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Introduction: ESG at Telefónica

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E: Building a greener future

02

S: Helping society to thrive

03

G: Leading by example

04

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Introduction
ESG at Telefónica
ESG at the core of the organization

Telefónica's Mission
To make our world more human by connecting people's lives

Strategy
ESG Priorities part of our Corporate Strategy
- Responsible Business Plan
- Double Materiality
- Responsible Business Principles

Execution
Tangible goals
ESG initiatives
ESG-driven retribution

Overseen by Board, Sustainability Board Committee and Audit & Control Committee (meeting on a monthly basis)

- 383m accesses
- Serves 170 countries
- ESG teams in our 12 Operating Markets
Double materiality assessment as a determining element of our strategy

Double materiality enables us to identify those sustainability issues that most impact the Company’s value and those activities that most affect society and the environment.

In 2022 we updated the matrix to identify and prioritize key issues aligned with EFRAG recommendations and our stakeholders' interests.

1. European Financial Reporting Advisory Group
For more info, click on the material topic
Ensuring execution and accountability

ESG in remuneration

All employees

20% ESG metrics

- 30% OIBDA
- 30% Operating Income
- 30% Free Cash Flow

80% Financial metrics

- 5% NPS
- 4% GAP NPS
- 5% Climate Change - GHG emissions
- 3% Trust from Society - RepTrak
- 3% Gender Equality - % Women directors

Senior Executives

- Relative TSR (50%)
- Free cash flow (40%)
- Neutralising of CO₂ emissions (10%)

Accountability & Transparency

SASB Telecommunication Services Sustainable Industry Classification System®

Recommendations of IIRC

GRI standards (comprehensive)

TCFD recommendations (Environmental)

Eligibility activities reported under EU Taxonomy
## Telefónica’s ESG priorities

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Priorities</th>
<th>SDGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building a greener future</td>
<td>✔ Minimise our environmental impact - including achieving net-zero emissions, 100% renewables and zero waste</td>
<td>![SDG icons]</td>
</tr>
<tr>
<td>Helping society thrive</td>
<td>✔ Reduce the digital divide by connecting the under-served and bringing transferable, digital skills to people ✔ Ensure an inclusive workplace to attract and retain the best talent, committed and diverse</td>
<td>![SDG icons]</td>
</tr>
<tr>
<td>Leading by example</td>
<td>✔ Embed ESG across the business, including the value chain, with the highest ethical standards according to our responsible business principles ✔ Ensure the security, privacy and confidentiality of customer data with the highest security standards and processes</td>
<td>![SDG icons]</td>
</tr>
</tbody>
</table>
Environmental goals and progress during 2022

Key messages

Climate Change: We are on-track to reach Net Zero by 2040
- Target to reduce 90% of scope 1+2+3 emissions by 2040
- 100% of energy from renewable sources by 2030 (In 2022, 100% renewable in Europe, Brazil, Peru & Chile)
- 7.2% reduction on energy consumption since 2015 (while data traffic has increased 7.4x)

Circular economy: Working towards Zero Waste by 2030
- 4.4 million electronic equipment reused (operations, offices & clients)
- Making progress in ecodesign and integration of circular criteria

Decarbonising the economy through digitalisation
- 54% of our B2B solutions have been verified as Eco Smart
- Eco Rating in 100% of our markets helping consumers make more informed and sustainable device purchasing decisions
- Our networks power other sectors to decarbonise. Fibre emits 17x less CO2 than copper and 5G/4G 7x less than previous generations

Main target: Net 0t by 2040 (SBTi validated)

<table>
<thead>
<tr>
<th>2021</th>
<th>2022</th>
<th>Targets</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1+2</td>
<td>% emissions reduced since 2015</td>
<td>70%</td>
<td>80% &gt; 80% by 2030</td>
</tr>
<tr>
<td>Scope 3</td>
<td>% emissions reduced since 2016</td>
<td>27%</td>
<td>32% &gt; 56% by 2030</td>
</tr>
<tr>
<td>Renewable electricity</td>
<td>% in own facilities</td>
<td>79%</td>
<td>82% &gt; 100% renewables by 2030</td>
</tr>
</tbody>
</table>

Main target: Zero Waste by 2030

<table>
<thead>
<tr>
<th>2021</th>
<th>2022</th>
<th>Targets</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste management</td>
<td>% recycled</td>
<td>98%</td>
<td>98% &gt; Zero waste to landfill by 2030 100% reuse, resale and recycling network equipment by 2025</td>
</tr>
</tbody>
</table>

A List of the CDP Climate Change Index for 9 year in a row.

Leaders of the CDP supplier engagement programme.

Telefónica’s climate targets are validated by SBTi and include Scope 1, 2 and 3.
Social goals and progress during 2022

Key messages

Addressing Digital Divide
- New vehicles to bring connectivity everywhere
  - +3m people
  - +15,000 locations
  - +1,900 sites

Human Capital: Diverse and inclusive talent for the future
- 78% of our employees acquiring and developing new skills
- Hybrid working models at 100% of our operations.

Committed to Human Rights
- 100% of operations biannually assessed to identify, prevent, mitigate and/or remedy corresponding adverse impacts.

Sustainable Innovation: making a positive contribution
- e-health / renewable energy / education / environment
- Responsibility by design framework to develop sustainable P&S

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>Targets</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural connectivity</td>
<td>&gt;77%</td>
<td>&gt;80%</td>
<td>&gt;90% mobile rural connectivity in Brazil, Germany and Spain by 2024</td>
<td>89%</td>
</tr>
<tr>
<td>Women directors</td>
<td>29.5%</td>
<td>31.3%</td>
<td>33% women directors by 2024</td>
<td>96%</td>
</tr>
<tr>
<td>Pay gap</td>
<td>1.18%</td>
<td>0.74%</td>
<td>Zero (+/-1%) adjusted gender pay gap by 2024</td>
<td>100%</td>
</tr>
<tr>
<td>eNPS</td>
<td>67p</td>
<td>69p</td>
<td>≥ 60 points annually</td>
<td>100%</td>
</tr>
<tr>
<td>Digital skills</td>
<td>1,212,765</td>
<td>1,305,715</td>
<td>1M beneficiaries annually</td>
<td>100%</td>
</tr>
</tbody>
</table>

