

## HUMAN RESOURCES

At 1993 year-end Telefónica had a total workforce of 74,340 employees, a decrease of 0.13% over the previous year. During the year the permanent workforce grew by 283 employees and the number of temporary staff fell by 380.

Of particular significance was the consolidation of the Pension Plan, with the changeover from the old social fund system to the new, finally completed. 65,885 employees, that is 88.6% of the workforce, are subscribed to the new Plan. Following the election of members to the Control Committee, Internal Regulations were approved and the plan went into full operation. Pensioners of the previous Telefónica fund (ITP), now dismantled, agreed to accept the offer of supplementing their State pension.

In order to meet the challenges and commitments of the coming years, energetic measures were taken to realign staff and management structures to ensure the effective development of human resources.

Training activity accounted for a total of 2.5 million hours/pupil, with an average of 33 hours training per employee. The most significant activities were the Basic Network training program, which represented 34.5% of the total, customer care with 29% and the restructuring Program for the Data Processing Centres in which over 1000 employees took part.

Special mention should be made of the Management Training and Development Programs which were practically completed in all the Provincial Centres. Over 6,200 people took part in these programs, with a total of 204,000 hours.

On a final note, management and Telefónica specialists collaborated closely on international projects, especially in America. At 1993 year-end, there were 76 employees working in subsidiaries or associated companies, in addition to the 48 temporary missions developed throughout the year.

The National Dance Company, sponsored by Telefonica is an example of the professional status of the human potential at the company's disposal

