

Telefonica

MAIN
INDICATORS

CONSOLIDATED ANNUAL REPORT

2019





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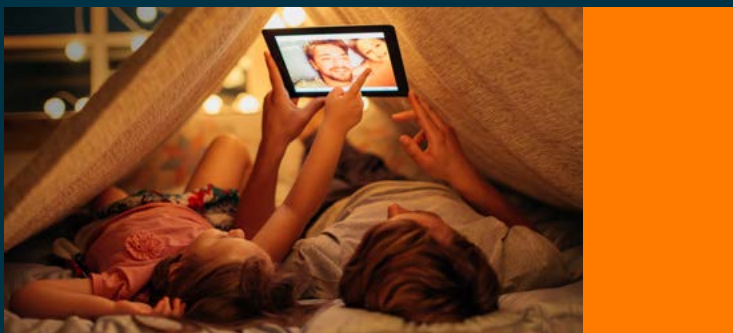
08 ► EFFICIENCY AND TRANSFORMATION

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growth

MAIN MAGNITUDE AND PRESENCE

2019	Operator revenues (million euros)	Total accesses (thousands)
Spain	12,767	41,838
Germany	7,399	48,258
United Kingdom	7,109	34,860
Brazil	10,035	93,732
Hispan Norte (Colombia, Mexico, Central America*, Ecuador and Venezuela)	3,795	64,266
Hispan Sur (Argentina, Chile, Peru and Uruguay)	6,384	50,852

* The following operations are excluded from Central America after the closing of their sale: Telefónica Panamá from September 1st, 2019; Telefónica Nicaragua from May 1st, 2019; and Telefónica Guatemala from January 1st, 2019. The sales of Telefónica Costa Rica and Telefónica El Salvador are pending regulatory approval.

Solid financial results

	2019	Organic Annual Growth
Revenues (Million euros)	48,422	3.2%
OIBDA (Million euros)	15,119	1.9%
OIBDA Margin (Percentage)	31,2%	-0.4 p.p.
CapEx (Million euros)	8,784	4.0%
Operating Cash Flow (OIBDACapEx, in Million euros) 6,335 0.1	6,335	0.1%

	2019	Reported Annual Growth
Net Debt (Million euros)	37,744	-8.1%
FCF (Million euros)	5,912	20.6%

Advancing towards a more sustainable world

	2019 LTE Penetration	Interannual Variation
Spain	57.7%	2.6 pp
Germany	57.7%	13.4 pp
United Kingdom	74.5%	11.6 pp
Brazil	75.7%	12.4 pp
Argentina	50.8%	8.3 pp
Chile	46.1%	6.6 pp
Peru	37.6%	5.0 pp
Mexico	33.1%	7.1 pp
Colombia	51.0%	11.4 pp
Total	58.1%	11.4 pp

	2019 FTTX Penetration over Broadband	Interannual Variation
over Broadband 2019	Interannual variation	2.6 pp
Spain	71.8%	7.8 pp
Germany (VDSL)	74.9%	5.6 pp
Brazil	72.4%	5.7 pp
Argentina	43.1%	12.1 pp
Chile	60.6%	12.9 pp
Peru	88.5%	11.3 pp
Colombia	28.2%	3 pp
Total	68.5%	7.5 pp

We fulfilled an ambitious emissions reduction and energy efficiency plan:

	2015	2016	2017	2018	2019
% of energy from renewable sources	20.8%	46.8%	47.9%	59.2%	81.6%
Energy consumption by traffic (MWh/PB)	409	268	194	148	115
% Evolution of Energy Efficiency (base year: 2015)	0%	-35%	-53%	-64%	-72%
GHG emissions Scope 1+2 (market method) (tCO ₂ eq)	1,912,188	1,444,833	1,355,418	1,176,656	962,946

We maintain our commitment to diversity:

	2016	2017	2018	2019
Women workers	38%	38%	38%	38%
Women Executives	21%	22%	23%	26%

We develop the communities in which we operate:

2019	Group revenue by country* (€ million)	Employees Group by country	% of local suppliers	Total investment made in the country* (€ million)	Wage costs in the country* (€ million)	Taxes paid in the country* (€ million)
Germany	7,870	8,156	79.4%	2,473	617	284
Argentina	2,142	14,517	88.1%	313	552	264
Brazil	10,056	34,504	96.6%	2,032	1,050	579
Central America	576	507	50.0%	67	48	54
Chile	1,918	4,159	83.3%	315	195	9
Colombia	1,400	5,518	80.4%	310	133	107
Ecuador	477	1,106	72.3%	58	64	85
Spain	12,804	28,388	79.5%	1,764	4,304	-69
Mexico	1,193	1,882	82.1%	129	157	312
Peru	2,138	5,423	78.9%	308	336	144
United Kingdom	7,070	6,928	81.9%	914	518	221
Uruguay	282	624	76.4%	54	28	43
Venezuela	75	1,771	75.8%	20	11	3

* Conversion at 2019 average exchange rates.



efficiency and
transformation

Environment

Life cycle of the responsible network

PLANNING AND CONSTRUCTION	
Environmental licences and permits	8,208
Visual impact reduction measures	1,130
Base stations with renewable energy	6,621
OPERATION AND MAINTENANCE	
Measurement of electromagnetic fields	42,540
Expenditure on environmental control (€M)	24.4
Energy efficiency projects	189
Renewable energy (%)	81,6
Emissions (scope 1+2) (tCO ₂ eq)	962,946
Energy consumption by traffic (MWh/PB)	115.2
DISMANTLING	
Network equipment reused	14,246
Sale of waste from operations (€M)	88
Total Hazardous Waste managed (t)	2.829
Total waste recycled (%)	98.4

KPI	Goal 2025	Value base year	Value 2019	Evolution 2015-2019
Energy consumption per traffic unit	-85%	408.7 MWh/PB	115.2 MWh/PB	-71,88%
GHG emissions (scope 1 and 2)	-50%	1.9 MtCO ₂	0.96 MtCO ₂	-49,6%
% Renewable energy consumption	85%	20.8 %	81.6 %	

Energy	2015	2016	2017	2018	2019
Total energy consumption (MWh)	7,031,436	6,865,919	6,901,216	6,991,253	6,958,516
Electricity (MWh)	6,612,778	6,391,248	6,461,695	6,543,895	6,574,002
Fuel and Urban Heating (MWh)	418,658	474,670	439,521	447,358	384,514
Energy from renewable sources (%)	20,8	46,8	47,9	59,2	81,6
Total annual traffic managed (Petabytes)	17,205	25,662	35,614	47,320	60,406

Savings thanks to energy efficiency projects (GWh)	313.1
Lighting	0.8%
<i>Power Saving Features</i>	3.6%
<i>Cooling</i>	6.2%
Power	1.8%
Network transformation	69.0%
Other	18.6%

Emissions	Unit	2015	2016	2017	2018	2019	Evolution 2015-2019
Scope 1	tCO ₂ e	297,042	291,787	295,622	252,937	237,620	-20.0%
Scope 2 (based on the market method)	tCO ₂ e	1,615,146	1,153,046	1,059,796	923,719	725,326	-55.1%
Scope 1 + 2	tCO ₂ e	1,912,188	1,444,833	1,355,418	1,176,656	962,946	-49.6%
Scope 3	tCO ₂ e		2,606,625	2,460,656	2,296,042	2,124,279	-18.5%
Emissions avoided due to renewable energy consumption	tCO ₂ e	514,405	869,742	778,878	987,226	1,009,853	96.3%
Intensity of emissions (scope 1+2/ income)	tCO ₂ e	34.8	27.8	26.1	24.2	19.9	-42.9%

Equipment reused	2018	2019
Routers and decoders	3,846,395	663,013
Mobile telephones	812,832	591,079
Operations and office equipment	235,806	114,246
Donated equipment	7,432	4,377

Telefonica's Waste	2017	2018	2019
Total waste generated (t) (this excludes reuse as it is not considered waste until its useful life has ended)	26,571	26,128	41,717
Non-Hazardous Waste (%)	89	91	93
Hazardous Waste (%)	11	9	7

Prioritized Treatments Based on the Waste Hierarchy Principle

Reused Equipment (t)	1,245	2,220	1,933
Waste Recycled (t)	25,754	25,357	41,051
Waste Recovered (t)	-	22	34
Other Treatments (t)*	-	68	83
Waste sent to landfill and incineration (t)	816	681	550

*Other treatments: This includes physical treatments, biological treatments, security cell and intermediate treatments previous to recycling.

Overview of Waste by Type and Disposal Method

	2017	2018	2019
Non-Hazardous Waste (NHW)			
Total NHW Produced (t)	23,743	23,658	38,888
NHW Recycling (t)	22,982	23,012	38,352
NHW Energy Recovery (t)	-	-	31
NHW Other treatments (t)*	-	35	65
NHW Landfill and incineration (t)	761	611	440
Hazardous Waste (HW)			
Total HW Produced (t)	2,828	2,470	2,829
HW Recycling (t)	2,773	2,345	2,698
HW Energy Recovery (t)	-	22	3
HW Other treatments (t)*	-	33	18
HW Landfill and incineration (t)	55	71	110

*Other treatments: This includes physical treatments, biological treatments, security cell and intermediate treatments previous to recycling.

Environmental performance	2015	2016	2017	2018	2019	2015-2019
Total waste generated (t)	26.666	23.421	26.571	26.128	41.717	56,4 %
Total dangerous waste managed (t)	2.796	2.934	2.828	2.470	2.829	
Total non-dangerous waste managed (t)	23.870	20.487	23.743	23.658	38.888	62,9 %
Waste Recycling (%)	97.2	97.2	96.9	97.0	98.4	
Equipment reused (t)	347	1.235	1.245	2.220	1.933	457,1 %
Water consumption (Hm3)	3.9	3.7	3.7		3.3	-15,4 %
Total energy consumption (MWh)	7,031,436	6,865,919	6,901,216	6,991,253	6,958,516	-1,0 %
Electricity (MWh)	6,612,778	6,391,248	6,461,695	6,543,895	6,574,002	-0,6 %
Energy from renewable sources (%)	20,8	46,8	47,9	59,2	81,6	
Total traffic managed per annum (PB)	17,205	25,662	35,614	47,320	60,406	251,1 %
Energy efficiency (MWh/ PB)	409	268	194	148	115	-71,8 %
Scope of Emissions 1 (tCO ₂ e)	297,042	291,787	295,622	252,937	237,620	-20,0 %
Scope 2 Emissions (marketbased approach) (tCO ₂ e)	1,615,146	1,153,046	1,059,796	923,719	725,326	-55,1 %
Scope 1 and scope 2 emissions (tCO ₂ e)	1,912,188	1,464,833	1,355,418	1,176,656	962,946	-69,6 %
Scope 3 (tCO ₂ e)		2,606,625	2,460,656	2,296,042	2,124,279	-18,5 %
Emissions avoided due to renewable energy consumption (tCO ₂ e)	514,405	869,742	778,878	987,226	1,009,853	96,3 %
Intensity of emissions (scope 1+2/ income) (tCO ₂ e/M€)	34,8	27,8	26,1	24,2	19,9	-42,8 %

People

Occupational health and safety indicators

(1)	Germany 2018	Germany 2019	Brazil 2018	Brazil 2019	Spain 2018	Spain 2019	United Kingdom 2018	United Kingdom 2019	Hispan 2018 ⁽⁴⁾	Hispan 2019 ⁽⁴⁾
No. of absence hours (men)	643,200	593,520	961,248	781,088	1,225,408	1,046,640	269,720	245,744	1,035,132	903,320
No. of absence hours (women)	644,256	584,200	1,028,440	920,944	795,520	673,400	303,976	271,864	1,026,224	892,280
No. of hours absence TOTAL	1,287,456	1,177,720	1,989,688	1,702,032	2,020,928	1,720,040	573,696	517,608	2,061,356	1,795,600
Absenteeism rate (men)	0.06	0.06	0.02	0.02	0.04	0.03	0.03	0.03	0.02	0.02
Absenteeism rate (women)	0.1	0.1	0.04	0.04	0.06	0.03	0.06	0.06	0.04	0.03
Absenteeism rate TOTAL	0.08	0.08	0.03	0.03	0.05	0.03	0.04	0.04	0.03	0.03
Lost days rate / severity (men) ⁽²⁾	n.a.	21.44	n.a.	21.74	n.a.	14.3	n.a.	5.34	n.a.	65.74
Lost days rate / severity (women) ⁽²⁾	n.a.	23.73	n.a.	2.08	n.a.	8.29	n.a.	3.85	n.a.	14.77
Lost days rate / severity TOTAL ⁽²⁾	n.a.	22.26	n.a.	13.8	n.a.	12.23	n.a.	4.78	n.a.	47.14
Lost days rate / severity (men) ⁽³⁾	3.99	21.44	15.31	21.74	18.64	14.3	116.17	128.83	62.97	65.61
Lost days rate / severity (women) ⁽³⁾	8.8	23.73	3.85	2.08	17.32	8.29	218.05	268.67	19.22	16.62
Lost days rate / severity TOTAL ⁽³⁾	5.82	22.26	10.55	13.8	18.24	12.23	155.85	181.68	46.81	47.73
Accident frequency rate (men)	0.39	0.52	0.77	0.58	0.62	0.27	0.2	0.05	2.19	2.13
Accident frequency rate (women)	0.6	0.61	0.24	0.15	0.58	0.29	0.23	0.08	0.92	0.86
Accident frequency rate TOTAL	0.47	0.55	0.55	0.41	0.61	0.28	0.21	0.06	1.72	1.67
Occupational disease rate (men) ⁽²⁾	n.a.	—	n.a.	—	n.a.	—	n.a.	—	n.a.	0.02
Occupational disease rate (women) ⁽²⁾	n.a.	—	n.a.	—	n.a.	—	n.a.	—	n.a.	0.05
Occupational disease rate TOTAL ⁽²⁾	n.a.	—	n.a.	—	n.a.	—	n.a.	—	n.a.	0.03
Occupational disease rate (men) ⁽³⁾	—	—	—	—	—	—	2.5	3.32	0.06	0.01

(1)	Germany 2018	Germany 2019	Brazil 2018	Brazil 2019	Spain 2018	Spain 2019	United Kingdom 2018	United Kingdom 2019	Hispan 2018 ⁽⁴⁾	Hispan 2019 ⁽⁴⁾
Occupational disease rate (women) ⁽³⁾	—	—	—	—	—	—	4.11	7.58	0.17	0.05
Occupational disease rate TOTAL ⁽³⁾	—	—	—	—	—	—	3.13	4.93	0.1	0.03

- 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.