1st ICT company in the Digital Inclusion Benchmark 2023
Bloomberg Gender Equality Index - 6th consecutive year
Governance goals and progress during 2022

<table>
<thead>
<tr>
<th>Key messages</th>
<th>2021</th>
<th>2022</th>
<th>Targets</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committed to best practices in Corporate Governance</td>
<td></td>
<td></td>
<td>100% of potential high-risk suppliers externally assessed on sustainability by 2024</td>
<td>72%</td>
</tr>
<tr>
<td>Business ethics and culture of sustainability</td>
<td></td>
<td></td>
<td>Zero tolerance of corruption</td>
<td>100%</td>
</tr>
<tr>
<td>Digital trust, safeguarding data security and privacy</td>
<td></td>
<td></td>
<td>Leading the industry in digital rights – Ranking Digital Rights</td>
<td>100%</td>
</tr>
<tr>
<td>Sustainable Supply Chain Management</td>
<td></td>
<td></td>
<td>+18k audits in 2022. On track to reach 100% of critical suppliers assessed for sustainability by 2024</td>
<td>100%</td>
</tr>
</tbody>
</table>
Telefónica leads the sector in sustainable financing

Telefónica was the first in the sector to issue a green bond and leads the global telco sector in sustainable financing in public markets.²

Performance
#1 in the sector. 27% over Telefónica Group's total financing (YE 2022)
New target
Financing linked to sustainability to represent 30-35% over total in 2024.

+ €1,000M Green Hybrid Bond
February 2023

1. As of latest Green Hybrid issuance on 02 February 2023
2. Financing includes balance-sheet debt, hybrids and undrawn committed credit lines
Note: the graph does not show bilateral facilities

*Exchange rate applied at the time of grant
Anticipating investors' EU regulatory needs

We mapped our sustainability performance against investor requirements under the EU’s Sustainable Finance Action Plan, demonstrating how Telefónica can match investors’ needs in complying with Art. 8 & 9 SFDR fund requirements.

Companies and investment funds are required to disclose taxonomy aligned activities, Minimum Safeguards and to demonstrate Do No Significant Harm. These can be used by SFDR funds to select suitable investments.

- In February 2023, Telefónica reported on Green Taxonomy alignment, with updated to eligibility.
- We adhere to the governance, social, and human rights aspects used as a floor for the Taxonomy (Minimum Safeguards & DNSH).
- As a sector, we are seeking further dialogue with the EU for a more comprehensive inclusion of telco activities. A life cycle assessment (networks) has been conducted to show substantial contribution.
- We are well positioned to be aligned with the future Social Taxonomy.

Investors need to provide additional information around their existing ESG Integration for Article 8 & 9 funds. Telefónica is well suited to meet these funds’ criteria, particularly with its positive ESG impact & practices.

- Our Business, and Environmental & Social practices, leads to substantial net-positive SDG impacts (€98bn).
- Telefónica is consistently placed above industry averages in ESG ratings, and leading the industry on strategic ratings such as CDP Climate (A list).

Telefónica has published an exhaustive list of the metrics that investors could potentially use to comply with the SFDR Principle Adverse Indicators.

- A table with all mandatory and additional indicators for climate/environmental and social topics has been included in our annual report.
- In addition, we have included sector-specific data points as according to SASB and GSMA recommended metrics.
EU Green Taxonomy of sustainable activities

Eligibility and Alignment: 2022 reported according to EC FAQs

1. Eligibility

<table>
<thead>
<tr>
<th>Activity</th>
<th>Reported KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>9.2%</td>
</tr>
<tr>
<td>CapEx</td>
<td>3.3%</td>
</tr>
<tr>
<td>OpEx</td>
<td>0%</td>
</tr>
</tbody>
</table>

Comply with environmental criteria of the activity
Comply with minimum social safeguards

2. Alignment

<table>
<thead>
<tr>
<th>Activity</th>
<th>TEF perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>51.0%</td>
</tr>
<tr>
<td>CapEx</td>
<td>71.6%</td>
</tr>
<tr>
<td>OpEx</td>
<td>71.0%</td>
</tr>
</tbody>
</table>

Comply with environmental criteria of not doing significant harm to other environmental objectives
Comply with minimum social safeguards

Main activities:
- Activity 8.1 Data processing, hosting
- Activity 8.2 Data-driven solutions for GHG emissions reductions
- Activity 8.3/13.3 Programming and broadcasting activities

+ Secondary activities not part of business activities (energy efficiency + mobility)

We also have a clear basis for demonstrating how we Do No Significant Harm

Sustainable Use of Water
Transition to a Circular Economy
Protection & Restoration of Biodiversity

Telefónica has long adhered to elements in the Taxonomy Social Minimum Safeguards

Using final report from the Sustainable Finance Platform about SMS as basis to anticipate potential future regulatory developments. Accordingly, main aspects analysed: human rights, corruption, taxation & fair competition

Telefónica has long adhered to elements in the Taxonomy Social Minimum Safeguards

Network Impact

Fixed Network Impact
- Copper Network: 325.95 Tonne CO₂ eq/ PB
- Fibre Network: 18.31 Tonne CO₂ eq/ PB

Mobile Network Impact
- 2G/3G: 311.06 Tonne CO₂ eq/ PB
- 4G/5G: 41.39 Tonne CO₂ eq/ PB

It has only been possible to include digital solutions, excluding telecommunications networks.

TEF has provided contextual information, based on the scope of the LCA, to show how networks contribute to the decarbonization of other sectors
Telefónica’s social & environmental impacts against the SDGs

The nature of our business activities results in quantifiable positive impacts according to the criteria set out by the SDGs. Our impact report is available online.

