

5.1.

Collaborating with our people, the engine of that transformation

Related material topics: Stakeholder engagement; Innovation; Diversity, Equality and inclusion; Quality of employment; Human Rights; Safe and healthy environments; Talent management.



Our team of people, their talent and their energy are the real drivers of our transformation. Accordingly, at Inditex we foster opportunities for development and training, with the aim of contributing to the professional and personal growth of all our people.

People are Inditex's core value. We trust them fully to support the growth of our Group. It is our people who convey their enthusiasm and passion for responsible fashion to our customers, and who enable us to constantly reinvent ourselves and tackle new challenges.

Five principles guide Inditex in its aim to achieve **sustainable people management**: our **culture** and the **values** we share and nurture; the **diversity** of our teams and **equal** opportunities; our unwavering commitment to **talent**, in particular professional growth and internal promotion; creating **quality**, stimulating, stable and safe **workplaces**; and guaranteeing the **safety, health and well-being** of our teams.

5.1.1. Diversity, inclusion, equality and work-life balance

GRI 103-2; 103-3; 102-8; AF32; 404-2; 405-1; 405-2; 406-1; 401-3 AND AF23

5.1.1.1. About us

At the close of 2021, our Group comprised a team of **165,042 people, located in 60 different markets and representing a total of 177 nationalities** (144,116 people, 60 markets and 171 nationalities in 2020; 176,611 people, 60 markets and 172 nationalities in 2019; 174,386 people, 60 markets and 154 nationalities in 2018).

Our organisation is characterised by four main features:

- Generational and gender diversity
- International presence
- Horizontal organisation
- A customer-centric approach

Firstly, Inditex is a company characterised by **gender and age diversity**. Women **account for the majority**, although the proportion of women to men

has been gradually evening up over the last decade, with 76% of our workforce being women, compared to 24% men (76% and 24% in 2020, 76% and 24% in 2019, and 75% and 25% in 2018, respectively). With regard to age, Inditex's workforce is distinguished by its **generational diversity**. Teams within the Company are currently made up of employees of different generations, the youngest groups being the largest. The average age is 29.3 years old (30.1 years in 2020; 28.9 years in 2019; and 28.7 years in 2018).

Secondly, we are a notably **international workforce**, with staff employed in 60 markets. This circumstance enriches our people management, as we can focus on the local reality of each market, while applying global management policies. Spain, with 46,075 employees, accounts for 28% of the total workforce.

Thirdly, Inditex's **horizontal organisation**, favours open and continuous communication and collaborative work. Our approach to job classification is broad, with store employees having a special relevance in this classification.

Lastly, Inditex is a **customer-centric** organisation. Stores, where 86% of our people work, play a paramount role in our Organisation, in which online teams have also grown exponentially in the last few years. The rest of the Group's activity areas (factories, logistics and central services) serv the integrated store and online platform of our eight brands, which are made up of over 6,000 stores.

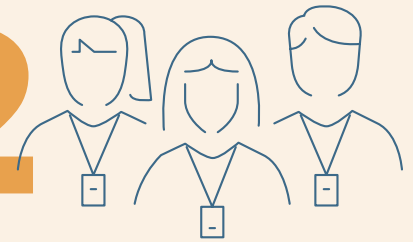




OUR PEOPLE IN 2021

165,042

PEOPLE



DISTRIBUTION BY ACTIVITY

	2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Store	143,592	86%	123,660	86%	154,465	87%	152,057	87%
Central services	11,283	7%	10,844	7%	11,386	6%	11,547	7%
Logistics	9,439	6%	8,862	6%	9,932	6%	9,929	5%
Factories	728	1%	750	1%	828	1%	853	1%
Total	165,042	100%	144,116	100%	176,611	100%	174,386	100%

DISTRIBUTION BY AGE

Years	2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
< 30	95,752	58%	77,597	54%	107,042	61%	107,639	62%
30-40	46,115	28%	45,792	32%	49,336	28%	48,709	28%
> 40	23,175	14%	20,727	14%	20,233	11%	18,038	10%
Total	165,042	100%	144,116	100%	176,611	100%	174,386	100%

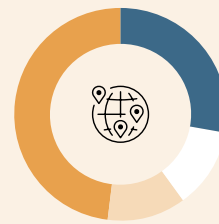
DISTRIBUTION BY GEOGRAPHY

	2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Americas	19,888	12%	16,788	12%	19,749	11%	20,785	12%
Asia and Rest of the world	16,460	10%	17,215	12%	23,541	13%	23,452	13%
Spain	46,075	28%	40,279	28%	48,687	28%	47,930	28%
Europe (ex-Spain)	82,619	50%	69,834	48%	84,634	48%	82,219	47%
Total	165,042	100%	144,116	100%	176,611	100%	174,386	100%

DISTRIBUTION BY GENDER

	2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Women	124,993	76%	109,323	76%	133,465	76%	131,385	75%
Men	40,049	24%	34,793	24%	43,146	24%	43,001	25%
Total	165,042	100%	144,116	100%	176,611	100%	174,386	100%

MARKETS

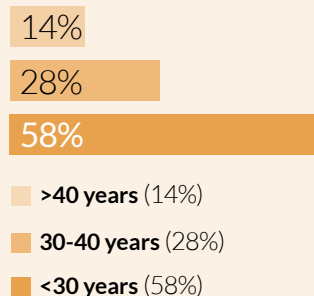


- Spain**
46,075 (28%)
- Europe (ex-Spain)**
82,619 (50%)
- Americas**
19,888 (12%)
- Asia and rest of the world**
16,460 (10%)

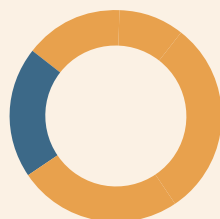
177

Nationalities

AGE



24%
MEN



76%
WOMEN

DISTRIBUTION BY PROFESSIONAL CLASSIFICATION

	2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Management	11,890	7%	12,591	9%	10,473	6%	7,601	4%
Supervisors	15,367	9%	16,480	11%	19,779	11%	20,350	12%
Specialists	137,785	84%	115,045	80%	146,359	83%	146,435	84%
Total	165,042	100%	144,116	100%	176,611	100%	174,386	100%

* The description of the functions of the three professional classification groups is:

Management: employees in management positions with responsibility for interdisciplinary working groups related to the areas of design, manufacturing, distribution, logistics, stores, technology, sustainability and other general services. Store managers are included in this category.

Supervisors: employees who are part of interdepartmental and transversal working groups for design, logistics and stores, as well as sustainability, technology and other general services.

Specialists: employees with an impact due to their individual contribution related to one of the Group's activities in the areas of design, manufacturing, distribution, logistics, stores, sustainability, technology and other general services.

DISTRIBUTION BY MARKET

EUROPE (EX-SPAIN)

	2021	2020	2019	2018
Albania	249	221	243	263
Germany	4,684	4,753	5,531	5,874
Austria	1,334	1,253	1,455	1,477
Belgium	2,929	2,562	2,945	2,818
Belarus	350	278	290	298
Bosnia-Herzegovina	369	314	424	360
Bulgaria	663	600	716	733
Croatia	1,041	923	1,160	1,078
Denmark	309	292	329	335
Slovakia	443	305	359	302
Slovenia	235	235	276	267
Finland	240	249	260	269
France	10,315	8,729	10,030	9,414
Greece	4,004	3,639	4,278	4,014
Hungary	1,116	818	1,126	1,067
Ireland	958	743	854	882
Italy	8,794	6,890	8,626	8,600
Kosovo	245	215	211	157
Luxembourg	325	300	318	179
North Macedonia	289	132	154	155
Monaco	39	39	39	36
Montenegro	143	99	128	123
Norway	392	363	386	383
Netherlands	2,701	2,536	3,018	2,856
Poland	4,239	4,040	4,679	4,617
Portugal	6,572	5,050	7,247	7,001
United Kingdom	6,547	4,398	5,429	5,486
Czech Republic	605	505	700	643
Romania	2,532	2,238	3,027	2,864
Russia	10,148	9,119	10,696	10,365
Serbia	894	656	736	742
Sweden	754	736	844	833
Switzerland	1,479	1,478	1,564	1,506
Turkey	5,258	3,956	5,166	4,896
Ukraine	1,424	1,170	1,390	1,326

ASIA AND REST OF THE WORLD

	2021	2020	2019	2018
Australia	1,763	1,501	1,636	1,504
Bangladesh	71	62	59	57
Cambodia	4	4	6	4
Mainland China	5,838	7,113	11,169	11,680
Hong Kong SAR	627	558	1,020	1,252
Macao SAR	75	105	170	181
Taiwan, China	447	498	626	649
South Korea	1,438	1,269	1,673	1,514
India	1,300	1,173	1,294	1,227
Japan	3,247	3,488	4,314	3,979
Kazakhstan	989	746	779	723
Morocco	38	34	26	16
New Zealand	112	119	115	99
Pakistan	3	2	2	2
Singapore	4	4	4	4
South Africa	490	524	633	548
Vietnam	14	15	15	13
Total	16,460	17,215	23,541	23,452

SPAIN

Spain	46,075	40,279	48,687	47,930
Spain-workforce, permanent contracts	37,657	36,627	36,632	35,745

AMERICA

Argentina	795	848	872	885
Brazil	2,219	2,418	2,849	2,810
Canada	2,564	2,077	2,595	2,466
Chile	1,018	726	871	878
United States	6,897	5,080	6,310	6,267
Mexico	6,081	5,334	5,897	7,137
Uruguay	314	305	355	342
Total	19,888	16,788	19,749	20,785

5.1.1.2. Diversity and Inclusion Policy

Inditex's commitment to **diversity and multiculturalism** is one of our strengths. Our goal is to build diverse teams made up of people of different profiles, cultures, backgrounds and experiences, as part of an inclusive corporate culture that fosters equality of opportunities and zero tolerance to all kinds of discrimination. We believe that nurturing this culture of inclusion and respect makes us a more competitive, creative and innovative company. Therefore, our teams are composed of people of different gender, gender identity and expression, sexual orientation, race, ethnicity, age, education, socio-economic status, disability or religion, among others.

Inditex advocates globally for a culture of **inclusion, equality and respect**. We are committed to creating fair working environments in an atmosphere of understanding and acceptance so that everyone can achieve their goals and develop their talents. We also implement a zero-tolerance approach to any kind of discrimination. For the Group, an inclusive culture means:

- Guaranteeing diversity of profiles for all positions and at all levels of the Company by attracting and retaining talented professionals.
- Fostering equality of opportunities regardless of gender, gender identity, race, ethnicity, origin or different abilities, among others.
- Promoting human rights, collaboration and respectful communication between people, both internally and externally.
- Developing procedures and implementing appropriate training initiatives and programmes to achieve these goals.

Recognising that a diverse and inclusive work environment is a crucial contributor to the achievement of Inditex's corporate objectives and improved business performance, in December 2020 the Board of Directors approved the modification **of Inditex's Diversity and Inclusion Policy**, in force since 2017. This shows its firm commitment to the values contained in its Code of Conduct and to a culture based on equality, respect and acceptance of differences. In particular, the Policy mentions the Company's commitment to ensuring that there is no discrimination of any kind, particularly on grounds of gender, when appointing members of the Board or Senior Management of the Group.

This Policy, which is promoted and supported by Senior Management, is present across all our areas of action, especially in matters relating to people management: recruitment and selection, remuneration and benefits, promotion, training and professional development. Within the Human Resources Team, the Department of Equality, Diversity and Inclusion steers the training programmes and initiatives on diversity and inclusion at the Group, and ensures that the Diversity and Inclusion Policy guides all of the Company's actions. The Policy also directly impacts areas linked to our relationship with people in our business model: customer services, marketing and communication, procurement, etc.

Accordingly, the Policy applies to anyone associated with the Group, whether they are employees, customers or third parties such as contractors, suppliers, professionals involved in recruitment processes or people working in the supply chain.

Our staff are responsible for promoting **diverse and inclusive workplaces** that encourage equal opportunities, collaboration and respectful communication between people, both inside and outside the Company. All the Group's areas, departments



FOR MORE INFORMATION

on our Diversity and Inclusion Policy.



and subsidiaries are responsible for the proper implementation and application of these mandates on diversity and inclusion.

Inditex also has an Ethics Committee and an Ethics Line to ensure compliance with the Diversity and Inclusion Policy, which receives and addresses all the comments, doubts or complaints made in good faith regarding the interpretation, application or enforcement of the Policy.

[More information on the Ethics Committee and the Ethics Line in section 5.9.2. Compliance and criminal risk prevention of this Report.](#)

The Diversity and Inclusion Policy is derived from the Company's Code of Conduct and Responsible Practices, the foundations of which include **respect, acceptance and equality**. Likewise, it is consistent with the Group's Compliance and Human Rights policies.