(1) To improve data quality, we report for the first time data related to occupational diseases based on two criteria: 1. On the basis of a global definition, based on the International Labour Organization's list of occupational diseases. 2. On the basis of local legislation, regulation and standards, as in previous years. This distinction is necessary in order to understand the differences between countries, e.g. labour regulations in the United Kingdom cover a greater number of occupational diseases (e.g. stress) than in the other regions where Telefónica operates, and therefore the rates related to occupational illnesses are higher in the United Kingdom.

(2) Based on the list of occupational diseases of the International Labour Organisation.

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

(4) In 2018, Hispan comprised Argentina, Chile, Colombia, Ecuador, Mexico, Peru, Uruguay, Venezuela and CAM (Costa Rica, El Salvador, Guatemala, Nicaragua, Panama). In 2019, Hispan comprised Argentina, Chile, Colombia, Ecuador, Mexico, Peru, Uruguay, and Venezuela.

STAFF INDICATORS

Staff by professional category, gender, age and country in 2019

TOTAL GROUP 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	145	404	88	637
	%	—	—	1%	2%	1%	1%
	Women	—	1	54	143	21	219
	%	—	0%	0%	1%	1%	1%
	Total	—	1	199	547	109	856
	%	—	0%	1%	2%	1%	1%
Middle Management	Men	260	962	4,066	4,010	721	10,019
	%	3%	9%	19%	19%	11%	14%
	Women	171	588	2,131	1,452	127	4,469
	%	2%	7%	14%	15%	7%	10%
	Total	431	1,550	6,197	5,462	848	14,488
	%	2%	8%	17%	17%	10%	13%
Rest of Staff	Men	10,027	9,451	17,346	17,204	5,911	59,939
	%	97%	91%	80%	80%	88%	85%
	Women	8,460	7,404	12,724	8,226	1,722	38,536
	%	98%	93%	85%	84%	92%	89%
	Total	18,487	16,855	30,070	25,430	7,633	98,475
	%	98%	92%	82%	81%	89%	87%
Total	Men	10,287	10,413	21,557	21,618	6,720	70,595
	%	15%	15%	31%	31%	10%	62%
	Women	8,631	7,993	14,909	9,821	1,870	43,224
	%	20%	18%	34%	23%	4%	38%
	Total	18,918	18,406	36,466	31,439	8,590	113,819
	%	17%	16%	32%	28%	8%	100%

GERMANY 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	13	30	8	51
	%	—	—	1%	2%	2%	1%
	Women	—	—	7	6	—	13
	%	—	—	1%	1%	—	0%
	Total	—	—	20	36	8	64
	%	—	—	1%	2%	1%	1%
Middle Management	Men	11	69	309	254	41	684
	%	2%	10%	18%	16%	9%	14%
	Women	7	20	87	59	20	193
	%	2%	4%	8%	8%	6%	6%
	Total	18	89	396	313	61	877
	%	2%	7%	14%	14%	8%	11%
Rest of Staff	Men	624	636	1,403	1,274	384	4,321
	%	98%	90%	81%	82%	89%	85%
	Women	412	474	1,051	668	289	2,894
	%	98%	96%	92%	91%	94%	93%
	Total	1,036	1,110	2,454	1,942	673	7,215
	%	98%	93%	86%	85%	91%	88%
Total	Men	635	705	1,725	1,558	433	5,056
	%	13%	14%	34%	31%	9%	62%
	Women	419	494	1,145	733	309	3,100
	%	14%	16%	37%	24%	10%	38%
	Total	1,054	1,199	2,870	2,291	742	8,156
	%	13%	15%	35%	28%	9%	100%

ARGENTINA 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	6	19	11	36
	%	—	—	0%	1%	0%	0%
	Women	—	—	2	8	—	10
	%	—	—	0%	1%	—	0%
	Total	—	—	8	27	11	46
	%	—	—	0%	1%	0%	0%
Middle Management	Men	18	95	318	479	255	1,165
	%	3%	7%	11%	17%	11%	12%
	Women	14	42	187	113	17	373
	%	4%	5%	8%	12%	6%	8%
	Total	32	137	505	592	272	1,538
	%	3%	7%	10%	16%	10%	11%
Rest of Staff	Men	695	1,174	2,506	2,259	2,060	8,694
	%	97%	93%	89%	82%	89%	88%
	Women	332	771	2,054	792	290	4,239
	%	96%	95%	92%	87%	94%	92%
	Total	1,027	1,945	456	3,051	2,350	12,933
	%	97%	93%	90%	83%	89%	89%
Total	Men	713	1,269	2,830	2,757	2,326	9,895
	%	7%	13%	29%	28%	24%	68%
	Women	346	813	2,243	913	307	4,622
	%	7%	18%	49%	20%	7%	32%
	Total	1,059	2,082	5,073	3,670	2,633	14,517
	%	7%	14%	35%	25%	18%	100%

BRAZIL 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	52	28	13	93
	%	—	—	1%	1%	2%	0%
	Women	—	—	11	12	2	25
	%	—	—	0%	1%	1%	0%
	Total	—	—	63	40	15	118
	%	—	—	1%	1%	2%	0%
Middle Management	Men	113	369	1,328	592	87	2,489
	%	2%	8%	18%	21%	14%	12%
	Women	76	253	584	146	19	1,078
	%	2%	7%	13%	12%	8%	8%
	Total	189	622	1,912	738	106	3,567
	%	2%	8%	16%	19%	12%	10%
Rest of Staff	Men	4,805	3,994	6,065	2,165	537	17,566
	%	98%	92%	81%	78%	84%	87%
	Women	4,668	3,334	4,032	1,011	208	13,253
	%	98%	93%	87%	86%	91%	92%
	Total	9,473	7,328	10,097	3,176	745	30,819
	%	98%	92%	84%	80%	86%	89%
Total	Men	4,918	4,363	7,445	2,785	637	20,148
	%	24%	22%	37%	14%	3%	58%
	Women	4,744	3,587	4,627	1,169	229	14,356
	%	33%	25%	32%	8%	2%	42%
	Total	9,662	7,950	12,072	3,954	866	34,504
	%	28%	23%	35%	11%	3%	100%

CENTRAL AMERICA 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	1	5	2	8
	%	—	—	1%	6%	18%	2%
	Women	—	—	1	—	—	1
	%	—	—	2%	—	—	1%
	Total	—	—	2	5	2	9
	%	—	—	1%	5%	13%	2%
Middle Management	Men	—	6	29	27	1	63
	%	—	8%	19%	35%	9%	18%
	Women	—	4	14	4	0	22
	%	—	8%	21%	27%	0	14%
	Total	—	10	43	31	1	85
	%	0%	8%	20%	34%	7%	17%
Rest of Staff	Men	28	73	123	45	8	277
	%	100%	92%	80%	58%	73%	80%
	Women	26	44	51	11	4	136
	%	100%	92%	77%	73%	100%	86%
	Total	54	117	174	56	12	413
	%	100%	92%	79%	61%	80%	81%
Total	Men	28	79	153	77	11	348
	%	8%	23%	44%	22%	3%	69%
	Women	26	48	66	15	4	159
	%	16%	30%	42%	9%	3%	31%
	Total	54	127	219	92	15	507
	%	11%	25%	43%	18%	3%	100%

CHILE 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	6	6	2	14
	%	—	—	1%	1%	0%	0%
	Women	—	—	1	3	1	5
	%	—	—	0%	1%	1%	0%
	Total	—	—	7	9	3	19
	%	—	—	1%	1%	0%	0%
Middle Management	Men	3	25	135	157	77	397
	%	2%	7%	18%	17%	13%	14%
	Women	1	13	59	54	7	134
	%	1%	7%	11%	14%	6%	10%
	Total	4	38	194	211	84	531
	%	1%	7%	15%	16%	12%	13%
Rest of Staff	Men	197	326	606	777	533	2,439
	%	99%	93%	81%	83%	87%	86%
	Women	104	164	464	335	103	1,170
	%	99%	93%	89%	85%	93%	89%
	Total	301	490	1,070	1,112	636	3,609
	%	99%	93%	84%	83%	88%	87%
Total	Men	200	351	747	940	612	285
	%	7%	12%	26%	33%	21%	69%
	Women	105	177	524	392	111	1,309
	%	8%	14%	40%	30%	8%	31%
	Total	305	528	1,271	1,332	723	4,159
	%	7%	13%	31%	32%	17%	100%

COLOMBIA 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	5	17	1	23
	%	—	—	0%	3%	1%	1%
	Women	—	—	3	4	3	10
	%	—	—	0%	1%	8%	0%
	Total	—	—	8	21	4	33
	%	—	—	0%	3%	3%	1%
Middle Management	Men	2	35	171	107	9	324
	%	0%	6%	15%	21%	10%	11%
	Women	3	24	138	56	1	222
	%	0%	4%	15%	18%	3%	9%
	Total	5	59	309	163	10	546
	%	0%	5%	15%	20%	8%	10%
Rest of Staff	Men	595	553	952	376	84	2,560
	%	100%	94%	84%	75%	89%	88%
	Women	687	592	806	260	34	2,379
	%	100%	96%	85%	81%	89%	91%
	Total	1,282	1,145	1,758	636	118	4,939
	%	100%	95%	85%	78%	89%	90%
Total	Men	597	588	1,128	500	94	2,907
	%	21%	20%	39%	17%	3%	53%
	Women	690	616	947	320	38	2,611
	%	26%	24%	36%	12%	1%	47%
	Total	1,287	1,204	2,075	820	132	5,518
	%	23%	22%	38%	15%	2%	100%

ECUADOR 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	1	5	3	9
	%	—	—	0%	5%	38%	1%
	Women	—	—	—	2	—	2
	%	—	—	—	5%	—	0%
	Total	—	—	1	7	3	11
	%	—	—	0%	5%	21%	1%
Middle Management	Men	3	18	91	46	2	160
	%	3%	11%	30%	50%	25%	24%
	Women	8	21	44	12	1	86
	%	9%	16%	27%	32%	17%	20%
	Total	11	39	135	58	3	246
	%	6%	13%	29%	45%	21%	22%
Rest of Staff	Men	104	145	215	41	3	508
	%	97%	89%	70%	45%	38%	75%
	Women	80	112	121	23	5	341
	%	91%	84%	73%	62%	83%	79%
	Total	184	257	336	64	8	849
	%	94%	87%	71%	50%	57%	77%
Total	Men	107	163	307	92	8	677
	%	16%	24%	45%	14%	1%	61%
	Women	88	133	165	37	6	429
	%	21%	31%	38%	9%	1%	39%
	Total	195	296	472	129	14	1,106
	%	18%	27%	43%	12%	1%	100%