Overall impact: €98bn

- Helping society to thrive: €91bn
  - Regional development through job creation
  - Contribution to tax revenues
  - Innovation
  - Digitalisation and digital inclusion in rural areas
  - Affordability
  - Transferring digital skills

- Building a greener future: €2bn
  - Natural resources
  - Emissions generated and offset
  - Contribution to digitalisation

- Leading by example: €5bn
  - Health and safety of professionals
  - Quality of wages
  - Diversity – pay gap
  - Privacy & security

Impact report based on:
- Harvard University’s Impact Weighted project
- KPMG’s True Value Impact Model
Our performance is backed by industry-leading rankings

<table>
<thead>
<tr>
<th>Rating/Ranking</th>
<th>Background</th>
<th>TEF performance</th>
</tr>
</thead>
</table>
| [Image]        | • The Carbon Disclosure Project (CDP) is the **gold standard** of environmental reporting. The A List includes those companies meeting the top criteria.  
• In 2022, 18,700+ companies (half of global market cap) disclosed via CDP, which is used by >680 investors (>$130trn AUM).  
• WBA is an independent, global organisation backed by 300 partners, incl. the UN Foundation and ~40 financial institutions managing over >$7trn of assets.  
• WBA conducts several benchmarks, including the Digital Inclusion Benchmark which assesses the **200 most influential ICT companies**  
  | • 9th consecutive year on the CDP A List (Climate) and one of only 330 selected out of ~15,000 companies evaluated.  
• **Supplier Engagement Leader** for 3rd year running, which measures how effectively companies engage their supply chains on climate change  
| [Image]        | • 1st in Digital Inclusion Benchmark (ICT sector) out of 200 of the world’s most influential tech companies. Analyses how companies improve access to technology and its reliable use, promote digital skills, and innovate in an open and ethical way.  
• **1st in Social Transformation Baseline Assessment**  
| [Image]        | • International benchmark that **ranks the largest telcos worldwide** on their commitment, management and transparency regarding human rights, privacy and freedom of expression.  
• **1st in Digital Rights** (Telco sector), for 3rd consecutive year, out of 12 top tier telcos.  
• +8% improvement y-o-y, leading across all 3 categories of governance, privacy and freedom of expression  
| [Image]        |  |  

Our ESG **performance, targets and transparency** have been verified by the top ratings and rankings worldwide.
Telefónica’s environmental policies have led the sector for many years. Our digital solutions are helping to decarbonise the economy.

- Responsibility with the environment
- Energy and climate change
- Circular economy
- Digital solutions for the green transition

Building a greener future
Responsibility with the environment

Our strategy seeks to minimise our impact on the environment and maximize the benefits generated by our digital products and services.

Our strategy is based on three levels:

1. Our responsibility as a committed company towards the environment
2. Our efforts to be a decarbonised and circular company
3. Our customers’ digitalisation through services with a positive environmental impact thanks to connectivity technologies

Environmental Strategy

- Risks - Σ + Efficiency + Income = + Resilience

We reduce our impact and provide solutions to major environmental challenges through digitalisation.

Externally-certified Environmental Management System according to ISO Standard 14001 for all our operators. (Energy Management System according to ISO 50001 also in Spain, Brazil, Germany and Chile)
Energy and climate change

To support Telefónica’s ambitious journey to Net Zero we have set interim targets that will help us to reduce our emissions, consistent with the 1.5°C scenario (validated by SBTi under the new Net-Zero Standard).

To deploy the most efficient telecommunications network powered by 100% renewable electricity

- Net-Zero emissions: 2040: Entire value chain (Scopes 1, 2 and 3)
- Renewable energy
- Energy efficiency: -90% by 2025 (MWh/PB)
- Emission reduction: -80% in Scope 1 and 2 by 2030
- Value chain: -56% in Scope 3
- Neutralisation: 100% reduction by 2040

*Reductions are compared to 2015 for Scope 1+ Scope 2 emissions and to 2016 for Scope 3 emissions.
Energy and climate change

In order to reach our near-term and long-term climate targets, Telefónica has implemented a Climate Action Plan that goes beyond the Paris Agreement and aims to limit the temperature increase to 1.5°C above pre-industrial levels.

The road to net-zero

Step 1
Set near-term and long-term science-based targets and implement a strategy to achieve them

Step 2
Reduce our own scope 1+2 emissions through energy efficiency and renewable energies

Step 3
Reduce value chain emissions (scope 3) through suppliers’ engagement and eco-design of our products

Step 4
Neutralise unabated emissions through certified carbon credits

Telefónica’s pathway to Net-Zero by 2040:

We reduce our emissions in line with the 1.5°C scenario and we neutralise the unabated ones for achieving Net-Zero.

Scope 1 + 2 performance

- 80% reduction of Scope 1&2 GHG emissions globally since 2015.
- 73% reduction of emissions intensity (scope 1 + 2 tCO₂ / € million revenue) since 2015

We have been 9 years in a row in CDP’s ‘Climate A List’ of +300 best practice companies

Renewable Energy

- 100% renewable electricity use in Germany, Spain, Brazil, Peru and Chile
- 82% at global level

Scope 1 + 2 performance

- 80% reduction of Scope 1&2 GHG emissions globally since 2015.
- 73% reduction of emissions intensity (scope 1 + 2 tCO₂ / € million revenue) since 2015

We have been 9 years in a row in CDP’s ‘Climate A List’ of +300 best practice companies

Renewable Energy

- 100% renewable electricity use in Germany, Spain, Brazil, Peru and Chile
- 82% at global level
Energy and climate change

Our Energy Efficiency and Renewable Energy Plans include a wide range of initiatives aimed at reducing our own emissions (Scopes 1+2).

Energy efficiency target

90% reduction in energy use per traffic unit (MWh/Pb) by 2025

2022 Performance

87% reduction in energy use per traffic unit (MWh/Pb) since 2015

Energy Savings of 128 initiatives

- $45.6M Network Transformation
- $110.4M Energy market
- $176.2M Savings from projects
- $7.1M Power Saving Features (PSF)
- $13.1M Others

Renewables target

100% of our electricity will be sourced from renewables by 2030

2022 Performance

82% of our electricity consumption in own facilities comes from renewable energy

Energy Use vs. Data Traffic

Renewable Energy

Our Renewable Energy Plan focuses on self-generation and signing of long-term Power Purchase Agreements (PPAs).

This will reduce the purchase of certificates of renewable origin and increase savings in OpEx for electricity.
Energy and climate change

Cooperating with our main suppliers and the telecom sector is key to reducing our value chain emissions (Scope 3).