Furthermore, to resolve queries in connection with the interpretation of our Policy, two e-mail inboxes have been set up: one for queries (d&I@inditex.com) and another to report complaints concerning its interpretation, application or compliance (canaletico@inditex.com); in addition to contacting the people from Human Resources and the Diversity Champion in many of our markets.

5.1.1.3. Global initiatives to promote diversity and inclusion

At Inditex, we believe the power of creating a diverse and inclusive culture lies in **our people**. In a markedly international company, the D&I project was devised from a global perspective, and is implemented in all our markets, which are a source of diversity and multiculturalism.

In this context, in order to reinforce our own employees as the conveyors of our values of inclusion and respect, since 2018 we have appointed **Diversity Champions** among our staff in the various subsidiaries. Their mission is to act as ambassadors of diversity and inclusion in their countries and workplaces to contribute with ideas and projects that enrich our inclusive culture. At present, there are more than 40 Champions. Further cementing their collaborative efforts, the community of Champions in Europe was awarded the **Holistic Diversity Management** certificate by the ENAR Foundation, awarded for the first time to a European company.

In 2021 our subsidiaries in Greece, Portugal, Poland and Bulgaria, as well as the office of our subsidiary in Belgium, signed up to the **Diversity Charter**, a European Commission equality initiative that has been adhered to by other eight subsidiaries in Europe (France, Germany, Croatia, Romania, Slovenia, Italy, the Netherlands and Sweden).

Furthermore, in 2019 we joined the Open to All Commitment in the US, in which over 50 fashion companies worldwide take part. This is a coalition of companies endeavouring to raise awareness and increase visibility regarding the importance of protecting people from discrimination in public retail spaces.

In terms of recognitions, since 2020 Inditex has been listed in the **Refinitiv Diversity and Inclusion Index**, which includes the 100 most diverse and inclusive organisations in the world. In 2021, Inditex was also listed in the Financial Times **Diversity Leaders** ranking, which includes the 850 lead-

2021 MILESTONES

The Financial Times includes Inditex in its Diversity Leaders index. The Company is among the European leaders in promoting diversity, according to the Financial Times ranking, which evaluates the performance of more than 850 companies across 16 countries, chosen from among more than 15,000 companies throughout Europe.

Inditex also further cemented its place in 2021 among the 100 leading companies in the promotion of diversity and inclusion at the global level, as ranked by Refinitiv. This index transparently and objectively measures the data from around 11,000 worldwide companies, representing more than 80% of global market capitalisation, using 24 metrics across four key pillars: Diversity, Inclusion, People Development and News and Controversies.

ing companies in the field of diversity and inclusion in 16 countries, chosen from over 15,000 companies across Europe.

① More information in section 3.4. *Acknowledgments of this Report.*

On 21 May 2021, at Inditex we celebrated the United Nations **World Day for Cultural Diversity for Dialogue and Development.**

We work on the following **four global priorities**, as well as establishing local initiatives in our various subsidiaries:

- Gender Equality
- Inclusion of people with disabilities
- LGTB+ Inclusion
- Socio-ethnic inclusion



5.1.1.3.1. Gender Equality

Gender equality and **women empowerment** are a part of the essence of our Group. With 76% of women at the Group, we foster more diverse and inclusive working environments in which women feel supported in their professional development.

To promote diversity and inclusion, we work to ensure that the entire workforce can develop their professional potential and to guarantee that no discriminatory practices deprive the women in our teams of the same development opportunities as men.

To achieve this, we guarantee fair access to opportunities for development at work, we implement continuous training and we strive to create safe spaces in which there is no harassment or violence against women's well-being in the workplace. We also foster wage parity.

By cultivating **the talent of the women** in our Company, we have been able to make major leaps in their leadership within the Organisation. The figures speak for themselves, and in 2021, **81% of the Company's management positions were filled by women** (81% in 2020 and 79% in 2019). Moreover, in the last years, the representation of women on the Board of Directors has also improved notably (+14 percentage points since 2016, up to 36% in 2021).

① More information in section 5.9.3. *Good corporate governance of this Report.*

In Spain, the **equality plans** at Inditex's different companies, as well as those which are currently being negotiated, include measures that affect different areas of labour relations, such as selection, recruitment, promotion, training, health at work, remuneration and work-life balance. This work is further underpinned by the committees that monitor these plans, which meet half-yearly to verify their compliance and effectiveness. There are also action protocols designed to combat sexual and/or gender-based harassment.

Our organisation **rejects discrimination in any form.** Hence, we strive to prevent sexual harassment, abuse and exploitation in the workplace by implementing an internal policy to stop sexual or gender-based harassment at work. With its **Policy to Prevent Sexual and Gender-Based Harassment in the Workplace**, devised and developed over the course of 2021, Inditex aims to improve the information and training in this area for the entire workforce. The main lines of this proposal will be prevention, care and support and response for victims.

This Policy takes into account the recent approval of International Labour Organization (ILO) Violence and Harassment Convention – C190, which has not yet been ratified by Spain, and ILO Violence and Harassment Recommendation – R206 (June 2019).

Through this global policy, the Inditex Group establishes the general principles that will serve as a framework for the various policies to prevent sexual and gender-based harassment that, in the event, are approved locally in the markets where the Group operates. In this regard, implementation



of the Policy will be adapted to each country’s legislation where there is already a local internal policy.

We highlight our commitment to stop gender violence through various campaigns to disseminate information that we conduct every year on 25 November, the International Day for the Elimination of Violence Against Women. In this regard, we have been working since 2013 with the then Ministry for Health, Social Services and Equality to raise awareness and promote the integra-

tion of victims into the workplace. Furthermore, **Salta**, the project to promote the integration of vulnerable young people into the workplace has also generated employment opportunities for the victims of gender violence. Salta is implemented in Spain, France, Italy, Greece, Germany, UK, Poland, Portugal, Mexico, Brazil, USA, South Korea and Turkey.

[More information on Salta in section 5.7. Collaborating to generate value in the community of this Report.](#)

With regard to other equality-related labour measures, in 2021, the remuneration area has been strengthened. A job assessment was performed by an external supplier, as well as a salary audit and a remuneration register set up to guarantee the principle of **pay transparency** and equal pay for work of equal value.

Moreover, since 2019 we have had a guide to inclusive language to help our teams communicate more equally in the workplace.

Inditex was included for the third year running in Bloomberg's Gender-Equality Index.

We have also continued to implement work plans and monitoring and assessment systems to foster gender equality and women empowerment in our workplaces. In 2021, the subsidiaries in Germany, Russia, Bulgaria and Ukraine obtained the **GEEIS (Gender Equality European and International Standard)** certification, recognising those companies that promote equality between men and women at work, and helping to define opportunities for improvement in workplaces. These subsidiaries joined Belgium and the global corporate group, which were certified in 2018, and France, Italy and Sweden, which received the certification in 2020. Over the course of 2022, other Inditex subsidiaries on both sides of the Atlantic will continue to obtain this certification.

The effort to implement initiatives that foster gender equality on a global scale is evidenced by the fact that, in January 2022, **Inditex was included for the third year running in Bloomberg's Gender-Equality Index**, which features the companies most committed to gender equality. Likewise, we are also among the 100 companies featured in the **Equileap** Ranking, resulting from a study of around 4,000 businesses, based on 19 gender equality criteria.

We also foster equality, diversity and inclusion among the workers in our supply chain. To do this, we have a Gender, Diversity and Inclusion Strategy, within the framework of which a number of actions are carried out aimed at the workers from our suppliers and manufacturers.

[① More information in section 5.5.2. Workers at the Centre of this Report.](#)

WOMEN IN TECH: SCIENCE AND TECHNOLOGY FROM AN INCLUSIVE PERSPECTIVE

Within the field of talent development, in 2020 Inditex created the Women in Tech initiative, which aims to promote inclusion in the world of technology and foster the role of women in innovation and science. In 2021 we have held a number of sessions and masterclasses to encourage talented women to pursue careers in Science, Technology, Engineering and Mathematics, and to increase the presence of women performing digital and technological duties.

In this context, a number of awareness initiatives were promoted: talks with women leaders in technology, and awareness projects in schools and universities. We have implemented educational activities to celebrate the International Day of Women and Girls in Science and have actively collaborated with organisations working to train and empower girls in the technological area. Internally, we have also set up programmes to develop leadership skills aimed at women in our technology teams.

Along with this purpose of generating an internal and external community with other groups and associations, we have set ourselves measurable goals in terms of recruitment and internal and external selection through our collaborators.

5.1.1.3.2. Inclusion of people with disabilities

One of Inditex's top priorities is to comply with **the principles of universal accessibility**, particularly for our staff and customers with any kind of disability. We endeavour to ensure that all the Group's workplaces meet the functional and dimensional requirements that allow an independent use by people with disabilities or impaired mobility. We also consider it a duty to make technical adaptations to workplaces that require specific modifications in terms of mobility or other types of sensory, visual or hearing differences.

In this context, for Inditex it is important to provide equal opportunities for access to our various websites and apps so that people with different disabilities can use the information shown on our platforms and to provide a more inclusive online browsing and app experience. Based on the principles of dignity, accessibility and independence, both our jobs portal—Inditex Careers, which has WCAG International Web Accessibility Certification, with AA-level conformance—and the websites and applications of our commercial brands allow access to the range of content through functionalities adapted for people with various kinds of disability. This evidences our continuous commitment to provide a service that is accessible to as wide an audience as possible and to facilitate the use of electronic devices so that anyone can browse online quickly and conveniently.

We are also strongly committed to the **employability of people with disabilities**.

At the end of 2021, in Inditex we directly employed 1,443 persons with disabilities (1,325 in 2020, 1,568 in 2019 and 1,498 in 2018). In Spain, we have also implemented alternative measures (e.g. collaboration with special employment centres, donations and sponsorships to conduct employment insertion activities for people with disabilities) equivalent to 64 workers (alternative measures equivalent to 69 workers in 2020, 180 in 2019, and 186 in 2018). The reduction in the number of alternative measures is due to the steady prioritisation of direct recruitment as a means of integration.

There are different regulatory frameworks in the various markets where our Company operates, hence, regulations are not always comparable to the ones in force in Spain, whether due to the absence of minimum recruitment quotas or out of respect for the privacy of individuals, with the right of citizens not to disclose their disability prevailing. As a result, in many cases we have no registered data available.

In the rest of the world, we also work with non-governmental organisations, specialist companies and even public entities to foster the recruitment of people with disabilities, whether or not there are local regulations in this regard, including in countries such as Belgium, the Netherlands and the UK, among others. In the UK, we have joined the Business Disability Forum, a non-profit organisation aimed at transforming the lives of disabled people, working together with business leaders, public institutions and disabled people themselves to understand what must change to improve their life opportunities and experiences in terms of work, economic growth and society in general.

We are also involved in similar initiatives in Belgium and the Netherlands, where there are no legal quotas in place, and where we have launched a number of initiatives aimed at recruiting people with disabilities in partnership with companies specialising in inclusion and with local public entities, and at training customer service teams to better cater for disabled people. Furthermore, countries with legislation in place concerning recruitment quotas, such as Germany, with its 'Future' training programme; France, with its 'Accord Handicap' business agreement; Italy, which has im-





plemented the 'ALL IN' project to help people with intellectual disabilities to access employment in Milan and Verona; and Romania, with its constant efforts to improve internal training for its staff and also to hire people with disabilities, continue to work towards recruitment goals and to improve the labour conditions of their workers with disabilities.

To promote the inclusion of people with disabilities at a global level, which is a key pillar of our diversity and inclusion strategy, between November and December 2021, we held the second yearly edition of **Impact Week**, focusing on the inclusion of people with disabilities. This year, the vast majority of our subsidiaries and central offices took part. The aim of Impact Week is to raise awareness and mobilise everyone at the Company to continue to promote projects that foster the full inclusion of people with disabilities, be they employees, customers or candidates. Through partnerships with local entities in

the different markets, training, workshops, round table discussions and other activities, this year's Impact Week focused on areas such as accessibility, or the experience of a 'customer' or 'employee' with disabilities, thereby helping to break down barriers and foster equal opportunities. In total, more than 26,000 people from 47 subsidiaries worldwide took an active part in one or more of the **Impact Week** initiatives, either through our interactive app or participating in the many local initiatives.

Furthermore, we should also highlight our **for&from** project, which consists of the creation of a network of social franchises from our different concepts, managed by non-profit organisations and staffed by people with disabilities. This initiative currently has 15 stores generating more than 200 jobs for people with various kinds of disability. All profits generated by for&from stores are reinvested in social projects run by the partner organisations.