SPAIN 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	40	229	33	302
	%	—	—	1%	2%	3%	2%
	Women	—	1	15	84	8	108
	%	—	0%	1%	2%	2%	1%
	Total	—	1	55	313	41	410
	%	—	0%	1%	2%	2%	1%
Middle Management	Men	22	135	834	1,628	45	2,664
	%	2%	10%	21%	15%	3%	15%
	Women	12	85	503	689	12	1,301
	%	2%	8%	17%	14%	3%	13%
	Total	34	220	1,337	2,317	57	3,965
	%	2%	9%	19%	15%	3%	14%
Rest of Staff	Men	948	1,278	3,043	8,782	1,235	15,286
	%	98%	90%	78%	83%	94%	84%
	Women	551	969	2,493	4,289	425	8,727
	%	98%	92%	83%	85%	96%	86%
	Total	1,499	2,247	5,536	13,071	166	24,013
	%	98%	91%	80%	83%	94%	85%
Total	Men	970	1,413	3,917	10,639	1,313	18,252
	%	5%	8%	21%	58%	7%	64%
	Women	563	1,055	3,011	5,062	445	10,136
	%	6%	10%	30%	50%	4%	36%
	Total	1,533	2,468	6,928	15,701	1,758	28,388
	%	5%	9%	24%	55%	6%	100%

MEXICO 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	—	12	1	13
	%	—	—	—	5%	3%	1%
	Women	—	—	3	2	—	5
	%	—	—	1%	4%	—	1%
	Total	—	—	3	14	1	18
	%	—	—	0%	5%	2%	1%
Middle Management	Men	9	31	154	98	11	303
	%	5%	13%	27%	39%	33%	24%
	Women	4	15	81	13	—	113
	%	4%	9%	31%	24%	—	19%
	Total	13	46	235	111	11	416
	%	4%	12%	28%	36%	26%	22%
Rest of Staff	Men	179	203	423	143	21	969
	%	95%	87%	73%	57%	64%	75%
	Women	110	143	177	40	9	479
	%	96%	91%	68%	73%	100%	80%
	Total	289	346	600	183	30	1,448
	%	96%	88%	72%	59%	71%	77%
Total	Men	188	234	577	253	33	1,285
	%	15%	18%	45%	20%	3%	68%
	Women	114	158	261	55	9	597
	%	19%	26%	44%	9%	2%	32%
	Total	302	392	838	308	42	1,882
	%	16%	21%	45%	16%	2%	100%

PERU 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	8	15	3	26
	%	—	—	1%	2%	0%	1%
	Women	—	—	2	8	1	11
	%	—	—	0%	3%	1%	1%
	Total	—	—	10	23	4	37
	%	—	—	1%	2%	0%	1%
Middle Management	Men	3	30	191	160	23	407
	%	1%	6%	17%	21%	3%	11%
	Women	—	15	98	44	3	160
	%	—	5%	14%	15%	2%	9%
	Total	3	45	289	204	26	567
	%	0%	6%	16%	20%	3%	10%
Rest of Staff	Men	492	461	905	575	748	3,181
	%	99%	94%	82%	77%	97%	88%
	Women	323	288	598	244	185	1,638
	%	100%	95%	86%	82%	98%	91%
	Total	815	749	1,503	819	933	4,819
	%	100%	94%	83%	78%	97%	89%
Total	Men	495	491	1,104	750	774	3,614
	%	14%	14%	31%	21%	21%	67%
	Women	323	303	698	296	189	1,809
	%	18%	17%	39%	16%	10%	33%
	Total	818	794	1,802	1,046	963	5,423
	%	15%	15%	33%	19%	18%	100%

UNITED KINGDOM 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	9	22	3	34
	%	—	—	1%	3%	1%	1%
	Women	—	—	6	8	4	18
	%	—	—	1%	1%	2%	1%
	Total	—	—	15	30	7	52
	%	—	—	1%	2%	1%	1%
Middle Management	Men	67	129	373	275	118	962
	%	6%	23%	31%	31%	34%	23%
	Women	40	72	213	156	29	510
	%	5%	19%	27%	29%	18%	18%
	Total	107	201	586	431	147	1,472
	%	5%	21%	29%	30%	29%	21%
Rest of Staff	Men	1,107	429	814	580	228	3,158
	%	94%	77%	68%	66%	65%	76%
	Women	837	315	583	380	131	2,246
	%	95%	81%	73%	70%	80%	81%
	Total	1,944	744	1,397	960	359	5,404
	%	95%	79%	70%	68%	70%	78%
Total	Men	1,174	558	1,196	877	349	4,154
	%	28%	13%	29%	21%	8%	60%
	Women	877	387	802	544	164	2,774
	%	32%	14%	29%	20%	6%	40%
	Total	2,051	945	1,998	1,421	513	6,928
	%	30%	14%	29%	21%	7%	100%

URUGUAY 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	1	5	1	7
	%	—	—	1%	8%	5%	2%
	Women	—	—	1	1	—	2
	%	—	—	1%	2%	—	1%
	Total	—	—	2	6	1	9
	%	—	—	1%	5%	3%	1%
Middle Management	Men	1	6	22	25	6	60
	%	2%	9%	21%	38%	27%	19%
	Women	0	2	20	19	4	45
	%	0	4%	24%	33%	36%	15%
	Total	1	8	42	44	10	105
	%	1%	6%	22%	36%	30%	17%
Rest of Staff	Men	55	64	81	36	15	251
	%	98%	91%	78%	55%	68%	79%
	Women	98	55	62	37	7	259
	%	100%	96%	75%	65%	64%	85%
	Total	153	119	143	73	22	510
	%	99%	94%	76%	59%	67%	82%
Total	Men	56	70	104	66	22	318
	%	18%	22%	33%	21%	7%	51%
	Women	98	57	83	57	11	306
	%	32%	19%	27%	19%	4%	49%
	Total	154	127	187	123	33	624
	%	25%	20%	30%	20%	5%	100%

VENEZUELA 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	2	6	7	15
	%	—	—	1%	3%	9%	2%
	Women	—	—	1	5	2	8
	%	—	—	0%	3%	5%	1%
	Total	—	—	3	11	9	23
	%	—	—	1%	3%	7%	1%
Middle Management	Men	3	9	53	85	23	173
	%	2%	8%	22%	38%	30%	20%
	Women	5	17	80	58	13	173
	%	2%	11%	27%	31%	30%	19%
	Total	8	26	133	143	36	346
	%	2%	10%	25%	35%	30%	20%
Rest of Staff	Men	194	107	188	135	47	671
	%	98%	92%	77%	60%	61%	78%
	Women	230	135	214	123	29	731
	%	98%	89%	73%	66%	66%	80%
	Total	424	242	402	258	76	1,402
	%	98%	90%	75%	63%	63%	79%
Total	Men	197	116	243	226	77	859
	%	23%	14%	28%	26%	9%	49%
	Women	235	152	295	186	44	912
	%	26%	17%	32%	20%	5%	52%
	Total	432	268	538	412	121	1,771
	%	24%	15%	30%	23%	7%	100%

OTHER 2019		< 30	30 - 34	35 - 44	45 - 54	> 55	Total
Management	Men	—	—	1	5	—	6
	%	—	—	1%	5%	—	3%
	Women	—	—	1	—	—	1
	%	—	—	2%	—	—	1%
	Total	—	—	2	5	—	7
	%	—	—	2%	4%	—	2%
Middle Management	Men	5	5	58	77	23	168
	%	56%	38%	72%	79%	74%	72%
	Women	1	5	23	29	1	59
	%	33%	38%	55%	69%	25%	57%
	Total	6	10	81	106	24	227
	%	50%	38%	66%	76%	69%	68%
Rest of Staff	Men	4	8	22	16	8	58
	%	44%	62%	27%	16%	26%	25%
	Women	2	8	18	13	3	44
	%	67%	62%	43%	31%	75%	42%
	Total	6	16	40	29	11	102
	%	50%	62%	33%	21%	31%	30%
Total	Men	9	13	81	98	31	232
	%	4%	6%	35%	42%	13%	69%
	Women	3	13	42	42	4	104
	%	3%	13%	40%	40%	4%	31%
	Total	12	26	123	140	35	336
	%	4%	8%	37%	42%	10%	100%

Staff by professional category, gender, age and country in 2018

TOTAL GROUP		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	1	191	404	86	682
	%	—	100%	75%	76%	83%	76%
	Women	—	—	64	129	18	211
	%	—	—%	25%	24%	17%	24%
	TOTAL	—	1	255	533	104	893
	%	—%	—%	29%	60%	12%	100%
Rest of Staff	Men	11,545	11,228	22,112	22,572	6,679	74,136
	%	54%	57%	59%	70%	79%	62%
	Women	9,713	8,571	15,345	9,657	1,823	45,109
	%	46%	43%	41%	30%	21%	38%
	TOTAL	21,258	19,799	37,457	32,229	8,502	119,245
	%	18%	17%	31%	27%	7%	100%
TOTAL	Men	11,545	11,229	22,303	22,976	6,765	74,818
	%	54%	57%	59%	70%	79%	62%
	Women	9,713	8,571	15,409	9,786	1,841	45,320
	%	46%	43%	41%	30%	21%	38%
	TOTAL	21,258	19,800	37,712	32,762	8,606	120,138
	%	18%	16%	31%	27%	7%	100%

GERMANY		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	16	32	6	54
	%	—	—	73%	86%	100%	83%
	Women	—	—	6	5	—	11
	%	—	—	27%	14%	—%	17%
	TOTAL	—	—	22	37	6	65
	%	—%	—%	34%	57%	9%	100%
Rest of Staff	Men	686	816	1,795	1,497	362	5,156
	%	59%	59%	61%	68%	56%	62%
	Women	483	560	1,144	708	290	3,185
	%	41%	41%	39%	32%	44%	38%
	TOTAL	1,169	1,376	2,939	2,205	652	8,341
	%	14%	16%	35%	26%	8%	100%
TOTAL	Men	686	816	1,811	1,529	368	5,210
	%	59%	59%	61%	68%	56%	62%
	Women	483	560	1,150	713	290	3,196
	%	41%	41%	39%	32%	44%	38%
	TOTAL	1,169	1,376	2,961	2,242	658	8,406
	%	14%	16%	35%	27%	8%	100%

ARGENTINA		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	8	18	10	36
	%	—	—	89%	72%	100%	82%
	Women	—	—	1	7	—	8
	%	—	—	11%	28%	—	18%
	TOTAL	—	—	9	25	10	44
	%	—	—	20%	57%	23%	100%
Rest of Staff	Men	904	1,372	2,811	2,746	2,241	10,074
	%	67%	58%	56%	77%	88%	68%
	Women	444	984	2,193	841	314	4,776
	%	33%	42%	44%	23%	12%	32%
	TOTAL	1,348	2,356	5,004	3,587	2,555	14,850
	%	9%	16%	34%	24%	17%	100%
TOTAL	Hombres	904	1,372	2,819	2,764	2,251	10,110
	%	67%	58%	56%	77%	88%	68%
	Women	444	984	2,194	848	314	4,784
	%	33%	42%	44%	23%	12%	32%
	TOTAL	1,348	2,356	5,013	3,612	2,565	14,894
	%	9%	16%	34%	24%	17%	100%

BRAZIL		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	60	28	12	100
	%	—	—	85%	74%	86%	81%
	Women	—	—	11	10	2	23
	%	—	—	15%	26%	14%	19%
	TOTAL	—	—	71	38	14	123
	%	—	—	58%	31%	11%	100%
Rest of Staff	Men	5,421	4,422	7,166	2,496	528	20,033
	%	51%	55%	62%	71%	75%	58%
	Women	5,177	3,579	4,347	1,015	174	14,292
	%	49%	45%	38%	29%	25%	42%
	TOTAL	10,598	8,001	11,513	3,511	702	34,325
	%	31%	23%	34%	10%	2%	100%
TOTAL	Men	5,421	4,422	7,226	2,524	540	20,133
	%	51%	55%	62%	71%	75%	58%
	Women	5,177	3,579	4,358	1,025	176	14,315
	%	49%	45%	38%	29%	25%	42%
	TOTAL	10,598	8,001	11,584	3,549	716	34,448
	%	31%	23%	34%	10%	2%	100%

CENTRAL AMERICA		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	6	7	3	16
	%	—	—	86%	70%	75%	76%
	Women	—	—	1	3	1	5
	%	—	—	14%	30%	25%	24%
	TOTAL	—	—	7	10	4	21
	%	—	—	33%	48%	19%	100%
Rest of Staff	Men	123	215	417	161	22	938
	%	64%	61%	69%	73%	69%	67%
	Women	69	140	187	61	10	467
	%	36%	39%	31%	27%	31%	33%
	TOTAL	192	355	604	222	32	1,405
	%	14%	25%	43%	16%	2%	100%
TOTAL	Men	123	215	423	168	25	954
	%	64%	61%	69%	72%	69%	67%
	Women	69	140	188	64	11	472
	%	36%	39%	31%	28%	31%	33%
	TOTAL	192	355	611	232	36	1,426
	%	13%	25%	43%	16%	3%	100%