### Telefónica’s supplier engagement programme

Telefónica is a CDP Supplier Engagement Leader. We lead the Joint Alliance for CSR (JAC) Climate Change Working Group, encouraging strategic suppliers to implement common reduction actions in the sector. We also support initiatives such as the 1.5°C Supply Chain Leaders, and the SME Climate Hub, which promotes decarbonisation amongst SMEs.

### Scope 3 reduction target

- **56%** reduction of Scope 3 GHG emissions by 2030 compared to 2016

### 2022 performance

Our Scope 3 emissions have fallen by **32%** since 2016

### SBTi new requirement

Suppliers representing 90% of our supply chain emissions have to set a decarbonisation plan aligned with SBTi.

### New Carbon Reduction Programme

Analysis and reduction of emissions at the product level with our strategic suppliers.

### Supplier Engagement Programme

218 suppliers submitted the CDP Supply Chain questionnaire, accounting for 97% of our supply chain emissions. (100% of our high-priority suppliers).

### Efficient Products

We updated the corporate instruction on low carbon procurement, which considers the internal carbon pricing to guide purchasing decisions towards energy-efficient equipment with a lower carbon footprint.

### Scope 3 emissions

- **2,655,544** tCO₂e

- **2,146,226** tCO₂e in 2020, **2,072,159** tCO₂e in 2021, **1,930,051** tCO₂e in 2022

- **1.1%** 21 ktCO₂e
- **6.2%** 120 ktCO₂e
- **11.8%** 226 ktCO₂e

- **28.5%** 551 ktCO₂e

- **52.4%** 1,012 ktCO₂e

- **32.4%** reduction from 2016
Circular economy

By integrating the circular economy principles into our processes and in our relation with customers and suppliers, Telefónica is enabling economic growth while optimising resource use and respecting the planet’s boundaries.

Towards becoming a Zero-Waste company by 2030

- **Customer Premise Equipment (CPE):**
  - 90% Refurbished and reused by 2024

- **B2B/B2C customer equipment:**
  - 100% Purchased following circularity criteria by 2025

- **New Telefónica branded customer equipment:**
  - 100% Ecodesigned by 2025

- **Mobile phones:**
  - 500K Refurbished by 2030

- **Waste to landfill:**
  - 0t by 2030 Network equipment by 2025
Circular economy

At Telefónica, our strategy focuses on optimising resource consumption, promoting eco-design, as well as encouraging the reincorporation of materials into the productive cycle.

Zero-Waste targets
- Zero waste to landfill in 2030, through reuse and recycling. Network equipment by the end of 2025
- By 2024, 90% of customer premise equipment will be reused or refurbished
- To refurbish 500,000 mobiles per year in 2030 through various programmes

Zero-Waste progress
- In 2022, Telefónica recycled 98% of its total waste
- In 2022, 86% of customer premise equipment was reused or refurbished
- In 2022, 386,210 mobile phones were refurbished

Ecodesign
- Aiming to apply ecodesign criteria to 100% of new branded equipment by 2025

Circular criteria
- 100% of B2B and B2C customer equipment will be purchased with circular criteria by 2025

Enhanced circularity through digitalisation
Circular economy

Do more using less resources: We minimise the environmental impact of our services and operations through eco-efficient measures

Water management

- Measures to reduce water consumption, mainly in severely water-stressed countries (Spain, Chile and Mexico)

2022 water performance

- Telefónica’s water consumption fell by -2% vs 2019

Reducing Paper

- In 2022, 189 million customers chose electronic invoices

Waste management

- Our GReTel waste data platform enables efficient waste management

Zero waste company by 2030

- We recycle 98% of our waste and reuse 4.4 million electronic equipment:

  **Equipment reused**
  - 4.4 million units
  - 44% Reused
  - 56% Recycled

  **Routers and decoders**
  - 3,791,315 units

  **Mobile devices**
  - 386,210 units

  **Donated equipment**
  - 745 units

  **Office equipment**
  - 18,314 units

  **Network equipment**
  - 229,907 units

Total: 52,906 tonnes

- 5% Recycled
- 98% Non-hazardous
- 1% Other Batteries
- 4% Paper
- 5% WEEE
- 14% Cable

- 95% Non-hazardous
- 98% Recycled

Telefónica’s 2022 water consumption fell by -2% vs 2019.

In 2022, 189 million customers chose electronic invoices.

Our GReTel waste data platform enables efficient waste management.
Digital solutions for the green transition

Business to business digitalisation and connectivity are crucial tools for helping our customers tackle their environmental challenges.

Avoided emissions
- 81.7 M tCO₂e avoided by our customers thanks to our products and services

Eco Smart services
- 54% of our services in T.Tech, Spain, Brazil, Germany and Chile are verified as Eco Smart by AENOR

Eco Rating (mobile phones)
- Implemented in 100% of our markets
- 71% of the mobile portfolio assessed with Eco Rating

We are a founding member of the European Green Digital Coalition, promoting green digital solutions and transparently communicating their environmental benefits

*Of the total figure, 80.6 million correspond to services where Telefónica only provides broadband and mobile connectivity for the B2C segment and 1.1 million to IoT, Cloud, Big Data and Health services where Telefónica provides connectivity, IoT devices, platforms, servers and/or software. This data includes the emissions generated by the connectivity and network infrastructure that are part of these services.
Telefónica helps society by enabling an inclusive digital transition. Our human capital management aims to attract and retain the best talent.

- Human capital
- Digital inclusion
- Sustainable innovation
- Human rights
- Customers
- Our contribution & impact

Helping society to thrive
**Human capital**

We have made good progress on our ambitious targets which enable us to attract and retain talent.