INCLUYE PROJECT

INCLUYE Project is an initiative aimed at the socio-occupational integration of people with disabilities. It consists of the incorporation of people with intellectual disabilities into our logistics teams. This programme, launched in 2021, is conducted in conjunction with local organisations such as Prodis and COGAMI that work to foster the inclusion in the workplace of people with different talents. The programme is based on adapting the job position and functions to the abilities of the participants, providing on-site support from NGOs and tutors from Inditex and implementing inclusion activities with participants and tutors. Through the INCLUYE initiative, 20 people with intellectual disabilities have joined Zara's Logistics Platforms in Arteixo (A Coruña), Zaragoza and Meco (Madrid).

5.1.1.3.3. Inclusion of the LGBT+ community

To stop discrimination against people belonging to the LGBT+ community in the workplace, in 2018 we signed up to the UN LGBTI Standards of Conduct, based on the UN Guiding Principles on Business and Human Rights, and including contributions from hundreds of companies from a range of sectors.

Since 2016 we have been a member of **Open for Business**, a coalition of leading global companies that advocate for the rights and inclusion of the LGBT+ community. From this forum we endeavour to show that more inclusive societies are better for businesses. We also contend that enterprises that promote the inclusion of the LGBT+ community are more dynamic, productive and innovative.

In Spain, Inditex joined **REDI (Red Empresarial de Diversidad e Inclusión** LGBT+, Business Network for LGBT+ Diversity and Inclusion) in 2018. This network fosters an inclusive environment in organisations and seeks to eradicate stereotypes. The aim is to value employees' talents regardless of their gender identity, gender expression and sexual orientation.

Once again in 2021 various Inditex subsidiaries in Europe and North America took part in the LGBT+ Pride celebrations in June and July, through a range of actions that included courses in LGBT+ inclusion in Germany, all stores' involvement in an inclusive competition to develop the Love&Pride initiative in Italy, or collaboration with the solidarity festival Solidays in France.

This year a number of projects have been launched to help transgender and non-binary people access employment. In Spain, the SALTA project involved initiatives to include trans people in our store and logistics teams thanks to the collaboration with entities like Fundación 26 Diciembre. And in the United States we launched the **IN Pride** project aimed at creating job opportunities at our stores in conjunction with two New York organisations: The Door and The Ali Forney Center.

In addition, our US subsidiary has been named one of the 'Best Places to Work' for LGBT+ people in the **Human Rights Campaign Foundation's** Corporate Equality Index 2022, recognising those companies that implemented the best LGBT+ inclusion practices in 2021. Zara USA obtained the top score (100 out of 100 points) in the support and empowerment of our LGBT+ people and in promoting inclusive workplaces for all.

5.1.1.3.4. Socio-ethnic inclusion

Our project for the employment of vulnerable groups, **SALTA**, is the foremost of our socio-ethnic inclusion initiatives. This programme is aimed at generating employment opportunities in our stores, logistics centres and factories for people or groups in special circumstances that make their employability more complex. In Salta we work with NGOs that support us in the process of recruitment, training and follow-up of the participants.

This programme, which was launched in 2008 in France, has evolved its format for the training and integration of people in vulnerable circumstances in our teams. This year there have been several editions with different formats. One such format is the in-person training conducted in France, Greece and Portugal where NGOs and teams from Inditex work on basic skills, fashion and customer care. And another modality, implemented in Spain, the US and Germany, was to hold an initial stage of training online and a second phase of practical training in stores. Lastly, some countries such as Mexico and Turkey held mixed editions.

SALTA is now present in 13 markets (France, Spain, Italy, Portugal, Poland, Brazil, the United States, the United Kingdom, Germany, Mexico, Greece, South Korea and Turkey). Since 2008, 1,545 people have joined our teams in stores, logistics platforms and factories. Two of the groups most strongly supported by SALTA are women victims of gender-based violence and refugees.

This social commitment initiative is an important means to strengthen the links and engagement with the people who are part of Inditex. Our workforce actively participates, acting as mentors for people joining us via SALTA, and devoting their time to train and mentor them. Since 2008, more than 3,200 colleagues have taken part in this project as trainers or tutors.

With regard to recognitions, in 2021 SALTA was awarded the Trophee GEEIS SDG at a ceremony in Paris, for its contribution to gender equality through employment opportunities, consistent with the United Nations Sustainable Development Goals. The programme also received a special mention from the jury for 'offering a global project to promote social and sustainable inclusion'.

5.1.1.3.5. Against any kind of racism and discrimination

As a global company, **our values are founded on diversity, equality and respect for human rights**, and

we therefore work to stop all kinds of racism and discrimination. In this sense, our Diversity and Inclusion Policy specifically mentions our zero tolerance as a company towards any type of discrimination.

Our determination in favour of the equality of all people is not a simple statement, but defines our position against racism in any of its expressions. Inditex's corporate culture is firmly based on listening to our employees and our customers. This listening allows us to determine what company, fully diverse and inclusive, we want.

At the same time, we recognise that education is a key component of any long-term change and that is why we have pledged to increase the educational programmes against racism and discrimination.

Our work of listening and reinforcing education materialized in 2021 with numerous training actions on diversity, equality and inclusion both globally and focused on different markets, which have reached more than 30,000 employees from all over the world. With them, we aspire to make our people participate in why a diverse, inclusive work environment, free from any form of discrimination, reverts positively not only to our employees but to the company in general.

① More information in section 5.1.2. *Talent management of this Report.*

On the other hand, in 2021, we made again a donation to the NAACP Legal Defense Fund, a US organisation that actively combats racism, discrimination and injustice, especially in African-American communities.

Likewise, and since 2018, Inditex is among the companies that collaborates with ENAR, a European organisation based in Brussels that is focused on fighting racism and discrimination in all their forms. Within the framework of collaboration with this entity, the Inditex Diversity Champions community in Europe was awarded the Holistic Diversity Management certificate, awarded for the first time to a European company.

5.1.1.4. Work-life balance

At Inditex we encourage measures that seek to facilitate **work-life balance**, advocating especially for co-responsibility. The equality plans negotiated within the Group aim to make co-responsibility a right and a duty.

Parental leave	2021	2020	2019	2018
Total figures for parental leave	2,164	2,204	2,353	2,166
Women	1,640	1,726	1,902	1,770
Men	524	478	451	396
Return to work rate	99%	100%	99%	99%
Women	99%	100%	100%	100%
Men	99%	99%	95%	99%
People who continued working at the Group 12 months after returning from leave	1,927	2,287	2,034	2,240
Women	1,459	1,842	1,640	1,881
Men	468	445	394	359
Overall retention rate	87%	97%	94%	86%
Women	85%	97%	93%	90%
Men	98%	99%	97%	87%

In this regard, in 2021 diagnostic instruments were presented to properly monitor both data and the implementation of measures under the equality plans in Spain. Based on the term of the equality plan in force, negotiations for new plans are underway in the corresponding companies. This is the case with Plataforma Cabanillas, where the negotiation of its second equality plan has now begun, and Grupo Massimo Dutti, which is due to start the negotiation of its third plan.

In 2021, as in previous years, 100% of our employees in Spain (46.075) had their right to parental leave in connection with birth or placement for adoption or foster care. 2,164 people took leave for birth, adoption or foster care placement (1,640 women and 524 men), almost all of whom returned to work: 2,148 people (1,630 women and 518 men). In addition, 17% of employees in Spain enjoy a reduction in working hours for childcare (18% in 2020, 16% in 2019 and 16% in 2018).

However, beyond shared responsibility, our equality plans contain other work-life balance measures such as the possibility of splitting up leave periods for hospital stays or care of relatives up to second degree of kinship, flexible working hours for adaptation periods at nursery or infant schools, or the extension of leave with job guarantee for personal matters, studies, international adoption or care of dependent family members.

Internationally, the Inditex Group strives to improve the rights guaranteed by the local legislation of each country through work-life balance policies, prioritising those markets in which the legislation is not especially protective. This is the case in the United States, where since 2019 Inditex has implemented a policy of paid leave for birth or adoption for all our people. The purpose of this paid leave is to enable all employees meeting minimum requirements to be able to devote time to the care of a new-born or newly-adopted or fostered child.

As already indicated in the case of Spain, Inditex also advocates implementing measures in other markets to broaden the rights enshrined in local legislation or that help improve work-life balance by means of flexible working hours, efficient organisation of teams, the expansion of leave for caring for children and/or dependants and even financial assistance to help cover the cost of childcare or other care. All of the foregoing takes into account the local reality in the context of each market, such as the United Kingdom, Italy, Germany, France or Argentina, among others, where packages of measures have been

designed whose priority goal of improving people's quality of life.

5.1.1.4.1. Work disconnection policies

With the approval of Organic Law 3/2018, of 5 December on Protection of Personal Data and Guarantee of Digital Rights, Inditex is fully committed to encouraging an internal policy that ensures the **right to digital disconnection in the workplace**. In this regard, the staff are encouraged to adopt habits such as resting between working days and during the holiday period, as well as to foster direct contact between colleagues as one of the corporate values of Inditex. Notwithstanding the commitment acquired at the corporate level, negotiations with workers' representative have also resulted in other measures on this front, included in the latest Equality Plans of the various brands (the 2nd Equality Plan of Zara, Massimo Dutti, Bershka, Stradivarius, Oysho and Pull&Bear) and in place in Spain.

France, a pioneer on this topic, has been incentivising digital disconnection to improve work-life balance for some years now, and has even opted to include the right to disconnect in the company collective bargaining agreement on quality of life at work (Article 6). Thus, other than in exceptional cases, all our people are advised to limit messages and phone calls outside normal working hours and they are reminded that they are not obliged to respond to the e-mails or phone calls they receive outside those hours. Department heads and store managers are aware of this system and the company undertakes to remind them of this right periodically.

In other markets, such as the UK, where there is no legislation entitling employees to digital disconnection, the Group's brands have rolled out an initiative whereby employees do not receive communications from the company on their days off and eliminating instant messaging applications as a work tool. Ireland plans to launch a guide in February 2022 concerning the right to disconnect so as to ensure that work is not routinely performed outside normal hours, and the duty to respect another person's right to disconnect (for example: by not routinely emailing or calling outside normal working hours).

There are other awareness campaigns, such as the one conducted at the Russian subsidiary, offering legal training to human resources managers regarding working and resting hours, and the potential consequences for employers if they do not meet the requirements.

In Nordic countries supervisors and store managers have been issued with guidelines for leaving their work equipment in stores, so that they cannot make use of their work electronic devices during their time off.

In general, both the IT and human resources teams at our subsidiaries are working to promote and implement healthy work habits, regardless of whether there is legislation in place, either through information, training and awareness, or by adopting specific measures applied to our corporate systems, such as e-mail.

5.1.2. Talent management

GRI 103-2; 102-8; 404-1; 404-2 AND AF5

Talent is our main asset when it comes to being able to convey our passion for responsible fashion to our customers. We place people at the centre, whether they are our employees or candidates, and we work on four goals from the perspective of talent management:

- Being able to **attract the most talented professionals** to work at our Company.

- Providing **opportunities for professional development and growth** through internal promotion and mobility.
- Facilitating continuous **learning**, both in new functions as they emerge and in transforming what we were already doing through training, awareness and communication.
- Providing a safe, enriching and motivating working environment with attractive conditions that enable us to **retain talented professionals, connect with our people and boost their commitment**.