CHILE		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	6	7	3	16
	%	—	—	86%	70%	75%	76%
	Women	—	—	1	3	1	5
	%	—	—	14%	30%	25%	24%
	TOTAL	—	—	7	10	4	21
	%	0%	0%	33%	48%	19%	100%
Rest of Staff	Men	219	357	791	985	596	2,948
	%	65%	66%	59%	73%	85%	69%
	Women	120	183	549	373	105	1,330
	%	35%	34%	41%	27%	15%	31%
	TOTAL	339	540	1,340	1,358	701	4,278
	%	8%	13%	31%	32%	16%	100%
TOTAL	Men	219	357	797	992	599	2,964
	%	65%	66%	59%	73%	85%	69%
	Women	120	183	550	376	106	1,335
	%	35%	34%	41%	27%	15%	31%
	TOTAL	339	540	1,347	1,368	705	4,299
	%	8%	13%	31%	32%	16%	100%

COLOMBIA		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	7	21	3	31
	%	—	—	70%	91%	50%	79%
	Women	—	—	3	2	3	8
	%	—	—	30%	9%	50%	21%
	TOTAL	—	—	10	23	6	39
	%	—	—	26%	59%	15%	100%
Rest of Staff	Men	527	613	1,098	437	91	2,766
	%	44%	47%	54%	60%	76%	52%
	Women	676	678	926	291	29	2,600
	%	56%	53%	46%	40%	24%	48%
	TOTAL	1,203	1,291	2,024	728	120	5,366
	%	22%	24%	38%	14%	2%	100%
TOTAL	Men	527	613	1,105	458	94	2,797
	%	44%	47%	54%	61%	75%	52%
	Women	676	678	929	293	32	2,608
	%	56%	53%	46%	39%	25%	48%
	TOTAL	1,203	1,291	2,034	751	126	5,405
	%	22%	24%	38%	14%	2%	100%

ECUADOR		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	1	5	3	9
	%	—	—	100%	71%	100%	82%
	Women	—	—	—	2	—	2
	%	—	—	—	29%	0%	18%
	TOTAL	—	—	1	7	3	11
	%	—	—	9%	64%	27%	100%
Rest of Staff	Men	149	199	337	86	7	778
	%	55%	56%	65%	68%	58%	61%
	Women	121	155	182	41	5	504
	%	45%	44%	35%	32%	42%	39%
	TOTAL	270	354	519	127	12	1,282
	%	21%	28%	40%	10%	1%	100%
TOTAL	Men	149	199	338	91	10	787
	%	55%	56%	65%	68%	67%	61%
	Women	121	155	182	43	5	506
	%	45%	44%	35%	32%	33%	39%
	TOTAL	270	354	520	134	15	1,293
	%	21%	27%	40%	10%	1%	100%

SPAIN		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	63	220	27	310
	%	—	—	69%	76%	79%	75%
	Women	—	—	28	69	7	104
	%	—	—	31%	24%	21%	25%
	TOTAL	—	—	91	289	34	414
	%	—	—	22%	70%	8%	100%
Rest of Staff	Men	885	1,483	4,037	11,863	1,326	19,594
	%	61%	57%	55%	70%	76%	65%
	Women	576	1,119	3,285	5,205	418	10,603
	%	39%	43%	45%	30%	24%	35%
	TOTAL	1,461	2,602	7,322	17,068	1,744	30,197
	%	5%	9%	24%	57%	6%	100%
TOTAL	Men	885	1,483	4,100	12,083	1,353	19,904
	%	61%	57%	55%	70%	76%	65%
	Women	576	1,119	3,313	5,274	425	10,707
	%	39%	43%	45%	30%	24%	35%
	TOTAL	1,461	2,602	7,413	17,357	1,778	30,611
	%	5%	9%	24%	57%	6%	100%

MEXICO		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	2	14	3	19
	%	—	—	50%	88%	75%	79%
	Women	—	—	2	2	1	5
	%	—	—	50%	13%	25%	21%
	TOTAL	—	—	4	16	4	24
	%	—	—	17%	67%	17%	100%
Rest of Staff	Men	274	354	709	241	34	1,612
	%	61%	63%	67%	77%	79%	66%
	Women	175	212	347	71	9	814
	%	39%	37%	33%	23%	21%	34%
	TOTAL	449	566	1,056	312	43	2,426
	%	19%	23%	44%	13%	2%	100%
TOTAL	Men	274	354	711	255	37	1,631
	%	61%	63%	67%	78%	79%	67%
	Women	175	212	349	73	10	819
	%	39%	37%	33%	22%	21%	33%
	TOTAL	449	566	1,060	328	47	2,450
	%	18%	23%	43%	13%	2%	100%

PERU		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	6	15	4	25
	%	—	—	75%	65%	80%	69%
	Women	—	—	2	8	1	11
	%	—	—	25%	35%	20%	31%
	TOTAL	—	—	8	23	5	36
	%	—	—	22%	64%	14%	100%
Rest of Staff	Men	620	575	1,307	808	1,064	4,374
	%	58%	65%	59%	70%	80%	66%
	Women	441	312	923	344	272	2,292
	%	42%	35%	41%	30%	20%	34%
	TOTAL	1,061	887	2,230	1,152	1,336	6,666
	%	16%	13%	33%	17%	20%	100%
TOTAL	Men	620	575	1,313	823	1,068	4,399
	%	58%	65%	59%	70%	80%	66%
	Women	441	312	925	352	273	2,303
	%	42%	35%	41%	30%	20%	34%
	TOTAL	1,061	887	2,238	1,175	1,341	6,702
	%	16%	13%	33%	18%	20%	100%

UNITED KINGDOM		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	11	21	4	36
	%	—	—	61%	70%	80%	68%
	Women	—	—	7	9	1	17
	%	—	—	39%	30%	20%	32%
	TOTAL	—	—	18	30	5	53
	%	—	—	34%	57%	9%	100%
Rest of Staff	Men	1,467	582	1,148	867	303	4,367
	%	58%	59%	59%	66%	67%	60%
	Women	1,079	401	792	437	146	2,855
	%	42%	41%	41%	34%	33%	40%
	TOTAL	2,546	983	1,940	1,304	449	7,222
	%	35%	14%	27%	18%	6%	100%
TOTAL	Men	1,467	582	1,159	888	307	4,403
	%	58%	59%	59%	67%	68%	61%
	Women	1,079	401	799	446	147	2,872
	%	42%	41%	41%	33%	32%	39%
	TOTAL	2,546	983	1,958	1,334	454	7,275
	%	35%	14%	27%	18%	6%	100%

URUGUAY		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	2	3	2	7
	%	—	—	100%	75%	100%	88%
	Women	—	—	—	1	—	1
	%	—	—	—	25%	—%	13%
	TOTAL	—	—	2	4	2	8
	%	—	—	25%	50%	25%	100%
Rest of Staff	Men	66	68	105	53	16	308
	%	38%	54%	56%	50%	67%	50%
	Women	110	57	83	54	8	312
	%	63%	46%	44%	50%	33%	50%
	TOTAL	176	125	188	107	24	620
	%	28%	20%	30%	17%	4%	100%
TOTAL	Men	66	68	107	56	18	315
	%	38%	54%	56%	50%	69%	50%
	Women	110	57	83	55	8	313
	%	63%	46%	44%	50%	31%	50%
	TOTAL	176	125	190	111	26	628
	%	28%	20%	30%	18%	4%	100%

VENEZUELA		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	1	3	6	6	16
	%	—	100%	75%	43%	86%	62%
	Women	—	—	1	8	1	10
	%	—	—	25%	57%	14%	38%
	TOTAL	—	1	4	14	7	26
	%	—	4%	15%	54%	27%	100%
Rest of Staff	Men	186	127	265	214	60	852
	%	44%	43%	46%	55%	61%	48%
	Women	233	167	315	176	38	929
	%	56%	57%	54%	45%	39%	52%
	TOTAL	419	294	580	390	98	1,781
	%	24%	17%	33%	22%	6%	100%
TOTAL	Men	186	128	268	220	66	868
	%	44%	43%	46%	54%	63%	48%
	Women	233	167	316	184	39	939
	%	56%	57%	54%	46%	37%	52%
	TOTAL	419	295	584	404	105	1,807
	%	23%	16%	32%	22%	6%	100%

OTHER		<30	30-34	35-44	45-54	>55	TOTAL
Management	Men	—	—	—	7	—	7
	%	—	—	—	100%	—	88%
	Women	—	—	1	—	—	1
	%	—	—	100%	—	—	13%
	TOTAL	—	—	1	7	—	8
	%	—	—	13%	88%	—	100%
Rest of Staff	Men	18	45	126	118	29	336
	%	67%	65%	64%	75%	85%	69%
	Women	9	24	72	40	5	150
	%	33%	35%	36%	25%	15%	31%
	TOTAL	27	69	198	158	34	486
	%	6%	14%	41%	33%	7%	100%
TOTAL	Men	18	45	126	125	29	343
	%	67%	65%	63%	76%	85%	69%
	Women	9	24	73	40	5	151
	%	33%	35%	37%	24%	15%	31%
	TOTAL	27	69	199	165	34	494
	%	5%	14%	40%	33%	7%	100%

BOARD STRUCTURE

People on the Board of Directors by gender and age in 2019

Age Groups	Men	%	Women	%	Total	%
> 55	11	92%	1	8%	12	70%
From 45 to 54	1	33%	2	67%	3	18%
From 35 to 44	—	—	2	100%	2	12%
From 30 to 34	—	—	—	—	—	—
< 30	—	—	—	—	—	—
Total	12	71%	5	29%	17	100%

CONTRACT TYPES

Total number of employees by type of employment contract (permanent, temporary, full-time, part-time), by gender and country in 2019

Country	Indefinite Hired Men	Indefinite Hired Women	Indefinite Hired	Temporary Hired Men	Temporary Hired Women	Temporary Hires	Full-time employees Men	Full-time employees Women	Full-time employees	Part-time employees Men	Part-time employees Women	Part-time employees
Germany	4,568	2,803	7,371	488	297	785	4,568	1,862	6,430	488	1,238	1,726
Argentina	9,895	4,622	14,517	—	—	—	6,496	3,388	9,884	3,399	1,234	4,633
Brazil	20,051	14,201	34,252	97	155	252	17,543	9,278	26,821	2,605	5,078	7,683
Central America	348	159	507	—	—	—	348	159	507	—	—	—
Chile	2,802	1,302	4,104	48	7	55	2,850	1,309	4,159	—	—	—
Colombia	2,812	2,466	5,278	95	145	240	2,907	2,611	5,518	—	—	—
Ecuador	666	424	1,090	11	5	16	677	429	1,106	—	—	—
Spain	17,803	9,746	27,549	449	390	839	18,210	10,099	28,309	42	37	79
Mexico	1,285	597	1,882	—	—	—	1,285	597	1,882	—	—	—
Peru	3,325	1,685	5,010	289	124	413	3,613	1,809	5,422	1	—	1
UK	4,119	2,753	6,872	35	21	56	3,549	1,811	5,360	605	963	1,568
Uruguay	318	305	623	—	1	1	318	306	624	—	—	—
Venezuela	830	858	1,688	29	54	83	859	912	1,771	—	—	—
Other	230	103	333	2	1	3	232	104	336	—	—	—
Total Group	69,052	42,024	111,076	1,543	1,200	2,743	63,455	34,674	98,129	7,140	8,550	15,690

Total number of employees by type of employment contract (permanent, temporary) by gender and country in 2018

	Type Of Contract 2018					
	Indefinite Hired (Total)			Temporary Hired (Total)		
	Men	Women	Total	Men	Women	Total
Germany	4,681	2,824	7,505	529	372	901
Argentina	10,110	4,784	14,894	—	—	—
Brazil	20,131	14,309	34,440	2	6	8
Central America	979	447	1,426	—	—	—
Chile	2,953	1,326	4,279	11	9	20
Colombia	2,745	2,545	5,290	52	63	115
Ecuador	759	494	1,253	28	12	40
Spain	19,446	10,250	29,696	458	457	915
Mexico	1,569	782	2,351	62	37	99
Peru	3,980	2,127	6,107	419	176	595
UK	4,334	2,789	7,123	69	83	152
Uruguay	306	290	596	9	23	32
Venezuela	850	915	1,765	18	24	42
Other	338	151	490	3	1	4
Total Group	73,181	44,033	117,215	1,660	1,263	2,923

Average annual number of permanent, temporary and part-time contracts; by gender, age and professional category in 2019

Average contracts by gender - 2019

KPI's	Men	Women	Total
Indefinite Contracts (Total)	71,931	43,103	114,494
Temporary Contracts (Total)	1,590	1,262	2,852
Part-time Contracts	8,289	9,005	17,294

Average Contracts by Age - 2019

KPI's	> 55	45-54	35-44	30-34	< 30
Indefinite Contracts (Total)	9,168	32,312	36,357	18,408	18,249
Temporary Contracts (Total)	41	153	483	449	1,727
Part-time Contracts	1,865	2,173	4,204	2,949	6,103