<table>
<thead>
<tr>
<th>Initial Target</th>
<th>Our 2022 Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Professional Development</strong></td>
<td></td>
</tr>
<tr>
<td>50%</td>
<td>Employees participating in annual new skills or reskilling programmes</td>
</tr>
<tr>
<td>60% eNPS</td>
<td>Employee Net Promoter Score equal or greater than 60%</td>
</tr>
<tr>
<td><strong>Diversity &amp; Inclusion</strong></td>
<td></td>
</tr>
<tr>
<td>33%</td>
<td>Women directors by 2024</td>
</tr>
<tr>
<td>+/- 1%</td>
<td>Adjusted gender pay gap of +/-1 by 2024</td>
</tr>
<tr>
<td>0%</td>
<td>Eliminate the gender pay gap by 2050</td>
</tr>
<tr>
<td><strong>Promote Inclusion</strong></td>
<td></td>
</tr>
<tr>
<td>Parity¹</td>
<td>Gender parity in the Company’s highest governing bodies</td>
</tr>
<tr>
<td><strong>New Ways of Working</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Flexible Working</strong></td>
<td>100% of the workforce able to opt for hybrid working by 2024</td>
</tr>
<tr>
<td><strong>Safety, Health, and Wellbeing</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Safe &amp; Healthy Working</strong></td>
<td>To provide safe &amp; healthy working conditions to prevent injuries</td>
</tr>
</tbody>
</table>

¹Note (1) Parity defined on not more than 60% and not less than 40% of each gender.
Human capital management strategy

During 2022 we have strengthened our commitment to the team across the 4 pillars of our human capital management strategy.

<table>
<thead>
<tr>
<th>Professional development</th>
<th>Promote diversity and Inclusion</th>
<th>New ways of working</th>
<th>Safety, health and well-being</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1.6 million training courses complete, 35h/employee training</td>
<td>• We formed part of the Bloomberg Gender-Equality Index (6th year)</td>
<td>• Our hybrid, flexible and digital working model applies to all employees when their role allow it</td>
<td>• 40% of our employees are covered by a certified system (ISO 45001 or OHSAS 18001).</td>
</tr>
<tr>
<td>• SkillsBank rolled out to more than 90,000 employees. 50,000 employees already use it</td>
<td>• Global Equality Policy: approved by the Board of Directors in 2022.</td>
<td>• 44% of employees claim that they are working on agile work initiatives (+ 6 p.p. vs 2021).</td>
<td>• 90% of employees represented on joint Heath &amp; Safety committees and 96% covered by a health, safety and well-being management system.</td>
</tr>
<tr>
<td>• 42k participants in Power of Connections Programme, a key tool for developing our culture.</td>
<td>• New target of doubling the number of employees with disabilities globally by 2024.</td>
<td>• Digital disconnection agreement signed with trade union organizations.</td>
<td>• 78% of our employees feel that Telefónica supports well-being</td>
</tr>
<tr>
<td>• 78% of employees invested in the acquisition and development of new abilities.</td>
<td>• Alliances with strategic partners such as Valuable 500.</td>
<td>• 78% of our employees feel they have a good work-life balance.</td>
<td>• We have conducted psycho-social risk assessments.</td>
</tr>
<tr>
<td></td>
<td>• 91% of our employees reported feeling included at work.</td>
<td>• 66.3% employees covered by collective bargaining agreements.</td>
<td>• Online courses available to all employees on occupational health, safety and well-being.</td>
</tr>
</tbody>
</table>
We incorporate diversity and inclusion management as a defining element of our people strategy.

### Addressing all dimensions of diversity

<table>
<thead>
<tr>
<th>Focus Areas</th>
<th>Programmes and Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Global Diversity Council, Global Diversity Sponsor and Diversity Champions</td>
</tr>
<tr>
<td>Female talent</td>
<td>Both genders in final shortlists for recruitment processes for executive positions. Career acceleration, visibility enhancement programmes and internships specifically for women. More women in digital and STEM professions.</td>
</tr>
<tr>
<td>People with disabilities</td>
<td>In 2022, we set ourselves the target of doubling the number of employees with disabilities globally by 2024. We enhanced our disability awareness programme for all employees. Partnerships with key institutions: Valuable 500</td>
</tr>
<tr>
<td>Racial diversity</td>
<td>We are committed to implementing initiatives to promote the attraction and development of talent from unrepresented ethnicities, as well as their leadership. + 107 nationalities</td>
</tr>
<tr>
<td>LGBT+</td>
<td>Initiatives to promote the attraction, development, and well-being of transgender people: Spain (guide to the gender transitioning process at work) &amp; Brazil (~70 trans employees)</td>
</tr>
<tr>
<td>Age</td>
<td>Programmes for the attraction and development of young professionals. Promotion of intergenerational diversity and the employability of over-50s.</td>
</tr>
</tbody>
</table>

### Women directors target

- Have at least 33% women directors by 2024
- **2022 performance**: 31.3% Women directors

### Pay gap transparency

- Adjusted gender pay gap: 0.7%

### Key Partnerships

- Bloomberg Gender Equality for our commitment and progress in diversity
- Financial Times Diversity Leaders 2022

### Recognition

- Financial Times Diversity Leaders 2022
- Bloomberg Gender Equality

### Pay gap transparency

- Adjusted gender pay gap: 0.7%

### Key Figures

- Women directors target: 33% by 2024
- Female talent initiatives: Both genders in final shortlists for recruitment processes for executive positions, career acceleration, visibility enhancement programmes, and internships specifically for women. More women in digital and STEM professions.
- People with disabilities initiatives: Doubling the number of employees with disabilities globally by 2024. Enhanced disability awareness programme.
- Racial diversity initiatives: Promotion of intergenerational diversity and the employability of over-50s.
## Digital inclusion

We are boosting digitalisation and tackling inequalities to create a more sustainable society and economy.

### Inclusive access

<table>
<thead>
<tr>
<th>Connectivity deployment</th>
<th>Accessibility</th>
<th>Affordability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring that everyone has access to broadband communication networks in all regions, both urban and rural</td>
<td>Making sure that our digital services are accessible so that everyone, regardless of physical capabilities, can make use of them</td>
<td>Working to prevent cost being a barrier to using new technologies, by offering options and rates that are affordable</td>
</tr>
</tbody>
</table>

- 90-97% coverage (mobile broadband) in rural areas in our main markets in 2024

### Innovation and relevant services

<table>
<thead>
<tr>
<th>Sustainable Innovation:</th>
<th>Technology for people with disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing new solutions and innovative services that improve people’s lives</td>
<td>We ensure that technology becomes a key tool to improve the lives of people with different abilities</td>
</tr>
</tbody>
</table>

