landfill and incineration (t)	71	110	45

Other treatments: These includes physical treatments, biological treatments, secure cells and intermediate treatments prior to recycling.

Waste: It excludes building and demolition waste as this is not hazardous waste and does not represent more than 5% of the total waste generated. Therefore, it is not considered to be material in the reporting.

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