5.1.2.1. Talent attraction

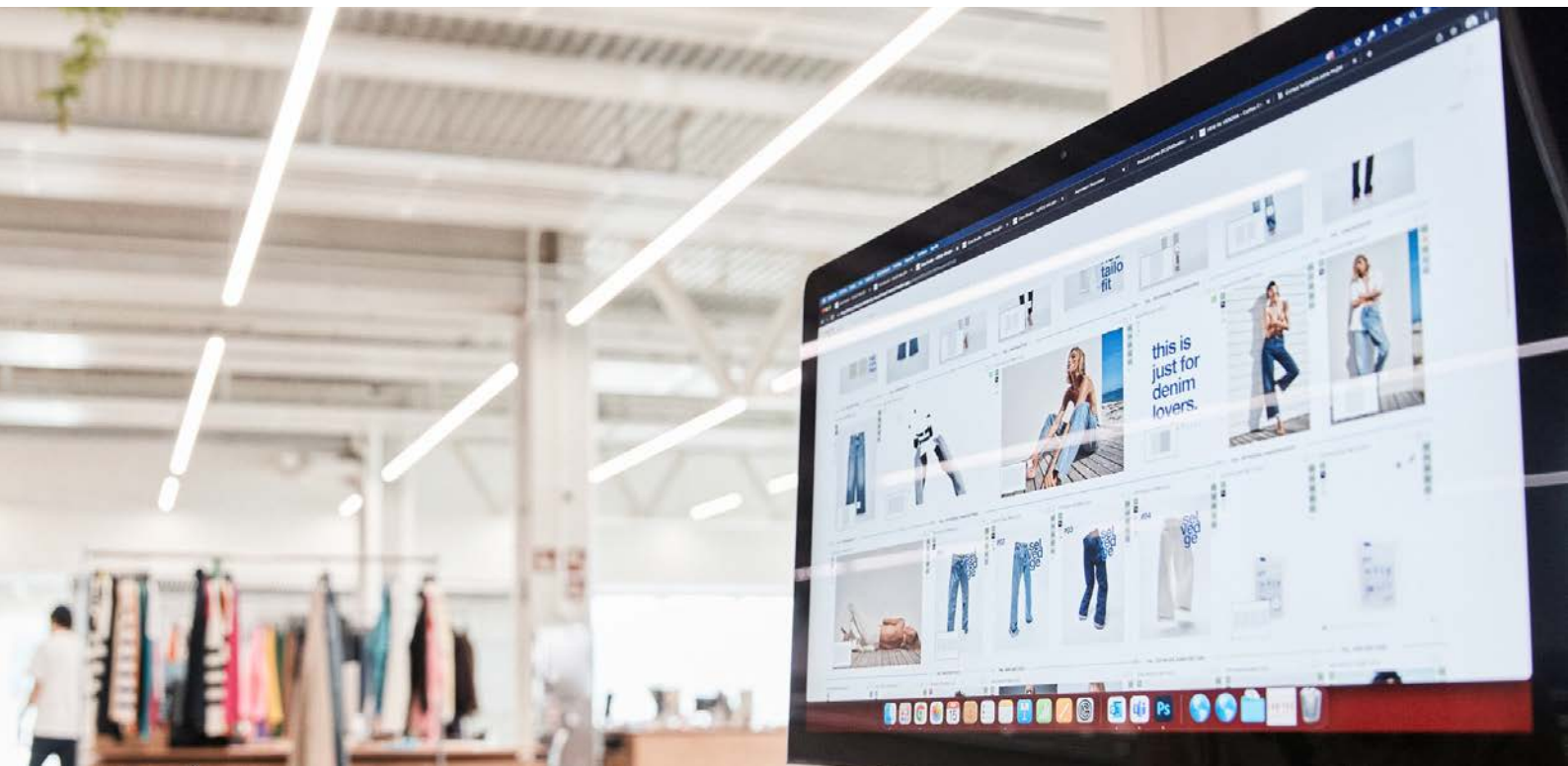
Communicating our value proposition as an employer across the Group's brands and work areas and communicating with our candidates is key to attract-



2021 MILESTONE

Inditex launches The Sustainable Fashion School, a space for knowledge and inspiration where our commercial teams are backed by a very solid foundation of technical knowledge and access to the latest innovations in sustainability.

We joined forces with the University of Leeds, a world's leading university for textile-related studies, to co-create this specialist programme on the fundamentals of the textile process.



ing the best talent. More than two million people follow our employer brand, **Inditex Careers**, on social media: LinkedIn, Instagram, Facebook, Twitter, Wechat and Weibo. In a new development, this year we debuted on TikTok with a challenge to work in our stores in Portugal. Inditex Careers, our employment portal, has also cemented its position as our main recruitment source, with more than 14.3 million visits from over 200 markets in 2021 (9.4 million visits from 200 markets in 2020 and 6.8 million visits from over 190 markets in 2019). In January 2020, this portal was awarded the WCAG Web Accessibility International Certification, with conformance at level AA.

In 2021, the **digitalisation** of the selection process for store staff was completed, from receiving the stores' recruitment needs to signing the contract digitally (a pilot project in Spain). Interviews to get to know our candidates become online experiences through webinars, team plays or videos sent to us by people who want to join our Group. This ensures that we have a flexible and sustainable process that significantly reduces the use of paper and commuting.

Our relationships with the top universities and schools remain vital to reach talent in all creative, management and technological areas. In 2021, we launched **Zara Boost**, a programme to dis-

cover junior talent in the areas of technology and e-commerce. Through an online coding challenge, more than 1,600 young people put into practice their knowledge and skills. People joining the Group through this initiative received initial training and a mentoring programme from our technology teams.

With regard to acknowledgements in employer branding, for the **eleventh year running**, Merco Talento ranked Inditex top of its survey, in which it analyses the 100 best companies to work for. Also in Spain, for the seventh consecutive year, Universum has included Inditex among the best companies in which to develop professionally in the Business and Trade category based on surveys among university students. Zara also entered Universum's **World's Most Attractive Employers** ranking in the Business category for the first time; this index analyses the companies that students consider to be the most attractive in terms of attracting talent in the 10 most significant international markets.

5.1.2.2. Developing talent

At Inditex, we are committed to **providing our people with opportunities for development**, something that is embedded in our DNA. Opportunities for internal promotion and mobility enable our teams to grow personally and professionally,



and trace countless different paths and journeys at the Company.

In 2021, 50% of the Group's vacancies were filled internally (46% in 2020), resulting in nearly 7,500 people being promoted throughout the year (nearly 2,000 in 2020). By gender, 76% of the promotions have been for women and 24% for men, a figure that corresponds to the distribution of our workforce. Our commitment to generating opportunities for internal development results, in our office teams, in around 550 promotions and more than 710 changes of functions, department, brand or market.

InTalent plays a pivotal role in fostering the internal promotion of our store personnel, giving them visibility on opportunities for development in the Company and helping our talent teams to identify people interested in growing professionally. More than 59,000 people are registered on InTalent, across 53 markets worldwide.

Moreover, **LEAP&Co**, our talent management and in-job training application for our store staff enables store managers and area support teams to act independently when managing development plans for their teams, organising their network of specialist trainers per area and following up on new employees and trainees. This platform operates at Zara stores in 37 countries across Europe, America and Asia. Of our brands, Pull&Bear has implemented LEAP in Spain and Zara Home has implemented it in Spain, the Netherlands, Germany and Romania. Al-

most 51,000 employees are currently registered in the application, where this year more than 800,000 training hours were held, more than six times the previous year's figure (121,000 hours).

This year we also launched **Big Store**, a programme that helps our store teams to evolve so as to provide our customers with a uniform shopping experience regardless of their chosen channel. In this way, our store teams support our integrated store, serving our customers in both physical stores and online. For this, candidates complete a recruitment process and enter a development programme in which they receive the necessary knowledge for these functions. We therefore ensure that the store teams naturally support our goal of achieving an integrated store and that they are involved and play a prominent role in the Group's digital transformation, making better use of available resources towards more sustainable management. Big Store is present in Spain and in 2021 had more than 450 participants, implying more than 107,000 hours of our staff in physical stores devoted to customer services over digital channels.

5.1.2.3. Training

Training is another fundamental driver of **professional growth** among our staff.

Our culture is eminently practical, determining that staff training is fundamentally on-the-job, and that we implement a model in which internal training is

key. We maintain a network of internal trainers that convey the Company's culture and operations, to ensure the success of all new employees.

In 2021 our new, modern, agile learning platform Tra!n was launched internationally, with an appearance similar to existing streaming platforms. This platform provides access to all our staff worldwide, from their computers or mobile devices, to a varied range of training content classified by topics such as Product and Fashion, Sustainability, Culture & Values, Customer, Processes, Skills, Health and Safety and Digital & Tech. The content is produced both internally, harnessing and sharing the know-

how of our staff, and in partnership with leading educational institutions.

From 1 February 2021 to 31 January 2022, more than 2.3 million training hours were imparted to 551,000 participants (more than 1 million hours and more than 370,000 participants in 2020, more than 3 million hours and 360,000 participants in 2019 and more than 2.7 million hours and 146,000 participants in 2018).

Details of the training indicators are as follows:

Distribution by job classification¹⁷

JOB CLASSIFICATION				
2021				
	Training hours	Participants	Average staff	Hours per person
Management	159,783	62,816	11,890	13.4
Supervisors	196,199	58,174	15,367	12.8
Specialist	1,986,390	430,890	137,785	14.4
Total	2,342,373	551,880	165,042	14.2
2020				
	Training hours	Participants	Average staff	Hours per person
Management	126,121	46,054	12,591	10.0
Supervisors	126,282	49,892	16,480	7.7
Specialist	748,448	275,659	115,045	6.5
Total	1,000,851	371,605	144,116	6.9
2019				
	Training hours	Participants	Average staff	Hours per person
Management	170,913	26,647	10,473	16.3
Supervisors	260,524	39,447	19,779	13.2
Specialist	2,657,853	295,156	146,359	18.2
Total	3,089,290	361,250	176,611	17.5
2018				
	Training hours	Participants	Average staff	Hours per person
Management	98,282	9,044	7,601	12.9
Supervisors	253,276	19,124	20,350	12.4
Specialist	2,400,265	118,278	146,435	16.4
Total	2,751,823	146,446	174,386	15.8

17. The description of the functions of the three job classification groups:

- Management: employees in managerial positions with responsibility for interdisciplinary working groups related to the areas of design, manufacturing, distribution, logistics, stores, technology, sustainability and other general services. This category includes store managers.
- Supervisors: employees who are part of interdepartmental and transversal working groups for design, logistics and stores, as well as sustainability, technology and other general services.
- Specialist: employees with an impact through individual contribution related to one of the Group's activities in the areas of design, manufacturing, distribution, logistics, stores, sustainability, technology and other general services.

Distribution by gender¹⁸:

GENDER

2021

	Unique people trained	Training hours	Participants	Average staff	Hours per person
Male	32,373	610,137	123,766	40,049	15.2
Female	97,698	1,732,236	428,114	124,993	13.9
Total	130,071	2,342,373	551,880	165,042	14.2

2020

	Training hours	Participants	Average staff	Hours per person
Male	259,185	89,809	34,793	7.4
Female	741,666	281,796	109,323	6.8
Total	1,000,851	371,605	144,116	6.9

2019

	Training hours	Participants	Average staff	Hours per person
Male	717,280	82,930	43,146	16.6
Female	2,372,010	278,320	133,465	17.8
Total	3,089,290	361,250	176,611	17.5

Distribution by geographical area:

GEOGRAPHICAL AREA

	2021				2020				2019			
	Training hours	Participants	Average staff	Hours per person	Training hours	Participants	Average staff	Hours per person	Training hours	Participants	Average staff	Hours per person
Spain	316,712	110,930	46,075	6.9	218,789	113,150	40,279	5.4	351,421	117,637	48,687	7.2
Europe (excl. Spain)	1,213,307	345,372	82,619	14.7	565,654	156,289	69,834	8.1	2,085,281	163,656	84,634	24.6
Americas	348,139	71,624	19,888	17.5	61,725	60,877	16,788	3.7	45,684	48,929	19,749	2.3
Asia & Rest of the world	464,215	23,954	16,460	28.2	154,683	41,289	17,215	9	606,904	31,028	23,541	25.8
Total	2,342,373	551,880	165,042	14.2	1,000,851	371,605	144,116	6.9	3,089,290	361,250	176,611	17.5

18. A person can attend more than one training. In the indicator 'unique people trained' those people who have attended more than one training are counted only once. Breakdown by gender is only available for this indicator.