Average Contracts by Professional Category - 2019

KPI's	Management	Middle Management	Rest Of Staff
Indefinite Contracts (Total)	857	12,762	100,876
Temporary Contracts (Total)	3	15	2,834
Part-time Contracts	4	88	17,202

Average annual number of permanent, temporary and part-time contracts; by gender, age and professional category in 2018

Average Contracts by Gender 2018

	Men	Women	Total
Indefinite Contracts	74,076	44,921	118,996
Temporary Contracts	1,640	1,217	2,857
Part-time Contracts	8,607	9,351	17,958
Reduction of the Working Day	3,905	8,336	12,241
Total (Indefinite + Temporary)	75,716	46,138	121,853

Average Contracts by Age Group - 2018

	> 55	From 45 to 54	From 35 to 44	From 30 to 34	< 30
Indefinite Contracts	8,145	32,955	38,027	19,309	20,561
Temporary Contracts	59	228	590	627	1,353
Part-time Contracts	1,936	2,256	4,366	3,062	6,338
Reduction of the Working Day	360	1,972	4,002	1,557	4,350
Total (Indefinite + Temporary)	8,205	33,183	38,616	19,936	21,914

Average Contracts by Professional Category - 2018

	Management	Middle Management	Rest Of Staff
Indefinite Contracts	899	14,047	104,050
Temporary Contracts	8	27	2,823
Part-time Contracts	4	91	17,863
Reduction of the Working Day	7	147	12,088
Total (Indefinite + Temporary)	907	14,074	106,872

DIVERSITY INDICATORS

KPI's		2017	2018	2019
Women on Staff	(%)	38%	38%	38%
Women in Management Positions	(%)	22%	23%	26%
% of Women in Board of Directors	(%)	19%	18%	29%
% of Women in Middle Management Positions	(%)	31%	31%	31%
People With Disabilities on Staff	(People)	842	780	1,087
Employees Under 30 years-old	(%)	19%	18%	17%
Women Hired Under 30 years-old	(%)	47%	46%	46%

DISMISSALS

Number of dismissals by gender, age and professional category in 2019

2019	Men	Women	> 55 years old	From 45 to 54 years old	From 35 to 44 years old	From 30 to 34 years old	< 30 years old	Management	Middle Management	Rest of Staff	Total
Germany	260	166	30	71	105	78	142	2	25	399	426
Argentina	244	150	181	60	92	47	14	1	58	335	394
Brazil	2,610	2,403	105	349	1,318	1,177	2,064	7	327	4,679	5,013
Central America	35	26	4	15	25	11	6	3	3	55	61
Chile	243	113	99	84	99	50	24	2	38	316	356
Colombia	174	182	25	57	118	68	88	7	30	319	356
Ecuador	79	42	4	19	48	31	19	1	18	102	121
Spain	2,123	807	921	1,846	86	56	21	8	209	2,713	2,930
Mexico	237	147	20	67	176	65	56	6	87	291	384
Peru	633	363	370	231	344	29	22	3	55	938	996
UK	127	44	24	38	44	23	42	1	35	135	171
Uruguay	12	9	—	4	3	4	10	—	1	20	21
Venezuela	25	44	3	7	19	11	29	—	1	68	69
Other	6	1	—	3	3	1	—	—	1	6	7
Total Group	6,808	4,497	1,786	2,851	2,480	1,651	2,537	41	888	10,376	11,305

Number of dismissals by gender, age and professional category in 2018

2018	Dismissals by Gender		Dismissals by Age					Dismissals by Professional Category		
	Men	Women	> 55 years old	From 45 to 54 years old	From 35 to 44 years old	From 30 to 34 years old	< 30 years old	Management	Middle Management	Rest of Staff
Germany	267	157	31	89	149	72	83	2	18	404
Argentina	228	172	163	55	113	52	17	7	42	351
Brazil	3,163	2,910	174	526	1,550	1,348	2,475	14	470	5,589
Central America	98	59	6	30	61	40	20	—	41	116
Chile	335	183	91	134	203	58	32	1	64	453
Colombia	113	101	6	20	73	51	64	4	13	197
Ecuador	157	113	6	24	94	72	74	2	28	240
Spain	1,343	684	48	1,642	138	151	48	17	21	1,989
Mexico	215	93	5	60	143	62	38	6	74	228
Perú	188	55	182	22	22	10	7	4	19	220
UK	238	92	42	81	95	38	74	7	59	264
Uruguay	19	—	2	2	5	4	6	—	3	16
Venezuela	33	47	2	9	20	14	35	—	13	67
Other	111	19	13	46	32	21	18	3	36	35
Total Group	6,508	4,685	771	2,740	2,698	1,993	2,991	67	901	10,169

NEW RECRUITS

Total number and rate of recruitment by age, gender and country in 2019

2019	Age Group	Men	%	Women	%	Total
Germany	> 55	29	2%	25	2%	54
	45 - 54	87	6%	72	5%	159
	35 - 44	258	17%	236	16%	494
	30 - 34	165	11%	101	7%	266
	< 30	297	20%	205	14%	502
Argentina	> 55	29	7%	7	2%	36
	45 - 54	27	7%	28	7%	55
	35 - 44	42	10%	63	15%	105
	30 - 34	44	11%	36	9%	80
	< 30	87	21%	51	12%	138
Brazil	> 55	53	1%	35	0%	88
	45 - 54	216	3%	152	2%	368
	35 - 44	949	13%	659	9%	1,608
	30 - 34	862	12%	692	10%	1,554
	< 30	1,831	25%	1,833	25%	3,664
Central America	> 55	2	1%	1	1%	3
	45 - 54	12	9%	4	3%	16
	35 - 44	35	26%	17	12%	52
	30 - 34	26	19%	15	11%	41
	< 30	15	11%	10	7%	25
Chile	> 55	14	3%	2	0%	16
	45 - 54	17	4%	7	2%	24
	35 - 44	62	15%	37	9%	99
	30 - 34	80	20%	30	7%	110
	< 30	121	30%	38	9%	159
Colombia	> 55	1	0%	1	0%	2
	45 - 54	34	3%	25	2%	59
	35 - 44	121	10%	90	7%	211
	30 - 34	119	10%	102	8%	221
	< 30	367	30%	375	30%	742
Ecuador	> 55	1	0%	1	0%	2
	45 - 54	7	3%	1	0%	8
	35 - 44	25	12%	12	6%	37
	30 - 34	50	23%	26	12%	76
	< 30	53	25%	39	18%	92

2019	Age Group	Men	%	Women	%	Total
Spain	> 55	133	2%	12	0%	145
	45 - 54	390	7%	252	4%	642
	35 - 44	1,039	18%	668	11%	1,707
	30 - 34	467	8%	356	6%	823
	< 30	1,513	26%	1,053	18%	2,566
Mexico	> 55	1	0%	—	—	1
	45 - 54	21	6%	2	1%	23
	35 - 44	95	26%	25	7%	120
	30 - 34	47	13%	27	8%	74
	< 30	82	23%	59	16%	141
Peru	> 55	2	0%	—	—	2
	45 - 54	17	3%	5	1%	22
	35 - 44	77	13%	70	12%	147
	30 - 34	89	15%	54	9%	143
	< 30	178	30%	100	17%	278
United Kingdom	> 55	7	1%	8	1%	15
	45 - 54	65	5%	29	2%	94
	35 - 44	119	9%	59	5%	178
	30 - 34	106	8%	63	5%	169
	< 30	472	36%	378	29%	850
Uruguay	> 55	—	—	—	—	—
	45 - 54	—	—	—	—	—
	35 - 44	3	7%	2	5%	5
	30 - 34	9	22%	2	5%	11
	< 30	9	22%	16	39%	25
Venezuela	> 55	—	—	2	1%	2
	45 - 54	3	1%	5	2%	8
	35 - 44	13	5%	14	5%	27
	30 - 34	18	7%	10	4%	28
	< 30	81	30%	128	47%	209
Other	> 55	3	8%	—	—	3
	45 - 54	9	24%	5	14%	14
	35 - 44	10	27%	4	11%	14
	30 - 34	1	3%	2	5%	3
	< 30	2	5%	1	3%	3
Total Group	> 55	275	1%	94	0%	369
	45 - 54	905	5%	587	3%	1,492
	35 - 44	2,848	14%	1,956	10%	4,804
	30 - 34	2,083	11%	1,516	8%	3,599
	< 30	5,108	26%	4,286	22%	9,394

STAFF TURNOVER

Turnover (voluntary) in 2019

	Age Group	Men	%	Women	%	Total	%
Germany	> 55	15	0,2%	24	0,3%	39	0,5%
	45 - 54	51	0,6%	53	0,6%	104	1,3%
	35 - 44	159	1,9%	126	1,5%	285	3,5%
	30 - 34	105	1,3%	70	0,9%	175	2,1%
	< 30	99	1,2%	79	1,0%	178	2,2%
Argentina	> 55	9	0,1%	1	0,0%	10	0,1%
	45 - 54	12	0,1%	6	0,0%	18	0,1%
	35 - 44	30	0,2%	17	0,1%	47	0,3%
	30 - 34	29	0,2%	19	0,1%	48	0,3%
	< 30	28	0,2%	14	0,1%	42	0,3%
Brazil	> 55	4	0,0%	5	0,0%	9	0,0%
	45 - 54	47	0,1%	40	0,1%	87	0,3%
	35 - 44	287	0,8%	208	0,6%	495	1,5%
	30 - 34	309	0,9%	251	0,7%	560	1,6%
	< 30	490	1,4%	505	1,5%	995	2,9%
Central America	> 55	—	—	—	—	—	—
	45 - 54	3	0,3%	1	0,1%	4	0,5%
	35 - 44	8	0,9%	5	0,6%	13	1,5%
	30 - 34	9	1,0%	6	0,7%	15	1,7%
	< 30	9	1,0%	6	0,7%	15	1,7%
Chile	> 55	—	—	—	—	—	—
	45 - 54	4	0,1%	1	0,0%	5	0,1%
	35 - 44	29	0,7%	11	0,3%	40	1,0%
	30 - 34	28	0,7%	11	0,3%	39	0,9%
	< 30	31	0,7%	5	0,1%	36	0,9%
Colombia	> 55	1	0,0%	1	0,0%	2	0,0%
	45 - 54	9	0,2%	8	0,1%	17	0,3%
	35 - 44	81	1,5%	61	1,1%	142	2,6%
	30 - 34	64	1,2%	78	1,4%	142	2,6%
	< 30	85	1,5%	127	2,3%	212	3,8%
Ecuador	> 55	1	0,1%	—	0	1	0,1%
	45 - 54	5	0,4%	3	0,3%	8	0,7%
	35 - 44	26	2,2%	21	1,8%	47	3,9%
	30 - 34	38	3,2%	18	1,5%	56	4,7%
	< 30	33	2,8%	18	1,5%	51	4,3%

	Age Group	Men	%	Women	%	Total	%
Spain	> 55	4	0,0%	4	0,0%	8	0,0%
	45 - 54	27	0,1%	16	0,1%	43	0,1%
	35 - 44	101	0,3%	77	0,3%	178	0,6%
	30 - 34	89	0,30%	55	0,2%	144	0,5%
	< 30	90	0,3%	65	0,2%	155	0,5%
Mexico	> 55	—	—	—	—	—	—
	45 - 54	3	0,2%	2	0,1%	5	0,3%
	35 - 44	29	1,5%	19	1,0%	48	2,4%
	30 - 34	25	1,3%	15	0,8%	40	2,0%
	< 30	16	0,8%	22	1,1%	38	1,9%
Peru	> 55	8	0,1%	—	—	8	0,1%
	45 - 54	13	0,2%	5	0,1%	18	0,3%
	35 - 44	60	1,0%	35	0,6%	95	1,5%
	30 - 34	74	1,2%	45	0,7%	119	1,9%
	< 30	95	1,5%	101	1,6%	196	3,2%
United Kingdom	> 55	10	0,1%	6	0,1%	16	0,2%
	45 - 54	42	0,6%	16	0,2%	58	0,8%
	35 - 44	82	1,2%	41	0,6%	123	1,8%
	30 - 34	88	1,3%	49	0,7%	137	2,0%
	< 30	500	7,1%	346	4,9%	846	12,1%
Uruguay	> 55	—	—	—	—	—	0
	45 - 54	—	—	—	—	—	0
	35 - 44	5	0,8%	4	0,6%	9	1,4%
	30 - 34	6	0,9%	7	1,1%	13	2,0%
	< 30	11	1,7%	17	2,6%	28	4,4%
Venezuela	> 55	2	0,1%	—	—	2	0,1%
	45 - 54	16	0,9%	16	0,9%	32	1,8%
	35 - 44	24	1,4%	32	1,8%	56	3,2%
	30 - 34	18	1,0%	28	1,6%	46	2,6%
	< 30	41	2,3%	39	2,2%	80	4,5%
Other	> 55	1	0,3%	—	—	1	0,3%
	45 - 54	3	0,9%	2	0,6%	5	1,5%
	35 - 44	6	1,8%	8	2,5%	14	4,3%
	30 - 34	5	1,5%	—	—	5	1,5%
	< 30	2	0,6%	1	0,3%	3	0,9%
Total Group	> 55	55	0,1%	41	0,0%	96	0,1%
	45 - 54	235	0,2%	169	0,1%	404	0,3%
	35 - 44	927	0,8%	665	0,6%	1,592	1,4%
	30 - 34	887	0,8%	652	0,6%	1,539	1,3%
	< 30	1,530	1,3%	1,345	1,2%	2,875	2,5%

(*)Turnover is calculated by dividing the number of leaves by the average number of employees.