To evaluate 100% of new P&S under Responsibility by Design framework in 2025

### Training in digital skills - Fundación Telefónica

<table>
<thead>
<tr>
<th>Basic digital skills</th>
<th>Intermediate digital skills</th>
<th>Employability and training in advanced digital skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offering our knowledge and capabilities to improve the digital skills of those who need it most</td>
<td>Upskilling by teaching the use of programming tools and technology</td>
<td>Training young people in the professions of the future which will require advanced knowledge of technology</td>
</tr>
</tbody>
</table>

To benefit more than 1 million people annually with digital skill programs

### Safe and responsible use of technology

<table>
<thead>
<tr>
<th>Privacy and security</th>
<th>Responsible use of technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring that products and services meet the strictest privacy and security standards to generate confidence in use of new technologies</td>
<td>Protecting and fostering a responsible use of technology</td>
</tr>
</tbody>
</table>

We promote new awareness-raising campaigns to encourage the responsible use of technology
Digital inclusion – Training, innovation and safe use of technology

In conjunction with inclusive access & connectivity, we promote digital inclusion through our three remaining pillars:

### Training in digital skills

**Basic digital skills**
- **Digital mobile** for seniors in Germany
- **O2 Gurus**, specialising sales staff on technology
- **Conecta Educación**, personalised digital training
- **ProFuturo**

**Intermediate digital skills**
- **Free employability programme** & Virtual Career Advisor

**Advanced digital skills**
- **42: programming Campus**

More than 1,305,715 people trained in digital skills during 2022

### Innovation & relevant services

**New services with social impact**
- Financial inclusion
- Health solutions
- Digitalisation of the rural areas
- Data and artificial intelligence
- Security services

**Technology serving people with disabilities**

Our products and services are adapted to various needs of people with disabilities

Incorporating ‘Design for All’ framework for products and online channels

### Safe and responsible use of technology

**Privacy and security**
- "Conexión Segura" is a free service filtering out more than 250 million threats

**Responsible use of technology**
Raising awareness in society to identify fraud and infringements through training

More than 9.9 m people impacted through our responsible use of technology programmes

Notes:
(1) (2) Free programs from Fundación Telefónica
**Digital inclusion – Inclusive access**

Internet access and new digital services are a cornerstone in achieving many of the Sustainable Development Goals (SDGs)\(^1\)

<table>
<thead>
<tr>
<th>2022 performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>94% 4G rural coverage</td>
</tr>
<tr>
<td>85% 5G coverage</td>
</tr>
<tr>
<td>99% 4G rural coverage</td>
</tr>
<tr>
<td>80% 5G coverage</td>
</tr>
<tr>
<td>80% 4G rural coverage</td>
</tr>
<tr>
<td>96% 4G coverage</td>
</tr>
</tbody>
</table>

More than 40 Products & Services evaluated under Responsibility by Design framework

<table>
<thead>
<tr>
<th>Connectivity Roll-Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>To extend coverage of broadband service to rural areas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accessibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide accessible content for hearing and visually impaired people on our Movistar+ TV platform</td>
</tr>
<tr>
<td>We work with device manufacturers, to make devices easier to use for people with different disabilities</td>
</tr>
<tr>
<td>Developed more than 1,200 pieces of content new with “triple accessibility”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Affordability</th>
</tr>
</thead>
<tbody>
<tr>
<td>We contribute to the Universal Service Fund in Spain and several Latin America countries</td>
</tr>
<tr>
<td><strong>Universal services:</strong> Invested €212 million</td>
</tr>
</tbody>
</table>

---

Notes: (1) According to the United Nations
Sustainable Innovation

Innovation is a strategic building block that allows us to develop solutions and products that tackle social and environmental challenges.

Targets
100% of our new P&S will be assessed under the Responsibility by Design framework by 2025.

Highlights
- We invest €3,721 million in R&D+i
- Industrial property rights portfolio 444
- New assets: 14 patents & 2 industrial design
- Open innovation portfolio/active start-ups 550
- Total cumulative investment in Open Innovation €221 million

Main areas within the organisation involved in innovation management

<table>
<thead>
<tr>
<th>Internal Innovation</th>
<th>Open innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core innovation</td>
<td>Promoting entrepreneurship &amp; start-ups</td>
</tr>
<tr>
<td>Network and systems innovation</td>
<td></td>
</tr>
<tr>
<td>Innovation in new products and commercial offerings</td>
<td></td>
</tr>
</tbody>
</table>

Innovation in new P&S process: Responsibility by Design

Ethics applied to design
- Principles of responsibility to the customer
- Ethical principles applied to artificial intelligence and data management

Sustainability applied to design
- Design taking into account its impact on Human Rights
- Impact on the environment
Human rights

We respect and promote the fundamental rights of our employees, customers, supply chain workers, and communities via a robust human rights due diligence process.

Targets
100% of potential high-risk suppliers assessed via external evaluation by 2024.

Mandatory human rights training for all Telefónica employees

Global Human Rights and Environmental Impact Assessment conducted in 2022 in view of new regulatory/stakeholder requirements

100% of own operations subjected to human rights risk assessments during 2022

Due Diligence in Human Rights

1. Global Human Rights Policy adopted by Board of Directors
2. Regular impact assessments at different levels
   • Global impact assessments
   • Biannual risk assessments in all markets
3. Policies and processes updated accordingly
4. Regular monitoring of & reporting on human rights due diligence
5. Anonymous complaint/remedy mechanism via our Concern and Whistleblowing Channel

Focus on our salient human rights issues

- Digital Inclusion
- Digital Rights (privacy, freedom of expression and information, and cybersecurity)
- Responsible use of new technologies (artificial intelligence, big data etc.)
- Protection of child rights
- Social and environmental standards in the supply chain
Customers

We aim to build a long-term relationship of trust with our customers.

Telefónica surpasses its competitors in every country on Net Promoter Score.

Our long-term ambition is to have a reputation above 70 points.

Voice of the Customer programmes

Spain: “The handling of dissatisfied customers through the close-the-loop approach allows almost 70% of customers to end up being satisfied.”

Brazil: “The resolution rate of the (complaint) process was 75% and the churn reduction was 60%.”