Distribution by content:

CONTENT	2021		2020		2019	
	Training hours	Participants	Training hours	Participants	Training hours	Participants
Corporate (About us)	675,216	241,322	252,570	168,746	1,358,388	131,289
Customer	74,634	39,021	35,241	25,420	106,818	102,982
Fashion and Product	49,768	62,975	124,328	88,236		
Languages	73,666	18,737	52,617	2,433	52,033	2,536
Processes, Techniques & Tools	1,313,940	155,757	488,963	55,992	475,668	60,701
Skills	155,150	34,068	47,132	30,778	1,096,383	63,742
Total	2,342,373	551,880	1,000,851	371,605	3,089,290	361,250

Main training initiatives in 2021

- **Diversity and inclusion.** In addition to the awareness actions presented in section 5.1.1.3. Global initiatives to promote diversity and inclusion, in 2021 a number of training programmes were held, involving more than 30,000 people (more than 6,200 people in 2020). The goal is to convey and explain to our workforce the reasons why a diverse, equal and integrating working environment free of any form of discrimination is especially positive for the Company. The main courses are as follows:

 - **Diversity, Inclusion and Belonging** consists of training in e-learning format to disseminate our Diversity and Inclusion Policy and introduce basic concepts concerning our Company's inclusive values. It is available in various languages for our different markets.
 - **The Right leader @ Inditex is inclusive** is an international interactive workshop devised to help our management teams build more inclusive work environments based on a strategic vision of diversity management.
 - **Prevention of harassment and discrimination** refers to a series of in-person and online training programmes conducted in various countries to nurture more respectful and inclusive environments free of any form of discrimination or harassment.
 - **D&I Matching HR** is expert level training for Human Resources staff that delves into the various lines of action linked to Diversity and Inclusion, providing tools to foster more respectful work-places and to understand how to stop discrimination from various angles.
 - **Promoting LGTB+ inclusion in the workplace** is a course created in the USA that fosters inclusion of members of the LGTB+ community in our work environment.
 - Over the course of this year, multiple **workshops, masterclasses and talks** have been held at international and local levels, and we conducted sessions on unconscious bias (Inclusion 2.0) to help combat stereotypes, and on inclusive leadership (Sustain yourself), among other diversity topics. In addition, the Diversity Champions from the various countries took part in expert talks covering areas such as how to fight discrimination, foster inclusion or welcome people with disabilities, among other topics.
 - **Languages. Busuu** is an app for mobile devices that offers employees the opportunity to learn up to 13 languages, having added Dutch this year. We offer everyone access to its premium version which includes the option to obtain official certificates (more than 2,600 this year), with English and Spanish the most widely studied languages. Overall, our staff devoted more than 34,000 hours to improving their language skills using Busuu during 2021.

#BOOSTYOURPOWER

#BoostYourPower is an initiative aimed at informing, training and raising awareness among our people on sustainability, integrating it into all the Company's areas.

We are convinced that sustainability goes way beyond being a mere concept, and is in fact a way of working, a way of thinking, an approach to everything we do. It is a value we want to weave into the Company's culture, and to do so we must engage not only our own teams, but our entire ecosystem: customers, collaborators and supply chain. Being more sustainable is everyone's responsibility.

Our aim is to involve everyone at the Company, wherever they are, and to build that vision together. In 2021 we focused on two key areas due to their impact: buying teams, with their purchasing offices, due to their decision-making power on the product itself, and our stores, because they are our direct contact with customers.

The Sustainable Fashion School was launched within the framework of this initiative. This consists of a space for knowledge and inspiration where our buying and design teams are backed by a very solid foundation of technical knowledge and access to the latest innovations in sustainability. We joined forces with the University of Leeds, a world's leading university for textile-related studies, to create this specialist programme on the fundamentals of textile processing. About 1,000 people take part in this programme, which is scheduled to conclude at the end of 2022, and they receive new content weekly.

Furthermore, at each of our new Zara stores worldwide we have identified the people most committed to sustainability, our **Changemakers**. This community ensures that sustainability reaches all our store teams. They receive continuous information and are directly connected to people in various areas of the Company, who share with them the initiatives Inditex carries out in the area of sustainability, so that the Changemakers can in turn convey them to their colleagues, while at the same time collecting suggestions and concerns from our teams and our customers. At year-end, the project is already operating at 650 stores in 53 markets, with more than 33,000 people already learning about our sustainability initiatives thanks to our more than 700 Changemakers.



●**Zara Campus.** This initiative emerged to respond to the need for training and development among new promotions and people in positions of responsibility in stores. Campus stores are some of our Zara stores which are used as a practical scenario for training in positions of responsibility in three areas (management, sales and operations). In 2021, 2,500 people were trained and a total of 22,000 hours were imparted. This year also saw the launch of Zara School, designed to provide ongoing training to all store staff. For this, the Campus team of specialists has trained more than 650 tutors to run the training capsules in their respective stores.

●**Virtual training programmes.** Throughout this year we have continued with the virtual training programmes we launched last year. In 2021, we launched HR Virtual Training, a specialisation itinerary designed to keep Human Resources staff abreast of the latest trends in people management. In the first module, known as Core, 10 talks were given to 2,814 recipients in 40 countries. The second part, a specialisation track, tackles topics such as leadership, management, well-being and big data, and was followed by 350 people.

5.1.2.4. Connection and engagement with our people

The fourth pillar of our talent management strategy is to provide an enriching work environment with attractive conditions that help us retain talent, connect with our people and enhance their engagement. In this regard, INET, our internal communication application, performs an essential role in how we connect with our staff.

Present both in app and online format in all our markets with employees, it recorded more than 21 million accesses in 2021 (more than 19 million in 2020). Furthermore, we have fully revamped its design this year, offering our users a more intuitive and simplified browsing experience. INET enables us to digitalise all communication in the markets where we are present with our people, continually incorporating new features and staying permanently connected.

In 2021 we launched **specific communication channels for some of our brands.** This provides us with the opportunity to bring our ‘good morning meetings’ omnichannel, sharing with our people information about products, processes, people, news, trends and inspiration every morning in all the markets where we operate. These channels also enable us to receive first-hand opinions, sug-

gestions and feedback from our teams. Zara uses Dear Team, Zara Home uses #tengoalgoquecontarte, Pull&Bear uses #stayawake and Massimo Dutti uses Journal.

In 2021 we have also made headway in rolling out InStories, our internal social network, present in 13 markets (Mexico, Russia, Belarus, Brazil, UK and the Netherlands joined Italy, Portugal, Greece, Turkey, Poland, South Korea and Japan). The InStories community has shared more than 100,000 posts.

5.1.3. Employment

GRI 103-2; 103-3; 102-8; 405-1 AND AF22

At Inditex we always endeavour to ensure **stimulating, stable and safe working environments**, in which equal opportunities and professional development are a reality and in which we look after our people and their working conditions. As an international Group operating in many very different markets, we strive to adapt our responses to the local needs of our employees. The goal is to create quality workplaces in each of the markets where the Group is present.

Over the course of 2021, when many markets have still been impacted by the global covid-19 pandemic, the Group’s priority and efforts continue to focus on reducing, as far as possible, the impact of restrictions and measures to stop the spread of the virus, approved by the various governments, on employment and normal functioning of our business. For this reason, with the main objective of preserving employment, the legal instruments made available mainly by the administrations of France, Germany, Portugal, the United Kingdom and Canada, among others, were once again used to compensate the remuneration of the workforce during the periods of restrictions due to covid-19, which made it possible to recover around 65 million euros.

5.1.3.1. Distribution of the workforce by contract type

In financial year 2021, 81% of our people were on a permanent contract (compared with 87% in 2020, 77% in 2019 and 73% in 2018). This is because, with the gradual return to normality after the pandemic, we have reinforced store recruitment at peak sales times

of the year, so that, although the number of permanent staff is up in absolute terms (8,931 more than 2020), their proportion of the total is slightly lower.

The tables below show the different types of contract by gender, age and job classification:

Distribution of employees by contract type, gender, age and job classification¹⁹

	2021				2020				2019				2018			
	Permanent		Temporary		Permanent		Temporary		Permanent		Temporary		Permanent		Temporary	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Distribution by gender																
Women	100,925	81%	24,235	19%	93,748	87%	14,543	13%	100,968	76%	31,606	24%	96,518	74%	34,607	26%
Men	32,904	83%	6,978	17%	31,690	88%	4,135	12%	34,219	78%	9,818	22%	30,655	71%	12,606	29%
Total	133,829	81%	31,213	19%	125,438	87%	18,678	13%	135,187	77%	41,424	23%	127,173	73%	47,213	27%
Distribution by age																
<30 years old	64,824	71%	26,252	29%	64,716	81%	15,034	19%	70,658	68%	33,387	32%	65,186	63%	38,797	37%
30-40 years old	45,593	92%	4,066	8%	41,677	93%	3,031	7%	44,874	87%	6,711	13%	44,145	86%	7,155	14%
> 40 years	23,412	96%	895	4%	19,045	97%	613	3%	19,655	94%	1,326	6%	17,842	93%	1,261	7%
Total	133,829	81%	31,213	19%	125,438	87%	18,678	13%	135,187	77%	41,424	23%	127,173	73%	47,213	27%
Distribution by job classification⁽²⁰⁾																
Management	13,788	97%	2,313	3%	11,451	96%	539	4%	9,268	89%	1,146	11%	7,000	90%	808	10%
Supervisor	15,582	96%	4,677	4%	15,596	95%	811	5%	19,209	92%	1,657	8%	18,215	88%	2,614	12%
Specialist	104,459	78%	24,223	22%	98,391	85%	17,328	15%	106,710	73%	38,622	27%	101,958	70%	43,791	30%
Total	133,829	81%	31,213	19%	125,438	87%	18,678	13%	135,187	77%	41,424	23%	127,173	73%	47,213	27%

5.1.3.2. Distribution of the workforce by type of working day

In terms of working day, in 2021 56% of the workforce was part-time and 44% full-time (50% part-time and 50% full-time in 2020²¹; 53% part-time and 47% full-time in 2019; and 49% part-time and 51% full-time in 2018).

The distribution of full-time and part-time workers reflects a situation directly associated with the retail sector, where part-time backup teams are routinely required at certain times of the season, and where employment is often combined with other activities, mainly studies. In 2021, changes in the distribution of the workforce by type of working hours are explained by the large number of markets in which stores have not been able to open in full business

hours throughout the year, operating under restrictions on hours and/or the number of people allowed inside, owing to the health situation. In this context, it is important to note also that the replacements to cover the increase in medical leave among staff as a result of covid-19 led to a slight increase in the number of part-time hours.

FTE employment (Full Time Equivalent), that is, the resulting workforce after consolidating all full-time hours, constituted 90.9% of all jobs in 2021²² (89.5% in 2020, 89.2% in 2019 and 89.3% in 2018). This is a relevant indicator when it comes to explaining the quality of employment, and it reflects that part-time shifts have an extension close to full-time.

19. Type of contract and type of working day data available in the 2021 financial year for 98.2% of the workforce (not available for Belgium) (95.4% in 2020 and 94.7% in 2019). To calculate the number of contracts by type of working day by gender, age and professional classification, the corresponding percentages are applied to the total workforce data.

20. The description of the functions of the three job classification groups:

- Management: employees in managerial positions with responsibility for interdisciplinary working groups related to the areas of design, manufacturing, distribution, logistics, stores, technology, sustainability and other general services. This category includes store managers.

- Supervisors: employees who are part of interdepartmental and transversal working groups for design, logistics and stores, as well as sustainability, technology and other general services.

- Specialists: employees with an impact through individual contribution related to one of the Group's activities in the areas of design, manufacturing, distribution, logistics, stores, sustainability, technology and other general services.

21. The proportion of full-time and part-time employees reported in 2020 has been corrected. The correct figure is 50% full-time and 50% part-time.

The distribution of the part-time workforce, according to gender, age and professional classification is shown below:

Distribution of part-time employees by gender, age and job classification ²³

	2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Distribution by gender								
Women	72,992	58%	56,640	52%	70,308	55%	63,292	51%
Men	19,026	48%	15,861	44%	23,601	47%	22,091	43%
TOTAL	92,018	56%	72,501	50%	93,909	53%	85,383	49%
Distribution by age								
<30 years old	65,213	72%	49,137	62%	66,978	64%	58,626	58%
30-40 years old	19,375	39%	17,576	39%	20,854	40%	21,471	41%
> 40 years old	7,430	31%	5,788	29%	6,077	29%	5,286	27%
TOTAL	92,018	56%	72,501	50%	93,909	53%	85,383	49%
Distribution by job classification ⁽²⁴⁾								
Management	493	4%	428	4%	273	3%	139	2%
Supervisor	1,873	11%	1,545	9%	1,804	9%	1,831	9%
Specialist	89,652	67%	70,528	61%	91,832	63%	83,413	57%
TOTAL	92,018	56%	72,501	50%	93,909	53%	85,383	49%

5.1.3.3. Leavers

The workforce in Spain at the end of the financial year 2021 came to 46,075 people, of whom 74% were women and 26% were men (74% women and 26% men in 2020, 76% women and 24% men in 2019 and 75% women and 25% men in 2018).

In 2021, there were 741 dismissals in Spain for various reasons (968 in 2020, 978 in 2019 and 954 in 2018). Breaking down dismissals by gender, the distribution is similar to that of the workforce, as the number of women dismissed was 537, i.e. 73%, compared to 204 men, i.e. 27% (770 women, i.e. 80%, compared to 198 men, i.e. 20%, in 2020; and 746 women, i.e. 75%, compared to 232 men, i.e. 25%, in 2019; and 721 women, i.e. 76%, compared to 233 men, i.e. 24%, in 2018).



With regard to dismissals by job classification, in Spain, 76% were concentrated in specialist positions, according to the classification previously provided (71%,

22. FTE employment data in 2021 financial year available for 91% of the workforce (not available for Belgium, United States and Turkey).