Turnover - Total leaves in 2019

	Age Group	Men	%	Women	%	Total	%
Germany	> 55	47	0,6%	59	0,7%	106	1,3%
	45 - 54	141	1,7%	106	1,3%	247	3,0%
	35 - 44	317	3,9%	258	3,1%	575	7,0%
	30 - 34	220	2,7%	158	1,9%	378	4,6%
	< 30	232	2,8%	193	2,3%	425	5,2%
Argentina	> 55	170	1,2%	60	0,4%	230	1,6%
	45 - 54	84	0,6%	64	0,4%	148	1,0%
	35 - 44	92	0,6%	123	0,8%	215	1,5%
	30 - 34	76	0,5%	68	0,5%	144	1,0%
	< 30	48	0,3%	35	0,2%	83	0,6%
Brazil	> 55	78	0,2%	36	0,1%	114	0,3%
	45 - 54	268	0,8%	174	0,5%	442	1,3%
	35 - 44	1,020	3,0%	828	2,4%	1,848	5,4%
	30 - 34	912	2,7%	845	2,5%	1,757	5,2%
	< 30	1,520	4,5%	1,556	4,6%	3,076	9,0%
Centroamérica	> 55	25	2,9%	12	1,4%	37	4,3%
	45 - 54	123	14,2%	58	6,7%	181	20,8%
	35 - 44	326	37,5%	158	18,2%	484	55,7%
	30 - 34	155	17,8%	92	10,6%	247	28,4%
	< 30	86	9,9%	46	5,3%	132	15,2%
Chile	> 55	87	2,1%	16	0,4%	103	2,5%
	45 - 54	65	1,6%	31	0,7%	96	2,3%
	35 - 44	101	2,4%	55	1,3%	156	3,7%
	30 - 34	68	1,6%	28	0,7%	96	2,3%
	< 30	66	1,6%	17	0,4%	83	2,0%
Colombia	> 55	21	0,4%	9	0,2%	30	0,5%
	45 - 54	47	0,8%	37	0,7%	84	1,5%
	35 - 44	151	2,7%	138	2,5%	289	5,2%
	30 - 34	114	2,1%	141	2,5%	255	4,6%
	< 30	273	4,9%	326	5,9%	599	10,8%
Ecuador	> 55	4	0,3%	1	0,1%	5	0,4%
	45 - 54	20	1,7%	12	1,0%	32	2,7%
	35 - 44	77	6,5%	48	4,0%	125	10,5%
	30 - 34	73	6,1%	42	3,5%	115	9,6%
	< 30	77	6,5%	53	4,4%	130	10,9%

	Age Group	Men	%	Women	%	Total	%
Spain	> 55	910	3,0%	282	0,9%	1,192	3,9%
	45 - 54	1,658	5,4%	685	2,2%	2,343	7,7%
	35 - 44	917	3,0%	638	2,1%	1,555	5,1%
	30 - 34	471	1,5%	354	1,2%	825	2,7%
	< 30	1,278	4,2%	909	3,0%	2,187	7,2%
Mexico	> 55	17	0,9%	5	0,3%	22	1,1%
	45 - 54	64	3,3%	28	1,4%	92	4,7%
	35 - 44	223	11,4%	131	6,7%	354	18%
	30 - 34	141	7,2%	80	4,1%	221	11,3%
	< 30	135	6,9%	99	5,0%	234	11,9%
Peru	> 55	320	5,2%	99	1,6%	419	6,8%
	45 - 54	152	2,5%	106	1,7%	258	4,2%
	35 - 44	515	8,3%	310	5,0%	825	13,3%
	30 - 34	113	1,8%	60	1,0%	173	2,8%
	< 30	135	2,2%	121	2,0%	256	4,1%
United Kingdom	> 55	43	0,6%	22	0,3%	65	0,9%
	45 - 54	74	1,1%	31	0,4%	105	1,5%
	35 - 44	120	1,7%	60	0,9%	180	2,6%
	30 - 34	106	1,5%	60	0,9%	166	2,4%
	< 30	547	7,8%	366	5,2%	913	13%
Uruguay	> 55	—	—	—	—	—	—
	45 - 54	1	0,2%	3	0,5%	4	0,6%
	35 - 44	8	1,3%	5	0,8%	13	2,0%
	30 - 34	10	1,6%	7	1,1%	17	2,7%
	< 30	16	2,5%	22	3,4%	38	5,9%
Venezuela	> 55	2	0,1%	3	0,2%	5	0,3%
	45 - 54	20	1,1%	20	1,1%	40	2,3%
	35 - 44	35	2,0%	40	2,3%	75	4,3%
	30 - 34	21	1,2%	36	2,0%	57	3,2%
	< 30	57	3,2%	72	4,1%	129	7,3%
Other	> 55	1	0,3%	—	—	1	0,3%
	45 - 54	7	2,2%	3	0,9%	10	3,1%
	35 - 44	9	2,8%	10	3,1%	19	5,8%
	30 - 34	6	1,8%	2	0,6%	8	2,5%
	< 30	2	0,6%	1	0,3%	3	0,9%
Total Group	> 55	1,725	1,5%	604	0,5%	2,329	2,0%
	45 - 54	2,724	2,3%	1,358	1,2%	4,082	3,5%
	35 - 44	3,911	3,3%	2,802	2,4%	6,713	5,7%
	30 - 34	2,486	2,1%	1,973	1,7%	4,459	3,8%
	< 30	4,472	3,8%	3,816	3,3%	8,288	7,1%

(*)Turnover is calculated by dividing the number of leaves by the average number of employees

Turnover - Total leaves in detail in 2019 ⁽³⁾

	Total	Dismissals	Voluntary resignations	Natural wastage ⁽¹⁾	Other leaves ⁽²⁾
Germany	21.0%	5.2%	9.5%	3.6%	2.7%
Argentina	5.5%	2.7%	1.1%	1.6%	0.2%
Brazil	21.3%	14.7%	6.3%	—%	0.2%
Central America	133.8%	7.5%	5.8%	1.4%	119.1%
Chile	12.7%	8.5%	2.9%	1.3%	0.1%
Colombia	22.6%	6.4%	9.3%	6.8%	0.1%
Ecuador	34.1%	10.1%	13.7%	1.2%	9.1%
Spain	26.5%	9.6%	1.7%	2.2%	12.9%
Mexico	47.0%	19.5%	6.7%	1.0%	19.8%
Peru	31.1%	16.0%	7.0%	1.4%	6.7%
UK	20.4%	2.4%	16.8%	0.9%	0.3%
Uruguay	11.2%	3.3%	7.8%	—%	0.2%
Venezuela	17.4%	3.9%	12.3%	0.1%	1.1%
Other	12.2%	2.1%	8.3%	0.3%	1.5%
Total Group	22%	9.6%	5.5%	1.6%	5.3%

(1) Natural wastage: maternity leave, paternity leave and leave for work/service.

(2) Leaves due to change to another group subsidiary or change in the scope of consolidation.

(3) % Calculated on average staff.

Turnover - Breakdown of leaves in 2019

	Dismissals	% ⁽³⁾	Voluntary resignations	%	Natural wastage ⁽¹⁾	%	Other leaves ⁽²⁾	%	Total
Germany	426	25%	781	45%	299	17%	225	13%	1,731
Argentina	394	48%	165	20%	235	29%	26	3%	820
Brazil	5,013	69%	2,146	30%	17	0%	61	1%	7,237
Central America	61	6%	47	4%	11	1%	962	89%	1,081
Chile	356	67%	120	22%	54	10%	4	1%	534
Colombia	356	28%	515	41%	380	30%	6	0%	1,257
Ecuador	121	30%	163	40%	14	3%	109	27%	407
Spain	2,930	36%	528	7%	688	8%	3,956	49%	8,102
Mexico	384	42%	131	14%	19	2%	389	42%	923
Peru	996	52%	436	23%	85	4%	414	21%	1,931
UK	171	12%	1,180	83%	60	4%	18	1%	1,429
Uruguay	21	29%	50	69%	—	—	1	1%	72
Venezuela	69	23%	216	71%	1	0%	20	7%	306
Other	7	17%	28	68%	1	2%	5	12%	41
Total Group	11,305	44%	6,506	25%	1,864	7%	6,196	24%	25,871

(1) Natural wastage: maternity leave, paternity leave and leave for work/service.

(2) Leaves due to change to another group subsidiary or change in the scope of consolidation.

(3) % Calculated on total leaves.

Employee Net Promoter Score* (eNPS) - 2019

2019	eNPS Total	eNPS Men	eNPS Women
Germany	21.6	16.8	29.5
Argentina	63.7	68	54.4
Brazil	72.5	70	76
Chile	65.4	63	70.4
Colombia	82.9	81.8	84.2
Ecuador	60.7	61.3	59.7
Spain	50.4	50.1	50.9
Mexico	67.7	66.7	70
Peru	15.9	19	9.1
UK	35.3	33.4	38
Other	39.7	41.6	36.1
Uruguay	73.5	65.4	81
Venezuela	87.7	85.7	89.5
Total Group	58.4	57.3	60.2
Total Group	11,305	44%	6,506

* See definition in 2,4,5, Commitment and motivation of our people.

Employee Net Promoter Score* (eNPS) - 2018

2018	Men	Women	Total staff
Germany	73	77	74
Argentina	83	76	81
Brazil	84	86	85
Central America	86	87	86
Chile	87	86	86
Colombia	93	91	92
Ecuador	89	88	88
Spain	72	73	72
Mexico	85	84	85
Peru	80	79	80
UK	78	81	79
Uruguay	93	93	93
Venezuela	91	92	91
Total Group	81	81	81
Total Group	11,305	44%	6,506

COLLECTIVE BARGAINING AGREEMENTS(*)

Employees covered by collective bargaining agreements by country and total group

	2018	2019
Argentina	75,4%	75,4%
Brazil	91,9%	93,6%
Chile	85,1%	84,1%
Spain	69,3%	57,6%
Peru	42,4%	38,8%
United Kingdom	67,6%	60,9%
Total Group	69,8%	61,0%

(*) 100% of Telefónica's employees, both in 2018 and 2019, are covered by a labour framework that regulates their working conditions.

TRAINING

Total training hours by professional category, gender and country - 2019

2019	Total staff	Management		Middle Management		Rest of Staff		%	Total
		Men	Women	Men	Women	Men	Women		
Germany	157,098	407	67	18,527	5,685	77,948	54,464	13%	1,731
Argentina	431,599	928	248	46,067	16,666	243,625	124,066	3%	820
Brazil	1,801,097	2,031	518	81,010	52,159	829,492	835,887	1%	7,237
Central America	7,488	38	3	1,140	625	3,036	2,647	89%	1,081
Chile	55,125	68	15	7,937	1,891	28,591	16,623	1%	534
Colombia	393,048	959	274	22,285	17,099	163,200	189,232	0%	1,257
Ecuador	22,181	148	4	3,028	1,240	10,942	6,819	27%	407
Spain	901,051	4,014	1,836	87,456	41,294	508,064	258,387	49%	8,102
Mexico	45,530	193	127	6,324	2,526	24,417	11,943	42%	923
Peru	71,044	531	171	6,597	2,449	40,935	20,361	21%	1,931
United Kingdom	145,018	229	226	20,887	11,362	65,945	46,370	1%	1,429
Uruguay	16,125	259	39	2,048	1,878	6,575	5,327	1%	72
Venezuela	28,825	208	24	2,633	2,388	12,368	11,205	7%	306
Rest	4,740	4	2	2,091	724	968	951	12%	41
Total Group	4,079,968	10,016	3,552	308,029	157,984	2,016,106	1,584,282	24%	25,871