Germany: “Since the launch of the program in 2019 the relational NPS has increased by around 20 points.”
Contribution and Impact on Communities

- We promote and contribute to economic growth: Impact on GDP 45,978 million euros.
- For every euro of gross operating margin we obtained, we generated 3.6 euros which contributed to the GDP of the main countries in which we operate.
- Our tax contribution amounted to €7.7 billion.
- We generate 9.8 jobs for every person we hire in the countries where we operate.
- Total impact on employment of the Telefónica Group of over 1.07 million jobs.
- We award more than 83% of our purchase volume to local suppliers.
- We have a 4G coverage of 90%.
- 85% of 5G rural coverage in Spain.
- Our contribution to Universal Service raised up to 212 million euros.
- Our contribution to R&D amounts to 714 million euros. We have an industrial property rights portfolio with 444 patents.
- Open innovation portfolio: 550 active start-ups.
- Total cumulative investment (Wayra + Telefónica Ventures, direct and indirect) 221 million euros.
- We award more than 83% of our purchase volume to local suppliers.
- Quality digital education to more than 19.7 million children and young.
- More than 1.3 beneficiaries of digital skills development.

Helping society to thrive
Total impact
+€91 bn
100% renewable in Europe, Brazil, Peru and Chile and committed to extending this to all our operations by 2030.

The percentage of electricity from renewable sources in own facilities was 82%.

845,456 emissions avoided thanks to consumption of renewable electricity (tCO₂e).

In 2022 we helped avoid the emission of 81.7 million of tonnes of CO₂ thanks to services such as connectivity, the Internet of Things (IoT) and the cloud.

98% of our waste was recycled.

We contribute to reducing the impact of climate change by supporting projects within our own operations and along the value chain.

Direct emissions (Scope 1) 131,809 tCO₂
Indirect emissions (market-based method) (Scope 2) 221,537 tCO₂
Other direct emissions (Scope 3) 1,930,051 tCO₂

Building a greener future
+€1.8 bn
→ Contribution and Impact on Communities

✓ World Benchmarking Alliance recognised us as the **world’s most influential company** in the ICT sector and we were the **global top telco** in Ranking Digital Rights
✓ Corporate volunteering **58,502 people**
✓ **91%** LTE penetration in the customer base
✓ **26,304** of fixed broadband subscribers

✓ **38.6%** of women in our workforce
✓ **31.3%** of managers are women
✓ **0.74%** adjusted pay gap
✓ **102** Programs to promote STEM careers
Telefónica maintains strict levels of governance oversight through policies, personnel, and programmes.

- Corporate governance
- Culture based on ethics
- Data privacy
- Security and cybersecurity
- Managing a responsible supply chain

Leading by example
A balanced and diverse board

Our 15-member board has a diverse skill set and backgrounds.

- **Board composition**
  - Independent director: 60% (9)
  - Executive director: 15% (2)
  - Proprietary directors: 15% (2)
  - Other external director: 15% (2)

- **% of Directors with the following knowledge and skills**
  - Economic/Finance: 67%
  - R&D: 67%
  - Innovation/Technology: 53%
  - Engineering/Physics: 27%
  - Legal: 20%
  - Humanities: 27%

- **% of Directors with professional experience in the following sectors**
  - Industry: 40%
  - Academic: 33%
  - Banking: 27%
  - ESG: 27%
  - Public Administration: 13%
  - Services: 20%
  - Marketing: 13%
  - NGO/Foundations: 67%

- **International diversity**
  - Spain
  - UK
  - Brazil
  - Austria

- **Members**
  - 15

- **Women**
  - 33.33% (Compared to 18% in 2018)

- **Independent**
  - 60%

- **New directors**
  - 8 (Since 2017)

- **Avg. Tenure**
  - 9.48 years

- **Lead independent Director**

41
Our board of directors

Telefónica is firmly committed to the ongoing improvement of its corporate governance framework, increasing, strengthening and consolidating best practices in this area.

Committee Key

AC = Audit and Control Committee
E = Executive Commission
NCCG = Nominating, Compensation and Corporate Governance Committee
RIA = Regulation and Institutional Affairs Committee
SI = Strategy and Innovation Committee
SQ = Sustainability and Quality Committee

José María Álvarez-Pallete López
Chairman & CEO – Telefónica
Committees: E (Chair)

José María Abril Pérez
Vice Chairman
Committees: E, SI

Peter Erskine
Director
Committees: E, NCCG, SI (Chair)

Peter Löscher
Director
Committees: AC (Chair), E, NCCG

Francisco José Riberas Mera
Director
Committees: None

José Javier Echenique Landiríbar
Lead Independent Director & Vice Chairman
Committees: AC, E, NCCG (Chair)

Juan Ignacio Cirac Sasturain
Director
Committees: RIA, SI, SQ

José María Abril Pérez
Vice Chairman
Committees: E

Isidro Fainé Casas
Vice Chairman
Committees: E

Carmen García de Andrés
Director
Committees: AC, RIA, SQ

María Luisa García Blanco
Director
Committees: NCCG, RIA, SQ (Chair)

Verónica Pascual Boé
Director
Committees: SI

Francisco Javier de Paz Mancho
Director
Committees: E, NCCG, RIA (Chair), SQ

María Rotondo Urcola
Director
Committees: AC, SQ

José Javier Echenique Landiríbar
Lead Independent Director & Vice Chairman
Committees: AC, E, NCCG (Chair)

Juan Ignacio Cirac Sasturain
Director
Committees: RIA, SI, SQ

José María Abril Pérez
Vice Chairman
Committees: E

Isidro Fainé Casas
Vice Chairman
Committees: E

Carmen García de Andrés
Director
Committees: AC, RIA, SQ

María Luisa García Blanco
Director
Committees: NCCG, RIA, SQ (Chair)

Verónica Pascual Boé
Director
Committees: SI

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Director
Committees: E, NCCG, RIA (Chair), SQ

María Rotondo Urcola
Director
Committees: AC, SQ

Committee Key

AC = Audit and Control Committee
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RIA = Regulation and Institutional Affairs Committee
SI = Strategy and Innovation Committee
SQ = Sustainability and Quality Committee
Active Board oversight of our long-term strategy

The Board continuously analyses the main strategic issues facing Telefónica.