23. Type of contract and type of working day data available in the 2021 financial year for 98.2% of the workforce (not available for Belgium) (95.4% in 2020 and 94.7% in 2019). To calculate the number of contracts by type of working day by gender, age and professional classification, the corresponding percentages are applied to the total workforce data.

24. The description of the functions of the three job classification groups is:

- Management: employees in managerial positions with responsibility for interdisciplinary working groups related to the areas of design, manufacturing, distribution, logistics, stores, technology, sustainability and other general services. This category includes store managers.
- Supervisor: employees who are part of interdepartmental and transversal working groups for design, logistics and stores, as well as sustainability, technology and other general services.
- Specialist: employees with an impact through individual contribution related to one of the Group's activities in the areas of design, manufacturing, distribution, logistics, stores, sustainability, technology and other general services.

71% and 75% in 2020, 2019 and 2018, respectively), for store and corporate headquarters, own factories and logistics centres alike. 14% of the dismissals have been in supervisors positions, and the remaining 10% in management positions. Regarding dismissals due to age in Spain, 43% (51%, 56% and 52% in 2020, 2019 and 2018, respectively) affected staff aged 30 to 40 years, the age group which accounts for the bulk of staff in Spain. This proportion is consistent with the distribution of the workforce in our home country, where the Company's headquarters are based. 35% of the dismissals have occurred in the group over 40 years old (representing 33% of our workforce), and the remaining 22% in the group under 30 years old (which represents 32% of our people in Spain).

Worldwide, with a workforce of 165,042 people in 2021 (144,116 in 2020, 176,611 in 2019 and 174,386 in 2018), dismissals amounted to 4,892 (5,870, 6,428 and 8,661 dismissals in 2020, 2019 and 2018, respectively). Of the total number of dismissals, the number of women who terminated their relationship with the Group for this reason was 3,441, 70%, compared to 1,451 men, 30% (4,332 women, 74% and 1,538 men, 26% in 2020; 4,344 women, 68% and 2,084 men, 32% in 2019; and 6,134 women, 71% and 2,527 men, 29% in 2018), again consistent with the gender distribution of the overall workforce. As for dismissals by professional classification, 83% are concentrated in Specialist positions (81%, 87% and 89% in 2020, 2019 and 2018, respectively), 10% in supervisor positions, and the remaining 7% in management positions, which is also consistent with our workforce distribution. By age, 60% correspond to those under 30 years of age (61%, 68% and 75% in 2020, 2019 and 2018, respectively), an age group which accounts for 58% of the Group's total employees (54%, 61% and 62% in 2020, 2019 and 2018, respectively). 30% of dismissals occur in the 30 to 40-year-old bracket (which represents 28% of our workforce), and the remaining 10% in the group over 40 years of age (which represents 14% of our people).

5.1.4. Labour relations

GRI 102-41; 102-8; AF26 AND AF29

We are strongly committed to **respecting our employees' labour rights** worldwide, and in particular their right to participation as a key element for the sustainable development of the business model.

Inditex's Code of Conduct and Responsible Practices, applicable to all Group employees, addresses **re-**

spect for trade union relations and rights in Chapter 3 on General Principles. The Code states that "The employees of Inditex have their right recognised to associate or organise themselves or to bargain collectively". Additionally, pursuant to section 4.2 of the Code: "Inditex makes its own, as part of its internal regulations, the contents of any national and international agreements and conventions to which it has adhered, and undertakes to promote and enforce them".

This commitment is evidenced by our global agreement for the respect and promotion of decent work and labour rights, signed in 2009 with the International Trade Union Federation UNI Global Union (UNI), the network of trade unions in the trade and retail sector, which encompasses more than 900 trade unions worldwide and represents more than 20 million workers. 100% of the Inditex Group employees are covered by the Global Agreement signed with UNI.

The Agreement between UNI and Inditex includes specific provisions regarding a number of issues governed pursuant to the principles established by the International Labour Organization (ILO):

- Among other rights, special mention is made therein to the enforcement of ILO Conventions 87 and 98 on ensuring **freedom of association and the right to collective bargaining**. In this regard, the Agreement states that 'Inditex recognises the right of trade unions to represent the workers and to regulate through collective bargaining the terms and conditions of their employment'.
- The **freedom to join any trade unions and non-discrimination** on account of membership to a trade union as part of labour relations is also ensured. Additionally, pursuant to ILO Conventions 100 and 111 and based upon non-discrimination on employment, equal opportunities and equal treatment for all people and non-discrimination in terms of remuneration for equal jobs are upheld. Inditex is committed to complying with applicable national laws and/or conventions, in furtherance of ILO Conventions 1 and 47 and of ILO Recommendation 116 concerning the working week and hours of work.

As for the scope of application of the Agreement with UNI, in addition to the reference to the protection and promotion of fundamental rights, the Group is committed to meeting the requirements laid down in national laws and in national collective bargaining agreements regarding working hours, protection of a safe, healthy and sustainable work-



ing environment, and promotion of best practices for occupational health and safety with the appropriate equipment and training. The Agreement between Inditex and UNI covers minimum rights for the staff of the various companies within the Group, given that in any event, such provisions, whether statutory, contractual or included in a collective bargaining agreement which confers higher rights, will always be respected.

Further to the above referred Agreement between Inditex and UNI, United Food and Commercial Workers International Union (“UFCW”), a US trade union and member of UNI, was interested in reaching a specific agreement with the Company for the stores in the USA covering the terms of the above-referred 2009 Agreement. In response to this demand, an agreement was signed in 2015 with UNI, UFCW, Inditex and Zara USA, which led to the approval of a collective agreement that currently extends to 24 stores in the states of New York, New Jersey and Connecticut (21 stores in 2020).

Meanwhile, the Inditex Group’s European Works Council (EWC), formally set up in 2019, was de-

vised to be a body for assurance and effectiveness of information and consultation of employees on transnational issues. Consequently, it played a crucial role during the pandemic as a natural liaison for the Company in all matters related to the situation arising from the global health emergency, but also as guarantor of the Digital Transformation Plan Agreement, which remains in force.

With the involvement of the local trade union representation and monitoring by the members of the EWC, in 2021 progress was made consensually on this state framework agreement between the retail brands of Inditex in Spain and the Federations of Services of the trade union CC.OO. and the Services, Mobility and Consumer Affairs Federation of the trade union UGT, on the working conditions of the staff in stores absorbed as a result of the implementation of this Plan and the *Integrated Store* concept.

One of the main developments in connection with the European Works Council (EWC) this year has been the launch of a working group on gender equality. In this regard, in June 2021, training on this topic was provided by UNI Global Union for



all EWC members and alternates. In addition, two other EWC plenary sessions were held during the year to inform members of key aspects of the Group regarding the economic situation, progress on the Digital Transformation Plan in the rest of the European countries, health measures implemented during the year, and investments made in humanitarian matters, among other topics. All eight member countries took part in the sessions, held in May and November.

Furthermore, regarding international social relations, a Collective Bargaining Agreement was signed between Zara Luxembourg and the trade unions, dated 22 October 2021 and in force from 1 November 2021 to 31 October 2024.

The progress was reflected in the health of social dialogue at the local level at Inditex subsidiaries, with training provided to human resources teams and store managers concerning trade union rights and cooperation with our workforce's legal representatives. The works councils and management

of our subsidiaries meet periodically to inform, consult and listen to the union representatives and reach agreements to improve people's working conditions and quality of life. Markets such as France, Italy, Germany, Austria, Belgium, Luxembourg, Norway, Sweden, Finland, Denmark, Chile and Argentina represent tradition in labour relations, while other countries like Poland are exploring new ways to manage their workforce on a day-to-day basis, with new employee representation. But even in markets where there is no trade union culture, there are ways that aim to achieve the same goal, namely people's engagement in their working environment. Such is the case in South Korea, where there is a collegiate body of 3 members who represent the rest of the employees in regular monitoring meetings and in the agreements reached with the company regarding working conditions.

Overall, the measures implemented this year in terms of social relations mean that, globally, the percentage of employees covered by local collec-

tive bargaining agreements remains at 60% (60% in 2020, 56% in 2019, and 70% in 2018) while, in Europe, the percentage is close to 70%, as in 2018, 2019 and 2020.

Work organisation

The Inditex Group Code of Conduct and Responsible Practices assumes as part of its internal regulation the content of applicable legislation and agreements and conventions, national and international, of which the Company is a party, and commits itself to comply with them.

Regarding organisation of work, the Code specifically regulates respect for the time limits set by the applicable laws in each country in terms of weekly working hours and overtime.

This commitment to compliance with working hours is addressed in the Global Agreement with UNI, which includes a section on the guidelines provided in ILO Conventions 1 and 47 regarding eight-hour days and 40-hour weeks, respectively, and in Recommendation 116 regarding reduction of normal working hours established as a minimum standard for each country.

In practice, laws and collective bargaining agreements applicable to Inditex establish maximum annual working hours for employees, based upon which work schedules are agreed. Inditex has in place a working time control system, in accordance with the applicable legislation in each market.

Constant attention to market developments throughout the year has enabled us to react in a timely and proper manner to the needs arising from changing health scenarios, and thus to keep adapting organisational measures to ensure the health and well-being of our people. Furthermore, our teams of managers play a crucial role in monitoring compliance and seeking improvements in the working environment, holding regular individual meetings with staff to discuss other social challenges and concerns they may have in the store, beyond mere compliance with labour regulations.

5.1.5. Remuneration policy

GRI 103-2; 103-3; 102-35; 102-8; 102-36; 102-37; 102-38; 102-39 AND 405-2

Our policy on remuneration seeks to adapt, at all times, to each of the 60 working markets where we operate, always commensurate with the Group's

culture and values, respecting the specific identity of each commercial brand. Accordingly, we strive to ensure that the remuneration standard is adapted to the local reality of each market, establishing remuneration according to the reference practices of each of these markets in local currency.

The remuneration policy at Inditex **guarantees non-discrimination** by reason of sex, age, culture, religion or ethnicity or any other circumstance. In this regard, the team of professionals at Inditex are remunerated according to their professional skills, experience, dedication and responsibility undertaken. Inditex's remuneration comprises a fixed component and a variable component.

Experience, personal contribution to the work, and responsibility within the organisation determine the fixed remuneration. Variable remuneration depends fully on predefined, quantifiable and measurable indicators, all linked to the Company's results. Based on this criterion, variable remuneration does not depend on a discretionary assessment of a person's individual performance, but is based solely on objective parameters. The purpose is to guarantee non-discrimination. In this regard, **variable remuneration is one of the key components of Inditex's remuneration policy and applies to employees in all areas of the Company's activity.** We encourage decision-making and initiative at all levels, and we reward people in proportion to the responsibility assumed.

In stores, our most widely used variable remuneration system is that of the monthly sales commission scheme. This is a way to reward the engagement of store employees in such key issues as sales results, feedback on products and store coordination and organisation. Over the last few years, we have started implementing a new system of in-store variable remuneration with a special focus on transparency and simplicity and taking into account the changing environment.

Moreover, true to our values of transparency and results orientation, in 2020 we aligned the Group's sustainability objectives with those of the office staff in terms of remuneration. Accordingly, **the achievement of our sustainability goals is a component of our office employees' variable remuneration.** This underpins our commitment to our people in this regard, highlighting the fact that our variables are fully linked to business results. In addition, during 2021, the level of achievement with structural variables has improved, thus enhancing the recognition of extraordinary results in our employees' remuneration.



Gender pay gap

To analyse differences in salaries by gender, the pay gap is the clearest indicator in methodological terms. The gender pay gap is calculated based upon the median salary in each market (considering total salary: fixed + variable, consisting of commission and bonus), weighted according to each area of activity of the Group (store, central services, logistics and factories). This median is in turn weighted according to each market’s weighting over the aggregate number of Inditex employees. As a result, a global reliable indicator of pay gap between male and female workers in the Group is obtained.

The outcome of the analysis carried out in 2021 shows **wage parity between men and women in Inditex**. In total salary terms, women are paid 0.3% more than men, indicating a slight variation from previous years (in 2020, men were paid 0.4% more than women; in 2019, women were paid 0.2% more than men; and in 2018, women were paid 0.8% more than men), which is explained by staff turnover during the period.