Total training hours by professional category, gender and country - 2018

2018	Total staff	Management		Middle Management		Rest of Staff	
		Men	Women	Men	Women	Men	Women
Germany	160,128	554	158	15,902	4,684	81,189	57,642
Argentina	440,645	1,062	44	44,082	18,658	254,336	122,464
Brazil	1,147,295	1,620	595	67,356	21,844	560,290	495,590
Central America	35,515	537	82	4,636	2,203	17,291	10,767
Chile	53,675	83	158	8,788	2,798	27,806	14,043
Colombia	389,911	1,098	347	20,275	20,749	154,317	193,126
Ecuador	31,065	316	32	6,177	2,824	12,937	8,779
Spain	844,059	1,580	723	75,385	34,619	499,767	231,985
Mexico	45,860	408	126	6,324	3,598	22,496	12,909
Peru	45,717	1,001	293	4,923	2,054	25,123	12,323
United Kingdom	54,290	24	—	6,030	2,406	26,574	19,257
Uruguay	10,744	235	6	1,079	880	4,547	3,997
Venezuela	25,313	448	217	2,110	2,057	10,936	9,547
Rest	117,419	2,077	1,322	12,166	6,433	58,324	37,097
Total Group	3,401,635	11,041	4,102	275,231	125,805	1,755,930	1,229,526

Training hours by employee, professional category, gender and country - 2019

2019	Training hours by employee	Management		Middle Management		Rest of Staff		%	Total
		Men	Women	Men	Women	Men	Women		
Germany	19	8	5	27	29	18	19	13%	1,731
Argentina	30	26	25	40	45	28	29	3%	820
Brazil	52	22	21	33	48	47	63	1%	7,237
Central America	15	5	3	18	28	11	19	89%	1,081
Chile	13	5	3	20	14	12	14	1%	534
Colombia	71	42	27	69	77	64	80	0%	1,257
Ecuador	20	16	2	19	14	22	20	27%	407
Spain	32	13	17	33	32	33	30	49%	8,102
Mexico	24	15	25	21	22	25	25	42%	923
Peru	13	20	16	16	15	13	12	21%	1,931
United Kingdom	21	7	13	22	22	21	21	1%	1,429
Uruguay	26	37	20	34	42	26	21	1%	72
Venezuela	16	14	3	15	14	18	15	7%	306
Rest	14	1	2	12	12	17	22	12%	41
Total Group	36	16	16	31	35	34	41	24%	25,871

Training hours by employee, professional category, gender and country - 2018

2018	Training hours by employee	Management		Middle Management		Rest of Staff	
		Men	Women	Men	Women	Men	Women
Germany	19	10	7	25	26	18	19
Argentina	30	30	6	39	52	29	28
Brazil	34	17	26	28	21	33	38
Central America	25	36	41	33	44	22	26
Chile	13	5	32	22	24	12	12
Colombia	73	35	43	59	82	65	84
Ecuador	25	35	16	36	33	22	22
Spain	35	17	31	49	58	34	31
Mexico	24	21	25	23	32	28	19
Peru	8	44	33	13	15	8	7
United Kingdom	8	1	—	5	5	8	8
Uruguay	17	34	6	20	20	18	15
Venezuela	14	28	22	11	11	16	13
Rest	11	9	18	14	12	10	12
Total Group	28	16	20	29	30	27	30

REMUNERATION

TELEFONICA GROUP	2018 ⁽¹⁾	Women	Men	Pay Gap	
				Age Range	Total
GROUP	Age range	Total average remuneration ⁽²⁾	Total average remuneration ⁽²⁾	Base Salary	Remuneration
Telefonica Group	0	32,261	41,022	20.80%	21.40%
	> 50	143,563	172,826	11.50%	16.90%
Directors and Executives	35-50	94,516	110,597	11.10%	14.50%
	< 35	50,984	55,671	4.10%	8.40%
	> 50	64,226	63,514	-2.30%	-1.10%
Middle Management	35-50	51,978	52,416	-1.70%	0.80%
	< 35	37,395	36,659	-4.30%	-2%
	> 50	44,547	48,388	7.60%	7.90%
Other Professionals	35-50	29,436	32,764	8.40%	10.20%
	< 35	16,405	18,763	14.60%	12.60%

TELEFONICA GROUP	2019 ^(*)	Women	Men	Pay Gap	
				Age Range	
Group	Age range	Total average remuneration ^(*)	Total average remuneration ^(*)	Base Salary	Total Remuneration
Telefonica Group	—	33,235	41,076	19.1%	19.1%
Directors and Executives	> 50	152,786	179,944	12.1%	15.1%
	35-50	106,441	116,055	8%	8.3%
	< 35	67,018	66,394	-1.8%	-0.9%
Middle Management	> 50	66,455	62,396	-7.4%	-6.5%
	35-50	54,387	56,372	1.1%	3.5%
	< 35	37,333	38,081	3.5%	2%
Other Professionals	> 50	43,633	47,053	7.2%	7.3%
	35-50	32,857	36,432	8%	9.8%
	< 35	18,960	21,595	13.6%	12.2%

(*) In order to report the total average remuneration of all the employees of the Group, all the executive positions of the Company have been joined up under the same category, including directors and managers, given that the design of the remuneration mix (fixed remuneration, annual variable remuneration, eligibility to the long-term incentive plan and other items) is aligned with business, value creation, sustainability and financial objectives. Average Total Remuneration includes: total base salary, bonuses, commissions and commercial incentives paid during 2019, long-term incentives paid in 2019 and benefits in-kind, including social benefits, accumulated in 2018.

	Average Total Remuneration			
	Men		Women	
	2018	2019	2018	2019
Board Members	777,320	883,397	161,905	153,000

More complete and detailed information can be found in the Annual Report of Compensation of Directors of Telefónica, S.A. on the Telefónica web site.

Minimum wage ratio paid in TEF / local AIS

	Women	Men
Germany	1	1
Argentina	3.9	3.5
Brazil	1	1
Chile	1.2	1.2
Colombia	1.2	1.2
Ecuador	1.6	1.5
Spain	1	1
Mexico	6.7	6.9
Peru	1.4	1.3
United Kingdom	1.1	1.1
Uruguay	1.1	2.2

GROSS PAY GAP

Country	Employees	% Men	% Women	Gross Gap 2018 (%)
Global ⁽¹⁾	116,014	63%	37%	21.4%
Spain	30,057	65%	35%	15.2%
Brazil	33,533	58%	42%	23.3%
Germany	8,343	62%	38%	24.6%
United kingdom	7,102	61%	39%	16.2%
Argentina	14,883	68%	32%	10.8%
Peru	6,346	66%	34%	10.8%
Colombia	5,666	52%	48%	30.6%
Chile	4,295	69%	31%	21.1%
Mexico	1,990	67%	33%	15.0%
Ecuador	1,295	61%	39%	27.2%
Uruguay	660	51%	49%	38.1%
Cam	1,435	67%	33%	19.1%
Others ⁽²⁾	409	64%	36%	32.9%

Country	Employees	% Men	% Women	Gross Gap 2019 (%)
Global ⁽¹⁾	111,173	62%	38%	19.1%
Spain	28,348	64%	36%	14.9%
Brazil	34,194	59%	41%	22.1%
Germany	8,018	62%	38%	22.7%
United kingdom	6,862	60%	40%	16.7%
Argentina	14,459	68%	32%	6.8%
Peru	5,419	67%	33%	5.2%
Colombia	5,277	53%	47%	26.2%
Chile	4,159	69%	31%	18.6%
Mexico	1,874	68%	32%	5.8%
Ecuador	1,099	61%	39%	21.9%
Uruguay	624	51%	49%	37.7%
Cam	490	68%	32%	31.5%
Others ⁽²⁾	350	70%	30%	19.1%

(1) Except Venezuela. due to its hyperinflation economic situation.

(2) Others includes: Bolivia, Belgium, China, Denmark, Estonia, France, Greece, Netherlands, Hungary, Ireland, Italy, Luxembourg, Poland, Portugal, Puerto Rico, Romania, Sweden, Switzerland, United States.

ADJUSTED PAY GAP

Country	Employees	% Men	% Women	Adjusted Gap 2018 (%)
Global	116,014	63%	37%	3.4%
Spain	30,057	65%	35%	4.5%
Brazil	33,533	58%	42%	0.2%
Germany	8,343	62%	38%	4.6% ^(*)
United kingdom	7,102	61%	39%	1.6%
Argentina	14,883	68%	32%	3.9%
Peru	6,346	66%	34%	3.6%
Colombia	5,666	52%	48%	3.8%
Chile	4,295	69%	31%	14.2%
Mexico	1,990	67%	33%	0.6%
Ecuador	1,295	61%	39%	3.7%
Uruguay	660	51%	49%	0.7%
Cam	1,435	67%	33%	1.4%
Others	409	64%	36%	0

Country	Employees	% Men	% Women	Adjusted Gap 2019 (%)
Global	111,173	62%	38%	3.1%
Spain	28,348	64%	36%	3.4%
Brazil	34,194	59%	41%	4.6%
Germany	8,018	62%	38%	4.4% ^(*)
United kingdom	6,862	60%	40%	1.6%
Argentina	14,459	68%	32%	1.6%
Peru	5,419	67%	33%	3.0%
Colombia	5,277	53%	47%	5.9%
Chile	4,159	69%	31%	6.7%
Mexico	1,874	68%	32%	1.0%
Ecuador	1,099	61%	39%	-2.0%
Uruguay	624	51%	49%	3.8%
Cam	490	68%	32%	0
Others	350	70%	30%	0

(*) Applying German local factors of regression, as Collective Agreement and Region, as well as the global factors, the adjusted gender for Germany reduces to 4.4%. Applying only global factors raises to 5.89%.

In 2018, applying global factors raised to 9.0%, applying local factors reduces to 4.6%.

2019					
Country	Employees	% Men	% Women	Adjusted Gap (%) ⁽¹⁾	Gross Gap (%)
Global ⁽²⁾	111,173	62%	38%	3.1%	19.1%
Spain	28,348	64%	36%	3.4%	14.9%
Brazil	34,194	59%	41%	4.6%	22.1%
Germany ⁽³⁾	8,018	62%	38%	4.4% ^(*)	22.7%
United kingdom	6,862	60%	40%	1.6%	16.7%
Argentina	14,459	68%	32%	1.6%	6.8%
Peru	5,419	67%	33%	3%	5.2%
Colombia	5,277	53%	47%	5.9%	26.2%
Chile	4,159	69%	31%	6.7%	18.6%
Mexico	1,874	68%	32%	1%	5.8%
Ecuador	1,099	61%	39%	-2%	21.9%
Uruguay	624	51%	49%	3.8%	37.7%
Cam	490	68%	32%	—%	31.5%
Others	350	70%	30%	—%	19.1%

(1) The adjusted gender pay gap is calculated using a mathematical regression model that relates employee pay to personal characteristics such as job responsibility and specialization and personal and professional experience.

(2) The information represents the 99% of the total employees.

(3) Applying German local factors of regression, as Collective Agreement and Region, as well as the global factors, the adjusted gender for Germany reduces to 4,4%.

Gender Pay Gap calculation:

In order to calculate the gender pay gap we have taken into account different remuneration concepts. These remuneration concepts consist in all the salaries received by the employees during one year:

- » Total Annual Base Salary annualized at 31st December 2019.
- » Bonus, commissions and commercial incentives and other concepts of variable remuneration paid during 2019.
- » Benefits in kind, including social benefits, accumulated in 2019.
- » Long Term Incentives paid during 2019.



trust

Clients

NPS Telefónica Group

2018



2019



Key Indicators in Digital Trust	2018	2019
Number of attendees at training courses in Privacy/Data Protection and Security/Cybersecurity	91,888	54,991
Number of hours of training in Privacy/ Data Protection and Security/ Cybersecurity	136,099	104,558
Number of procedures opened for Privacy/Data Protection issues	28	66
Number of fines for Privacy/Data Protection issues	31	23
Amount of fines for Privacy/Data Protection issues	€ 1,034,408	€ 244,206
Number of queries/complaints on data protection/privacy issues via the Responsible Business Channel	3	6
Number of queries/complaints on freedom of expression issues via the Responsible Business Channel	0	0
Number of internal audits in data protection and cyber-security	121	69
Number of external audits in the area of Product and Service Security ^(*)	10	13
Number of information security or cyber-security incidents/breaches with high impact that have affected personal data	2	1
Number of training and awarenessraising initiatives on the responsible use of technology	31	95
Scope of training and awareness initiatives on the responsible use of technology (people)	84,900,000	223,725,282

Suppliers

Corporate audits results

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

	2017	2018	2019
Business Principles	72%	75%	83%
Human Resources	86%	87%	89%
Health and Safety	78%	82%	87%
Environment	79%	83%	83%

Key indicators

	Indicators	2018	2019
Activity	Purchasing volume awarded	25.805M	25.274M
	Number of suppliers awarded	10.552	9.973
	% Purchases awarded locally	81%	83%
Digitization	Digitally signed contracts	1.522	1.565
	Digitally signed letters of award	4.674	4.236
	Electronic orders sent to our suppliers	n.a.	999.406
Ethics and Compliance	Risk suppliers identified in our analysis (only environmental aspects)	3.203	3.147
	Risk suppliers identified in our analysis (only social aspects)	2.024	2.207
	Risk suppliers in sustainability matters identified in our global analysis	1.891	1.969
	Risk suppliers evaluated on sustainability aspects by EcoVadis	910	1.131
	% suppliers evaluated by service Dow Jones Risk & Compliance	100%	100%
	Reasons of noncompliance with ethical aspects (Dow Jones Risk & Compliance)	17	7
	Suppliers blocked for reasons of noncompliance with sustainability aspects (EcoVadis)	2	8
	Suppliers blocked for reasons of noncompliance with ethical or sustainability aspects	19	15
	Audits on risk suppliers	18.951(*)	18.359
Risk suppliers with corrective action plans	811	687	

(*) The figure for 2018 has been recalculated this year, not considering supplier evaluations.