**Board oversight of Strategy**

- The Board is responsible for approving Telefónica’s Strategic Business Plan.
- The Strategy and Innovation Committee (SI) supports the Board in analysing Telefónica’s global strategy policy.
- The Board is informed monthly of the matters discussed by the SI, which includes the global strategic policy, and receives updates from management on strategic issues including among others:
  - Human Capital Management Initiatives and Plans
  - Updates on Transformation programme
  - ESG Landscape and Responsible Business Plan
  - Strategic Portfolio Analysis

**Board oversight of Responsible Business Plan**

<table>
<thead>
<tr>
<th>Approval</th>
<th>Responsible Business Principles</th>
<th>Ethical Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Responsible Business Plan</td>
<td>Roadmap for Sustainability</td>
</tr>
</tbody>
</table>

**Main Sustainability Policies**

<table>
<thead>
<tr>
<th>Supervision</th>
<th>Sustainability and Quality Committee</th>
<th>Audit and Control Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring</td>
<td>Responsible Business and Reputation Office</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td>Corporate Support and Business Areas</td>
<td>Country Operators</td>
</tr>
</tbody>
</table>
Culture based on ethics

A culture of responsible business is ensured via robust policies, open training and the facilitation of reporting channels.

**Implementing a solid culture of ethics & compliance**

<table>
<thead>
<tr>
<th>Target</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal compliance &amp; zero tolerance to corruption &amp; bribery</td>
<td>Integrity is the basis for Telefónica’s Compliance function</td>
</tr>
<tr>
<td>Fair Competition</td>
<td>Telefónica makes training on competition law available for all company areas</td>
</tr>
<tr>
<td>Robust training on ethics</td>
<td>We have mandatory responsible business and human rights training and internal awareness campaigns</td>
</tr>
<tr>
<td>Whistle-blower channel</td>
<td>The anonymous complaints portal is for all employees and stakeholders, and ensures data confidentiality 24h open</td>
</tr>
<tr>
<td>Political neutrality</td>
<td>We take no political standpoint (except views on matters affecting Telefónica) We are registered in the EU’s &amp; Spain’s voluntary transparency registers</td>
</tr>
</tbody>
</table>

**2022 performance**

- **89%** of employees on Responsible Business Principles & Human Rights
- **93%** of employees trained in anti-corruption matters
- **0** confirmed cases corruption and discrimination during 2022

Complaints Whistleblowing channel

- **808 complaints received and investigated.** -> **374 substantiated** -> resulting in **118 contract terminations**

---

(1) 3-year goal. Excluded from this KPI are: newly hired employees in the last quarter of this period and those who have recently been incorporated from newly acquired companies and are still undergoing their onboarding process and whose training deadline has not yet ended.
Data privacy

We prioritize data privacy and empower our customers to have access to and control their personal data.

Targets
Reduce risk exposure and increase digital trust

- **119,639** hours of training in data protection and cybersecurity
- **5,836** Number of days dedicated by internal audit to Data Protection and Cybersecurity.
- **0** fines for data protection issues as a result of a security breach or incident affecting personal data
- Extremely low level of fines for data protection issues Across 12 countries €318k. In GDPR countries: €30k

INTERNAL DATA CONTROLS

- Strict regulation and privacy policies (GDPR, Binding Corporate Rules)
- Robust governance model
- Privacy by design in our P&S
- Training on data security & privacy
- Supplier monitoring
- Risk management & Audits
- Consultation and complaint mechanisms

CUSTOMER EMPOWERMENT

Transparency Centres: We have web portals in all our markets so customers can access information on privacy or security matters.

1st Telco in Digital Rights for 3rd consecutive year

Trustworthy use of data
Maximum points by mitigating risks and harms
Security & cyber-security

Our mission is to make security more human and build trust and confidence. Maintain the highest levels of security is core to our business. Cybersecurity is also a relevant line of business.

**Targets**

- 95% of suppliers’ RFPs & contracts will contain security requirements by 2025

**2022 performance**

- 126,948 attendees on training courses in data protection and cybersecurity
- Detection & response: 17 (CSIRT) Network of Incident Response Centres
- At least once every six months, tests and drills on different scenarios potentially harmful to the Company

**Internal security management**

- Prevention, detection and appropriate response in order to reduce attacks and protect digital services across the Group

- **Physical and operational security (networks)**
- **Digital security**
- **Business continuity**
- **Fraud prevention**
- **Our security systems follow international standards such ISO 27001 and NIST**

**Telefónica Tech has developed best-in-class E2E capabilities in Cybersecurity and Cloud**

[Image of a diagram showing various security capabilities and services provided by Telefónica Tech]

**Notes**

DOC: Digital operations centre
SOC: Security operations centres

Promoting sustainability in our supply chain

We cooperate closely with our suppliers on ESG issues and see them as partners in our common journey towards a more sustainable economy.

Supply chain target
- Evaluate 100% of potential high-risk suppliers in sustainability by the end 2024

2022 performance
- In 2022, 72% of potential high-risk suppliers were assessed in sustainability.

Sourcing locally
- 83% of purchases are awarded locally

Scope 3 reduction
- We require our key suppliers to emission-reduction targets validated by the Science Based Targets initiative

Telefónica’s supply chain approach is based on two pillars

1. Risk management
   - All suppliers must accept our minimum standards.
   - Identification of high-risk suppliers.
   - Performance assessment of our high-risk suppliers.
   - Audits (administrative or on-site) of high-risk suppliers.

2. Engagement
   - 100% of our suppliers must accepted the minimum standards
   - 768 potential high risk suppliers
   - 72% of potential high-risk suppliers have been evaluated on sustainability aspects
   - 18,578 administrative or on-site audits and 879 suppliers with improvement plans

Engagement
- Every stage of our sustainable management model is accompanied with training and engagement with our suppliers: this enables us to raise awareness and promote capabilities to improve the sustainability of the supply chain.
4th most admired telecommunication operator in the world and 2nd in Europe

Fortune 500

For more details on our sustainability strategy and the various initiatives that support our strategy, please refer to our 2022 Integrated Report.

For more details on our social contribution and environmental goals and initiatives please refer to our 2022 Impact Assessment and Climate Change Action Plan.