Pay gap

	2021	2020	2019	2018
Total	0.3%	-0.4%	0.2%	0.8%

The wage gap by geographic area is detailed below:

Pay gap by geographic area

	2021	2020	2019	2018
Spain	-0.8%	-0.8%	0.5%	1.0%
Europe without Spain	0.4%	-0.7%	-0.6%	0.2%
Americas	1.7%	2.6%	3.6%	0.3%
Asia and rest of the world	1.8%	-1.1%	-0.1%	0.0%
TOTAL	0.3%	-0.4%	0.2%	0.8%

Global average remuneration

Average remuneration is defined as the average wages in the Group (taking into account the total salary: fixed plus variable, consisting of commission and bonus), translated into euros, using the average exchange rate in 2021. Based on this calculation, global average remuneration in this period at Inditex amounted to 23,701 euros (gross) annually (23,959, 22,073 and 20,996 euros in 2020, 2019 and 2018, respectively).

With regard to this figure, it should be noted that the number of employees in Spain, our home market, only represents 28% of the total, and a significant portion of the 72% remaining staff are based in markets where wages translated into euros result to lower average remuneration (28% and 72% of workforce in 2020, 2019 and 2018, respectively).

By gender, the average remuneration of women in 2021 amounted to an annual gross figure of 22,770 euros, and that of men came to 26,502 euros (women: 22,749

euros in 2020, 21,142 euros in 2019 and 19,935 euros in 2018; men: 27,657 euros in 2020, 24,897 euros in 2019 and 23,556 euros in 2018). It should be pointed out that these two figures are not representative in terms of equal pay: the pay gap between men and women is due to a higher presence of women in a significant number of markets where average remuneration is lower on account of the exchange rate effect.

Regarding equal pay, the gender pay gap is a transparent indicator of pay received by men and women. In fact, the gender pay gap is calculated by market (weighted with the weight each of them represents), allowing for the isolation of the impact of the different local currencies, changes in the exchange rate and the geographic distribution of the workforce.

Based on these premises, the average remuneration by age and by job classification is provided below:

Total Wages in €				
	2021	2020	2019	2018
JOB CLASSIFICATION²⁵				
Management	52,744	50,050	51,327	47,804
Supervisors	33,840	32,859	31,002	27,963
Specialists	20,875	20,751	19,260	18,480
AGE				
Under 30	17,054	16,598	16,444	15,350
Between 30 and 40	28,689	28,214	27,433	26,320
Over 40	42,130	43,648	42,297	41,062

5.1.6. Our people's health, safety and well-being

GRI 102-10; 102-8; 102-12; 103-2; 103-3; 403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-8; 403-9; 403-10; 413-1; AF24 AND AF31

Over the course of 2021, we have continued to monitor the impact of covid-19 during the various waves that have occurred in the different markets, as well as its potential short- and medium-term effects on workers, customers, suppliers and other stakehold-

ers. Our priority continues to be to **guarantee the necessary health and well-being** for our Company to function normally.

5.1.6.1. Health and safety protection

At Inditex, we have an Occupational Health and Safety Policy, the latest version of which was approved by the Board of Directors in their meeting



FOR MORE INFORMATION

on our Occupational Health and Safety Policy.

25. The description of the functions of the three job classification groups is:

- Management: employees in managerial positions with responsibility for interdisciplinary working groups related to the areas of design, manufacturing, distribution, logistics, stores, technology, sustainability and other general services. This category includes store managers.
- Supervisor: employees who are part of interdepartmental and transversal working groups for design, logistics and stores, as well as sustainability, technology and other general services.
- Specialist: employees with an impact through individual contribution related to one of the Group's activities in the areas of design, manufacturing, distribution, logistics, stores, sustainability, technology and other general services.

of 10 September 2019. This policy states that the Company “strongly believes that health and safety at work enables and increases productivity and guides the way the Company operates its business activities”.

In 2021, the **ISO 45001:2018 certification** process continued, with the objective of guaranteeing the safety, health and well-being of employees and stakeholders commensurate with the highest international standard on OH&S Management Systems. During the year, sales and design activity was certified in Mainland China, Russia, Luxembourg, Canada, Romania, Argentina, Uruguay, Slovenia, Montenegro and Serbia, up to a total of 25 markets. In addition, during the fiscal year, progress was made in the ISO 45001 Certification Audit process at manufacturing and logistics companies in Spain and certification was obtained for this activity at the Cajamar Distribution Centre in Brazil. In 2022 the plan is to advance in the implementation of the ISO 45001 standard in India and at the distribution centre in Mexico.

80% of the company’s own employees who work in Inditex Group’s activities, companies and markets—over 132,000 people—do so in areas where the highest standard in the Occupational Health, Safety and Well-being Management System is implemented, in keeping with the maximum requirements of the ISO 45001 standard and in a process of continuous improvement.

As for the execution of refurbishment and construction works of stores and singular buildings in Europe within the Inditex Group, carried out by the company GOA INVEST, S.A., it is also certified to ISO 45001, the highest international OH&S standard.

Employee health and safety training

Training is a pivotal and indispensable activity for occupational health and safety, for both companies and workers. For companies, it represents a measure to help reduce accidents, while for workers it is a means of acquiring knowledge of their workplace, any risks to which they might be exposed, and how to prevent them effectively.

Occupational health and safety competencies and qualifications form a body of specialised knowledge. There are as many types of training programmes as there are tasks or jobs, and different objectives are set, ranging from training required for a management position to training that aims to equip workers with the knowledge they need to work safely.

In this case, the number of workers receiving on-the-job training in 2021 is reported.

Workers trained/Market

Market	2021
Spain	14,706
Germany	434
Argentina	781
Australia and New Zealand	404
Austria	579
Belarus	386
Belgium	1,309
Brazil	671
Bulgaria	590
Canada	1,702
Chile	201
Mainland China	5,782
Croatia	1,030
Slovakia	436
United States	2,687
France	2,870
Greece	1,244
India	63
Ireland	432
Italy	3,494
Kazakhstan	970
Luxembourg	181
Mexico	1,398
Norway	6
Poland	4,182
Portugal	1,888
United Kingdom	4,568
Czech Republic	479
Romania	2,567
Russia	1,573
Serbia	910
South Africa	42
Turkey	2,338
Ukraine	1,314
Uruguay	322



5.1.6.2. Promoting well-being

Inditex, Healthy Organisation

At Inditex, we see promoting the health, safety and well-being of all our employees as a priority. In 2021, the Group’s companies in Spain, Italy, the United Kingdom and Ireland maintained their Healthy Company certification, and the markets of Japan, Portugal, Greece, Argentina, Mexico, Uruguay, Germany, Poland, Turkey and Chile were included. This standard identifies **cross-cutting issues in managing the Health, Safety and Well-Being** of individuals based on physical and psycho-social issues, in resources allocated to the health of the workers, and in the participation of the company and its workers in the community, and it is based on the World Health Organization model. In addition, the goal for 2022 is to obtain certification for the Group’s companies in Mainland China, Belgium, Luxembourg, Romania, Canada, Croatia and Bulgaria.

Well-being Committees

In 2021 we also made progress in setting up new Well-Being Committees in Bulgaria, Mexico, Mainland China, the United Kingdom, Ireland, Italy, Portugal, Chile, Japan, Romania, Greece, Russia, Turkey and Croatia; in Spain they have been set up at Massimo Dutti, Bershka and Oysho brands. These are cross-cutting bodies for the promotion and coordination of a range of initiatives and actions aimed at promoting people’s well-being, in such varied aspects as diversity, equality, health, inclusion, work-life balance, mental and psycho-social health, working hours, food, ergonomics, work spaces, sports activities, employee mobility, events and social actions (participating in world days and employee engagement in the community).

Promoting health

Considering the current special circumstances, in 2021 we celebrated World Day for Safety and Health at Work with the slogan 'The power of resilience'. This global awareness campaign included all the markets in which Inditex is present and all Group companies.

Inditex also runs the **InHealth portal**, which focuses on promoting health and healthy habits among the Group's employees, through news, actions or challenges adapted to their working environment, aimed at raising awareness on the importance of maintaining a balance between body, mind and emotions. This portal is currently accessible in 22 markets, having been launched during 2021 in Croatia, the Netherlands, Japan and Chile. Furthermore, in 2022 it is scheduled to be rolled out in Romania, Belgium, Luxembourg, India, Australia and Serbia. InHealth received 165,980 visits over the 2021 financial year.

Health services

The commitment to our workers' healthcare is a principle of the Inditex Group's Health and Safety Policy. Accordingly, in all logistics and manufacturing centres there is a **medical service** available to workers which, among other functions, carries out periodic medical check-ups and other complementary health control tests for workers, as well as flu vaccination campaigns.

Likewise, in the markets where we operate we are developing health services initiatives as part of the objectives of the Healthy Organisation certification, such as the psychological support line in Mainland China, South Africa and Portugal, additional health insurance in Slovakia, Greece, Turkey, India, Romania or Canada and initiatives in other markets related to physiotherapy services, additional eye tests with subsidies for acquiring prescription glasses and more frequent medical check-ups involving additional types of tests in addition to those legally established in the local legislation.

Prevention of musculoskeletal injuries

In relation to the prevention of musculo-skeletal injuries, at Inditex we continually assess the **ergonomic conditions associated with physical strain** in tasks

carried out at work centres, both by our teams and by third parties who perform their activities there. Through this assessment, based on an entirely preventive approach, we identify tasks that involve manually handling loads, awkward postures and repetitive movements in order to plan preventive actions on ergonomic conditions, aimed at protecting workers' health. For this purpose, we provide initial training on musculo-skeletal injuries to all workers at our logistics centres and stores.

In 2021, we continued to implement initiatives such as the 'Let's Move' Posture Coach, Ergo@Home training or the Prevent and Recover Plan, which includes training at various partner centres for yoga, pilates, swimming pool with specific exercises or training on 'Caring for your Back' at stores. All these training sessions reached more than 5,000 workers in the period.

5.1.6.3. Health and safety indicators

In 2021, we compiled information on accidents in our own logistics, store, office, manufacturing and construction activities. The risks we have studied include falls on the same or different levels, as well as sprains or strains due to overexertion in the activity. This helps us to work on preventive and remedial measures.

When analysing health and safety indicators, we consider an occupational accident to be any bodily injury to a worker during or as a consequence of the work performed as an employee, while an occupational disease is a disease whose onset is a result of the work performed as an employee in the activities and specified in the professional illnesses chart of the activity, according to local legislation. Such disease must be a result of the action of elements or substances indicated in said chart for each occupational disease.

In 2021, we registered 12 occupational accidents with recovery periods of more than 180 days in Spain, and 34 in other markets (6 and 0 in 2020, respectively). On the other hand, no death resulting from an injury or accident at work has been recorded in any of the markets where the Group operates.

Other accident rates ²⁶

2021²⁷

Spain	Incident rate ²⁸	Frequency rate ²⁹	Severity rate ³⁰
Own stores			
Women	15.2	12.79	0.28
Men	15.1	11.26	0.20
Logistics centres	Incident rate²⁸	Frequency rate²⁹	Severity rate³⁰
Women	85.4	63.83	2.03
Men	107.8	74.66	2.25
Own factories	Incident rate²⁸	Frequency rate²⁹	Severity rate³⁰
Women	19.2	10.55	0.44
Men	53.7	21.07	0.67
Central services	Incident rate²⁸	Frequency rate²⁹	Severity rate³⁰
Women	1.8	0.88	0.01
Men	3.3	1.63	0.04
		Incident rate²⁸	Frequency rate²⁹
Europe³¹			
Women		14.83	12.80
Men		15.37	11.64
Asia and rest of the world ³²			
Women		5.28	3.80
Men		4.53	3.03
Americas³³			
Women		13.04	9.43
Men		11.58	7.85
Occupational diseases			
	Logistics centres	Own stores	Own factories
Spain			
Women	2	0	7
Men	5	0	2
Rest (Europe, America and Asia and rest of the world)			
Women	0	23	NA
Men	0	13	NA

26. Accident data are shown as ratios only, as these are a reliable representation of the Company's health and safety performance.

27. In the process of implementation of Systems to report data on severity rates in Europe, America, Asia and the rest of the world.

28. Incident rate with leave = (No. accidents with leave * 1,000) / Average no. workers.

29. Frequency rate = (No. accidents with leave * 1,000,000) / No. hours worked.

30. Severity rate = (Days of leave * 1,000) / No. hours worked.

31. Albania, Austria, Belgium, Belarus, Bosnia Herzegovina, Bulgaria, Croatia, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Montenegro, the Netherlands, Norway, Poland, Portugal, Republic of North Macedonia, Romania, Russia, Serbia, Slovakia, Slovenia, Sweden, Switzerland, Turkey and the United Kingdom.

