

#### ACCESS TO TELECOMMUNICATIONS FOR PEOPLE WITH SPECIAL NEEDS

In 1994 a Plan for facilitating access to telecommunications for people with special needs was initiated and presented in a document to the Ministry of Social Affairs, various associations and the media. Under this plan an experimental customer service centre was set up. In line with this interest in persons with special needs, new telephones were designed with special features such as sound amplifiers, luminous signs and automatic push-button calling.

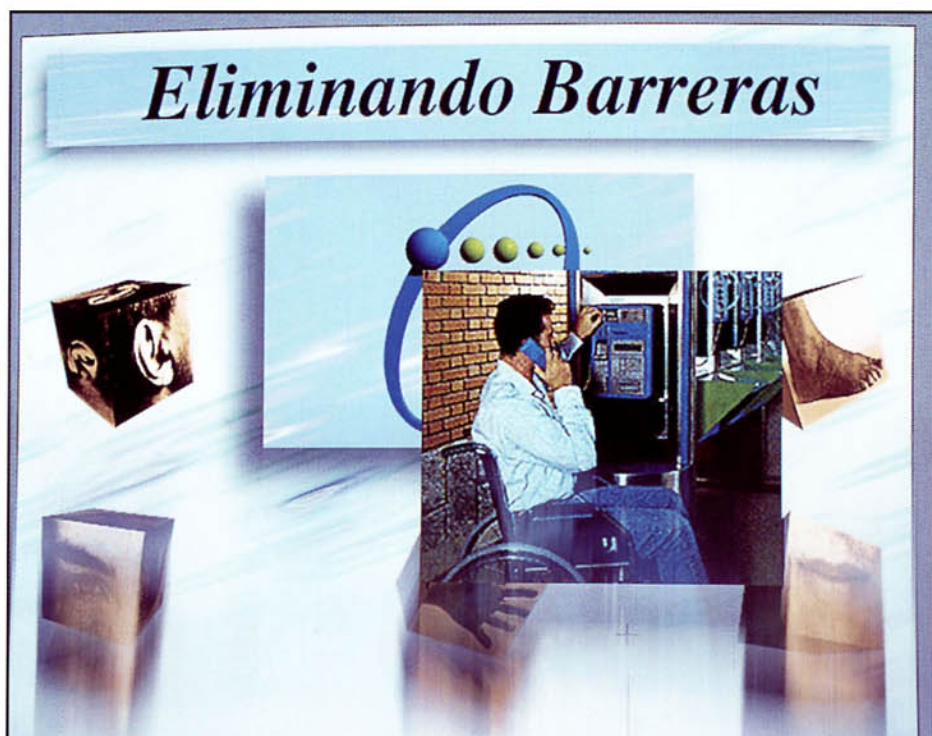
#### HUMAN RESOURCES

At 1994 year-end Telefónica had a total workforce of **72,207** employees, a net decrease of **2,133** employees during the year. This decrease allowed us to make progress in bringing the workforce into line with our real needs, thus increasing productivity considerably. The most significant result was the achievement of **203** lines in service per employee, one of the highest figures in Europe.

In March the 1993-1995 General Agreement with the unions was signed, some of the most important measures being those to enable us to find new ways of providing Services, improve customer service, and use resources more rationally - all important issues in the new competitive environment.

An important aspect of the Agreement was the voluntary early retirement program, which was taken up by **1,710** employees during the year, amounting to **65.92%** of those over 60.

During the year, the Company's Pension Plan was finally consolidated, with **92.16%** of the workforce, or **66,540** employees, subscribed.



During the year a plan for facilitating access to telecommunications for people with special needs was initiated. As part of the plan we opened an experimental customer service centre and designed new telephones for this important sector of society.