Society

Corporate audits results

Global Ethics Training	TOTAL 2019	
Number and % of employees and directors trained on anticorruption (*)	29,749	26%
Number and % of the Board members trained on anticorruption	17	100%
Number and % of employees and directors trained on Business Principles and Human Rights since launch of respective course	107,017	93.2%
Hours of training on Business Principles and Human Rights to employees and directors since launch of respective course	214,034	

(*) The training in anticorruption of the Telefónica Group includes: the Responsible Business Principles course, the course on the FCPA (Foreign Corrupt Practices Act) and other local courses on anticorruption and criminal prevention.

Complaint and remedy mechanisms: consultation and complaint channels

Nature of substantiated complaints	2018	Nature of substantiated complaints	2019
	% of total substantiated complaints		% of total substantiated complaints
Legal/regulatory/contractual non-compliance	6%	Failure to comply with regulations	8%
Fraud	36%	Fraud	28%
Harassment	6%	Labour/sexual harassment and or discrimination	6%
Conflicts of interest	5%	Conflicts of interest	4%
Information security/privacy	4%	Information security/privacy	2%
Labour conditions & Conflicts in the workplace	39%	Inappropriate behaviour and other workplace disputes	43%
Other	4%	Other	9%
Total	404	Total	465

	2018	2019
Complaints received	912	1,222
Substantiated complaints received	404	465
Actions taken related to terminate contracts of employment as a result of substantiated complaints	167	140
Confirmed cases of corruption	1	0
Disciplinary measures taken or terminations of contract in relation to confirmed cases of corruption	1	0
Cases of discrimination detected	1	2
Disciplinary measures or terminations of contract employment in relation to confirmed cases of discrimination	1	2

Responsible Business Channel

Environment and ecoefficiency	36
Privacy	6
Supply Chain	4
Accesibility	4
Integrutu	3
Responsible communication	1
Other	4

Reports published by Internal Audit in 2019

Financial or information systems audits conducted essentially for reviewing internal control over financial processes	166	30%
Supervision of the major technological risk and compliance with legal provisions affecting service networks and those affecting information systems	87	16%
Review of the revenue	140	25%
Reports aiming to verify proper compliance with other legal obligations	86	15%
Total or partial analysis of processes	58	10%
Fraud/corruption prevention, review of personal actions	24	4%
Other works	0	0%
Numbers of reports	561	100%

Responsible Business Channel	2018	2019
Responsible Communications	0	1
Integrity	0	3
Environment	15	36
Supply Chain	1	4
Privacy	3	6
Accesibility	3	4
Sustainable Innovation	0	2
Other Human Rights	0	0
Child Rights	0	0
Freedom of Expresion	0	0
Diversity & Talent Management	0	0
Others	0	4

Number of employees trained in 2019 by professional category:

Country	Management	Middle Management	Rest of employees	Total
Argentina	7	194	1,681	1,882
Brazil	6	371	8,004	8,381
Chile	1	110	938	1,049
Colombia	5	111	2,039	2,155
Ecuador	11	21	200	232
Spain	10	82	1,855	1,947
Germany	45	729	6,935	7,709
Mexico	1	42	518	561
Peru	13	276	2,295	2,584
UK	39	174	507	720
Uruguay		13	90	103
Venezuela	4	46	301	351
Global Units	33	276	1,766	2,075
Total	175	2,445	27,129	29,749

% of employees trained in 2019 by professional category:

Country	Management	Middle Management	Rest of employees	Total
Argentina	17%	13%	13%	13%
Brazil	5%	11%	26%	25%
Chile	6%	23%	29%	28%
Colombia	16%	22%	41%	40%
Ecuador	100%	9%	24%	22%
Spain	7%	4%	9%	9%
Germany	80%	88%	98%	97%
Mexico	6%	11%	38%	32%
Peru	38%	57%	58%	58%
UK	87%	12%	9%	10%
Uruguay	0%	14%	18%	17%
Venezuela	17%	13%	21%	20%
Global Units	11%	11%	33%	25%
Total	20%	17%	28%	26%

Human Rights

Key Human Rights Indicators*	2018	2019
No. of employees trained on human rights through the Responsible Business Principles course since its launch	101,431	107,017
% of TEF companies subject to a human rights impact assessment since 2013	100	100
No of on-site human rights supplier audits (labour issues, child/forced labour, health and safety, privacy and security)	9,989	11,601
Nº of queries/complaints received regarding human rights through the Responsible Business Channel**	0	0

*With respect to the number of significant investment agreements signed with human rights clauses: there were no significant investment agreements signed by Telefónica S.A. at the corporate level during the reporting period. Significant investment agreements are understood to be those that have moved the firm into a position of control of another entity and have initiated a capital investment project that is material for the financial accounts.

**Well-founded complaints filed in the internal whistle-blower channel regarding human rights issues such as rivalry, mobbing and discrimination are covered in the chapter on Ethics and Compliance (complaint and remedy mechanisms: consultation and complaint channels).

Impacts



SDG 9
Boost global,
accessible connectivity

ODS 9		
UN Global	Indicator	2019
9.1		
	Investment in infrastructure and applied services (total investment of the Telefónica Group in million of euros)	8,784
	Smartphone penetration Europe	76.60%
	Smartphone penetration Latin America	70.00%
9.5		
	R&D investment (million of euros)	866
	Industrial Property Rights portfolio (includes patents)	477
9.c		
	Number of people connected in the Internet for All project	700,000
	Mobile Coverage 4G/LTE	79.2%
	Fibre - FTTX/Cable (passed units)	127,847,025



SDG 4
Democratise education for
children worldwide

ODS 4		
UN Global	KPI	2019
4.1		
	Number of children benefiting from Profuturo programmes (millions) (*)	10.2
	No. of countries in which the Profuturo programme operates (*)	34
4.2.		
	Students enrolled in Telefónica Educación Digital's MOOC	6,665,963
4.4.		
	People trained in employability	1,018,109
4.C.		
	Number of Profuturo programme teachers (*)	400,000
	SolarTIC teacher training programme (persons registered)	828,174

(*) Estimated figures at the end of 2019.



SDG 5
Achieving gender equality

ODS 5

UN Global	KPI	2019
5.2	Cases of discrimination detected/ measures taken	(2/2) 100%
5.5	Women on the Board of Directors	29%
	Women in management positions	26%
	Women on the workforce	38%



SDG 8
Employment generation and economic growth

ODS 8

UN Global	KPI	2019
8.2	Training hours (thousands of hours)	4,080
8.3	Overall tax contribution (millions of euros)	8,705
	Purchases from local suppliers	83%
8.5.	Direct employment generated (employees)	108,054
	Indirect employment generated (employees)	766,460
	Supplier audits	18,359
	Suppliers with improvement plans	687



SDG 11
Encourage the use and development of smart services for communities

ODS 11

UN Global	KPI	2019
11.6	Emissions avoided thanks to Eco-smart services (tCO ₂)	3.2



SDGs 7, 12 and 13

Combat climate change and improve resource efficiency and use. Promote the use of affordable, safe, sustainable and modern energy for all and ensure sustainable consumption and production patterns

ODS 7

UN Global	KPI	2019
7.2		
	Renewable electricity consumption (MWh)	4,636,654
7.3		
	Emissions avoided thanks to renewable energy consumption (tCO ₂ e)	1,009,853

ODS 12

UN Global	KPI	2019
12.2		
	Electricity consumption (MWh)	6,574,002
	Total energy consumption (MWh)	6,958,516
	Generation of waste (tonnes)	41,717
12.5		
	Waste recycling (%)	98.4

ODS 13

UN Global	KPI	2019
13.2		
	Direct emissions (Scope 1) (tCO ₂)	237,620
	Indirect emissions (based on market method) (Scope 2) (tCO ₂)	725,326
	Other indirect emissions (Scope 3) (tCO ₂)	2,124,279



SDG 17
Partnerships for achieving the goals

ODS 17

UN Global	KPI	2019
17.6		
	Number of fixed broadband subscribers	20,719,516
17.8		
	Penetration of the LTE service in the customer base	58,1%

Impact on the Gross Domestic Product (GDP)

	Million of euros	% of total impact
Total Impact ⁽¹⁾	52,408	100.0%
Direct impact ⁽²⁾	22,459	42.9%
Indirect impact ⁽³⁾	22,708	43.3%
Induced impact ⁽⁴⁾	7,241	13.8%

(1) Total impact: total impacts generated by corporate activity and the expenses and investments we make in the countries where we operate;

(2) Direct impact: impact directly generated by our operations.

(3) Indirect impact: impact generated by the expenses and investments of our supply chain.

(4) Induced impact: impact generated by an increase in consumption resulting from the increase in work revenue from direct and indirect jobs.

	Millions of euros	% local GDP ^(*)
Germany	6.439,10	0,21%
Argentina	2.663,30	0,96%
Brazil	14.284,10	1,03%
Chile	2.381,20	1,03%
Colombia	1.751,90	0,69%
Spain	14.875,20	1,32%
Mexico	1.106,80	0,11%
Peru	2.462,60	1,35%
United Kingdom	6.443,20	0,29%

(*) Figures calculated on the basis of estimates for the close of 2019 from the corresponding local public bodies (INE, DESTASI, etc.).

Million of euros	Contribution by country to the profit before taxes of the consolidated Group 2018 ⁽¹⁾	Contribution by country to the profit before taxes of the consolidated Group 2019 ⁽¹⁾	Total taxes paid 2019	Total taxes collected 2019	Total
Germany	181	277	284	618	902
Argentina	335	-51	264	474	738
Brazil	2,631	1,434	579	2,531	3,110
Central America	131	179	54	37	91
Chile	154	113	9	166	175
Colombia	49	66	107	159	266
Ecuador	13	43	85	29	114
Spain	981	106	(69) (*)	1,878	1,809
Mexico	-589	-767	312	91	403
Peru	-81	-167	144	178	322
United Kingdom	713	673	221	383	604
Uruguay	127	136	43	10	53
Venezuela	159	73	3	11	14
Others	227	223	72	32	104
TOTAL	5,031	2,338	2,108	6,597	8,705

(1) Contribution to the consolidated profit before taxes, adjusted for application of the coupons corresponding to the perpetual subordinated bonds to the fiscal year. 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.

(*) The extraordinary refund derived from the TEAC resolution (702 million plus 13 million corresponding to taxes paid in excess in 2009 and 2010, plus 201 million of compensatory interest), as explained in note 25 to the Consolidated Annual Accounts, is included.

Million of euros	2019		2018	
	Contribution by country to the profit before taxes of the consolidated Group ⁽¹⁾	Tax on profits ⁽²⁾	Contribution by country to the profit before taxes of the consolidated Group ⁽¹⁾	Tax on profits ⁽²⁾
Europe	1,056	347	1,875	290
Latam	880	380	2,798	677
Central America	179	30	131	31
Other	223	29	227	29
TOTAL	2,338	786	5,031	1,027

(1) Contribution to the consolidated profit before taxes, adjusted for application of the coupons corresponding to the perpetual subordinated bonds to the fiscal year. 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) For the year 2019, the refund of 132 million of the 2017 tax is excluded and for the year 2018, 155 million of the 2016 tax. Additionally, for 2019, the extraordinary refund derived from the TEAC resolution (702 million plus 13 million corresponding to taxes paid in excess in 2009 and 2010, plus 201 million of compensatory interest), as explained in note 25 to the Consolidated Annual Accounts, is excluded.

	Impact on employment (No. people)	% of total impact
Total impact ⁽¹⁾	1,163,449	100%
Direct impact ⁽²⁾	108,054	9.3%
Indirect impact ⁽³⁾	766,460	65.9%
Induced impact ⁽⁴⁾	288,935	24.8%

(1) Total impact: total impacts generated by corporate activity and the expenses and investments we make in the countries where we operate;

(2) Direct impact: employees hired directly; (3) Indirect impact: jobs generated in companies and sectors that receive our expenses and investments and by their respective suppliers;

(4) 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 (No. people)	% total local employment
Germany	50,015	0.1%
Argentina	65,778	0.4%
Brazil	522,902	0.6%
Chile	51,740	0.6%
Colombia	92,287	0.4%
Spain	140,242	0.7%
Mexico	37,385	0.1%
Peru	145,062	0.9%
United Kingdom	58,835	0.02%

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