32. Australia, New Zealand, India, South Korea, Japan, Mainland China, Kazakhstan, Hong Kong, Taiwan and South Africa.

33. Argentina, Brazil, Canada, Chile, United States, Mexico and Uruguay.

2020³⁶

Spain	Incident rate³⁴	Frequency rate³⁵	Severity rate³⁷
Own stores			
Women	14.08	14.81	1.08
Men	12.17	12.88	1.6
Logistics centres			
Women	68.99	72.38	1.24
Men	81.95	76.80	1.18
Own factories			
Women	8.40	6.93	1.14
Men	0.00	0.00	0.00
Central services	Incident rate³⁸	Frequency rate³⁹	Severity rate
Women	2.68	1.77	0.38
Men	2.50	1.4	0.47
		Incident rate³⁸	Frequency rate³⁹
Europe⁴¹			
Women		13.06	14.76
Men		15.31	17.29
Asia and rest of the world⁴²			
Women		4.50	3.73
Men		4.00	3.26
Americas⁴³			
Women		40.86	45.84
Men		31.20	34.20

Occupational diseases

	Logistics centres	Own stores	Own factories
Spain			
Women	4	1	2
Men	10	0	0
Rest (Europe, Americas, Asia and rest of the world)			
	Europe	Asia and the rest of the world	Americas
Women	21	0	23
Men	3	0	11

34. Incident rate with leave = (No. accidents with leave * 1,000) / Average no. workers.

35. Frequency rate = (No. accidents with leave * 1,000,000) / No. hours worked.

36. In the process of implementation of Systems to report data on severity rates in Europe, America, Asia and the rest of the world.

37. Severity rate = (Days of leave * 1,000) / No. hours worked.

38. Incident rate with leave = (No. accidents with leave * 1,000) / Average no. workers.

39. Frequency rate = (No. accidents with leave * 1,000,000) / No. hours worked.

40. Severity rate = (Days of leave * 1,000) / No. hours worked.

41. Germany, Belgium, Croatia, France, Greece, Italy, Poland, Portugal, United Kingdom, Romania, Russia, Serbia, Switzerland and Turkey.

42. Australia, South Korea, Japan, Mainland China and South Africa.

43. Argentina, Canada, Chile, United States, Mexico and Uruguay.

2019

Spain	Incident rate⁴⁴	Frequency rate⁴⁵	Severity rate⁴⁶
Own stores			
Women	19.28	10.71	0.19
Men	13.31	7.39	0.15
Logistics centres			
Women	100.45	55.80	1.58
Men	107.94	59.97	1.53
Own factories			
Women	58.12	32.29	0.99
Men	64.91	36.06	1.88
Central services			
Women	3.51	1.95	0.03
Men	2.48	1.38	0.00
		Incident rate⁴⁴	Frequency rate⁴⁵
Europe			
Women		20.80	17.50
Men		17.30	13.50
Asia and rest of the world			
Women		3.50	2.60
Men		2.80	2.00
Americas			
Women		17.90	13.00
Men		15.40	10.70

Occupational diseases⁴⁷

	Logistics centres	Own stores	Own factories
Spain			
Women	10	1	9
Men	9	0	0

44. Incident rate with leave = (No. accidents with leave * 1,000) / Average no. workers.

45. Frequency rate = (No. accidents with leave * 1,000,000) / No. hours worked.

46. Severity rate = (Days of leave * 1,000) / No. hours worked.

47. Data on occupational diseases outside of Spain in 2019 are not included, nor data on occupational diseases in 2018, since there is no information on these indicators for these periods.

Other accident rates

2018

Spain	Incident rate ⁴⁸	Frequency rate ⁴⁹	Severity rate ⁵⁰
Own stores			
Women	18.00	14.70	0.41
Men	20.70	14.60	0.25
Logistics centres			
Women	107.80	70.90	1.96
Men	126.50	78.80	1.65
Own factories			
Women	73.80	53.60	1.82
Men	167.70	102.00	3.00
Central services			
Women	3.20	1.80	0.05
Men	2.20	1.20	0.07
		Incident rate ⁴⁸	Frequency rate ⁴⁹
Europe			
Women		19.30	16.90
Men		17.00	14.70
Asia and rest of the world			
Women		6.70	5.40
Men		3.50	2.80
Americas			
Women		12.00	9.10
Men		11.40	8.50

In financial year 2021, the total number of hours of absenteeism due to common illness, corresponding to 95.4%⁵¹ of the Group's employees (including all logistics and store employees in the world and office employees in Spain), amounted to 11,028,054 hours (10,761,725 hours in 2020, corresponding to 96% of employees; 10,275,537 hours in 2019, corresponding to 92% of employees; and 9,107,205 hours in 2018, corresponding to 83% of employees).

The total number of hours worked in financial year 2021, corresponding to 92.7% of Group's employ-

ees (including all logistics and store employees in the world), amounted to 169,194,610 hours (92% of employees and 132,302,227 hours in 2020).

Accidents involving employees from external companies⁵²

The Health and Safety protection of the workers of external companies that provide their services on a permanent basis in the work centres is part of the Inditex Group's commitment. In 2021 there were work-

48. Incident rate with leave = (No. accidents with leave * 1,000) / Average no. workers.

49. Frequency rate = (No. accidents with leave * 1,000,000) / No. hours worked.

50. Severity rate = (Days of leave * 1,000) / No. hours worked.

51. There is no available information on the remaining 4.6%.

52. The Group is working to improve its reporting systems in the commitment to continue making headway in reporting accidents at suppliers in new markets in future reporting periods.

place accidents in Spain (33), Germany (2) and Russia (0) in sales, design, logistics and own manufacturing activities (5, 3 and 1, respectively, in 2020).

With regard to refurbishment and construction works of stores and singular buildings, there were 38 workplace accidents—contractors and sub-contractors—in the following markets: Australia (1), Slovakia (1), Spain (26), France (1), the Netherlands (3), Ireland (1), Italy (3), the Republic of Northern Macedonia (1) and Serbia (1).

Emergency management

So as to **actively manage at all times the risks** that may arise in any workplace, and in keeping with our philosophy of following the precautionary principle, we have designed, prepared and implemented **Emergency and Evacuation Plans and Self-Protection Plans** that establish the organisational and functional criteria in the different facilities. The objective is to prevent, control and provide an adequate response, from the outset, to potential emergency situations that may cause harm to people and/or their property.

Through these plans, we comply with the regulatory requirements applicable to occupational risk prevention and occupational health and safety, as well



as with the internal requirements established by the Group for the workplaces.

In short, these Emergency and Evacuation Plans and Self-Protection Plans include the necessary steps for prevention and control, as well as protection measures and other actions to be taken in the event of emergencies.

In the last four years, the following actions were taken:

2021

Brand	Self- Protection Plan	Emergency and Evacuation Plan	Emergency and Evacuation Plan
		New	Updated
Bershka	9	6	14
Massimo Dutti	12	3	1
Oysho	2	5	24
Pull&Bear	6	3	31
Stradivarius	5	16	17
Uterqüe	1		
Zara	27	17	36
Zara Home	4	5	7
Total	66	55	130

2020

Brand	Self- Protection Plan	Emergency and Evacuation Plan	Emergency and Evacuation Plan
		New	Updated
Bershka		14	10
Massimo Dutti		4	7
Oysho		1	12
Pull&Bear		7	46
Stradivarius		21	11
Uterqüe		1	2
Zara	2	22	83
Zara Home		1	7
TOTAL	2	71	178

2019

Brand	Self- Protection Plan	Emergency and Evacuation Plan	Emergency and Evacuation Plan
		New	Updated
Bershka		10	8
Massimo Dutti		13	8
Oysho		12	
Pull&Bear		18	26
Stradivarius		21	2
Uterqüe		1	3
Zara	1	29	28
Zara Home		4	
TOTAL	1	108	75

2018

Marca	Self- Protection Plan	Self- Protection Plan	Emergency and Evacuation Plan	Emergency and Evacuation Plan
	New	Updated	New	Updated
Bershka			24	
Massimo Dutti	1		18	9
Oysho			17	
Pull&Bear			14	32
Stradivarius			56	4
Uterqüe		1	5	
Zara	1	2	47	74
Zara Home			8	8
Total	2	3	190	127

Emergency, Self-Protection and Evacuation Plans

Market	2021	2020	2019	2018
Spain	251	251	184	322
Albania	0	41	33	38
Germany	14	122	138	0
Argentina	12	11	11	11
Australia and New Zealand	1	19	2	0
Austria	0	25	23	24
Belarus	0	0	0	25
Belgium	3	0	3	0
Bosnia Herzegovina	0	4	16	13
Brazil	3	7	2	0
Bulgaria	0	35	40	39
Canada	0	0	0	43
Chile	1	1	0	13
Mainland China	9	167	164	0
South Korea	0	40	46	1
Croatia	1	3	10	43
Denmark	0	0	0	17
Slovakia	7	16	16	16
Slovenia	2	16	5	40
United States	12	16	0	2
Finland	0	0	0	8
France	15	378	300	0
Greece	158	164	166	165
Hungary	0	39	39	39
India	0	0	0	0
Ireland	0	20	0	13
Italy	476	70	285	287
Japan	1	4	3	3
Kazakhstan	0	2	36	80
Luxembourg	0	0	12	0
North Macedonia	7	0	5	5
Mexico	399	315	116	38
Montenegro	0	0	2	0
Norway	0	0	1	8
The Netherlands	5	0	0	0
Poland	230	245	248	238
Portugal	5	18	0	0
United Kingdom	27	14	0	49
Czech Republic	0	22	0	24
Romania	3	143	0	10
Russia	110	124	0	123
Serbia	0	23	0	26
South Africa	0	0	0	9
Sweden	0	2	0	0
Switzerland	0	40	0	0
Turkey	7	229	0	15
Ukraine	45	0	0	0
Uruguay	4	4	0	4

Other emergency management activities are summarised in the tables below

2021

Work centre	Description
Stradivarius Headquarters	Platform Evacuation Drill
Meco Platform	Practical Fire Prevention Training at the Meco Logistics Platform
Cabanillas Platform	Practical Fire Prevention Training at the Cabanillas Platform
Plataforma Europa, S.A.	Plataforma Europa, S.A.
Zara Home Logistics	Evacuation drill

2020

Work centre	Description
Industria de Diseño Textil S.A.	Evacuation drill at the Laracha logistics centre
Factories	Evacuation drill
Bershka Indipunt Pull&Bear logistics Meco logistics platform Tordera offices (all concepts) Oysho logistics	Event Report - New SS20 Collection
Indipunt	Evacuation drill
Pull&Bear logistics	Updating of Self-Protection Plan and Drill
Meco logistics platform	Updating of Self-Protection Plan
Tordera offices (the entire chain)	Report on process drill
Oysho logistics	Report on process drill

2019

Work centre	Description
Pull&Bear logistics	EEP (Works) Provisional Canteen Narón
TEMPE, S.A.	Classroom course on First Intervention Teams
Pull&Bear	Event (El Instante Foundation)
Industria de Diseño Textil, S.A.	EEP and Implementation Talent Centre Inditex Barcelona
Industria de Diseño Textil, S.A.	EEP and Implementation Talent Centre Inditex Madrid
Plataforma Europa, S.A.	Platform Evacuation Drill
Meco platform	Platform Evacuation Drill



5.1.6.4. Covid-19 care

At Inditex, we endeavour to ensure the health and safety of our people, especially in these difficult circumstances. In 2021 we have made headway in the implementation of the New Normal Measures based on adapting swiftly to the epidemiological situation in each market.

To achieve this, we have actively implemented the measures established by the health authorities to safeguard the health and safety of our employees. Accordingly, we have maintained and updated measures such as:

- Defining the prevention measures and protocols to implement in our various workplaces and markets.
- Normalising and adapting our staff's work processes.
- Monitoring the effective implementation of preventive measures to protect our employees' health.
- Providing regular information to our employees regarding the prevention measures set forth in corporate protocols and/or by the health and other local authorities, pandemic developments, etc.
- Creating and consolidating committees to manage the emergency, headed by the management of each business unit.
- Compiling data on the epidemiological situation and monitoring the impact of covid-19 on our employees.
- Updating our protocols based on published information and verifying their adequacy at all times with the applicable standards and guidelines issued by the various competent authorities in the different markets.
- At headquarters and logistics centres, a varied raft of measures has been put in place to create safe common spaces and areas (mainly in canteens and rest areas), such as adapting seating capacities, marking distances, removing furniture to ensure social distancing and/or facilitating the movement of people and, in some cases, the placing of protective screens.
- Installing protective screens in most workstations.
- Prioritising video calls and other telematic applications and reducing seating capacity in meeting rooms.
- Adapting smoking areas to the new regulations, moving them away from doorways and transit areas and, in all cases, ensuring compliance with social distancing.