







PEOPLE, AT THE FOREFRONT OF OUR TRANSFORMATION

The over 176,000 people who work for Inditex are at the heart of our Group's growth and transformation.

Three principles guide Inditex's philosophy towards our people: our culture and the values we share; the diversity of our teams and equal opportunities; and our strong commitment to talent development, particularly professional growth and internal promotion.

SDG	Goals	Contribution of Inditex
	3.4	Occupational health and safety is a fundamental part of our relationship with our employees, as reflected in our Occupational Health and Safety Policy. All the measures needed to ensure their safety are therefore carried out. During 2019 we began the transition towards the new ISO 45001:2018 certificate, the highest international standard in Management Systems.
	4.4 4.5	Training our employees is key to the development of our business model, based on constant innovation and teamwork. For this reason, one of the most important aspects managing our people is the creation of opportunities for their development and their professional and personal growth.
	5.1	Women play an essential role at Inditex: they represent 76% of the Group's employees and hold 79% of the management positions. Promoting gender equality is one of the pillars of Inditex's commitment to its employees. This means we do not tolerate discrimination of any kind and we develop measures that promote equality between women and men. In January 2020 we were included in the Bloomberg 2020 Gender-Equality Index.
	8.5 8.6 8.8	The over 176,000 people who work for Inditex are key to the Company's success. This is why one of our priorities is to continually improve employment quality. We are committed to guaranteeing stable and safe work environments that foster work-life balance as well as equal opportunities and professional development. In this regard, we promote the employability of young people: 61% of our workforce is aged under 30, and the average age of Group employees is 28.9 years old.

 More information on pages 328 and 329 of this Annual Report.

Our people

People are at the heart of Inditex. We strongly believe that they are the driving force for the growth and transformation of our Group. Our people transmit their enthusiasm and passion for responsible fashion to our customers, and they push us constantly to reinvent ourselves and to be able to face new challenges.

Three principles guide Inditex's philosophy towards our people: our culture and the values we share and foster; the diversity of our teams and equal opportunities; and our firm commitment to talent, particularly professional growth and internal promotion.

One of the keys to our performance can be found in our **culture**, which we are confident will allow us to keep adapting to future needs and changes in our market. Our teams embrace **values** such as humility, teamwork, nonconformity, innovation, flexibility, agility and sustainability, whilst fostering a permanent customer-focused approach.

We look after the well-being and safety of all our staff around the world, and it is our goal to continue improving day by day, offering services and creating environments where the employee is at the centre. Thanks to the different communication platforms we have at our disposal, especially INet, our employee intranet, we can communicate an endless amount of content, which is always underpinned by these values, which we all share and adopt as our own within the Group.

Another of our fundamental principles is **diversity** and **inclusion**. Having diverse teams has always made us stronger, since our beginnings. Our people represent 172 different nationalities, women make up 76% of our workforce and hold 79% of management positions, and there is no wage gap.

We find it natural to have a diverse, creative and inventive staff, with employees being part of dynamic, talented teams, where they are accepted the way they are, regardless of race, ethnicity, gender, gender identity, sexual orientation, age, religious beliefs or nationality, or any other trait. In this respect, the Inditex Diversity and Inclusion Policy



Our people represent 172 different nationalities, women make up 76% of our workforce and hold 79% of management positions, and there is no wage gap.

establishes the framework that promotes the values of diversity, multiculturalism, acceptance and integration in all the entities of our company, and governs all our actions with regard to people.

We promote global initiatives to foster diversity and inclusion, such as the *Open to All Commitment* or the *Diversity Charters*.

In terms of gender equality, in January 2020 we were included in the *Bloomberg 2020 Gender-Equality Index*. Our commitment is also demonstrated by the equality plans in place in Spain, or the *GEEIS certificate (Gender Equality European and International Standard)* awarded to our Belgian subsidiary.

In 2019 we can highlight two projects to expand inclusion of people with disabilities:

Our new employment portal 'Inditex Careers', which has obtained *WCAG International Web Accessibility Certification* with an AA level of conformance, for which we collaborated with Ilunion Tecnología y Accesibilidad, from the ONCE Social Group. This certification emphasizes our ongoing commitment to providing a service that is accessible to the widest possible audience, regardless of the technology of the website or the capabilities of users. Meanwhile, we would like to underline our continuous commitment to '*for&from*', a programme for the social and labour integration of people with disabilities, which recently opened its first store outside Spain (in Como, Italy), now reaching a total of 15 stores.

With respect to the inclusion of people from different socio-ethnic origins, the Salta initiative is a good example. Salta works to help the labour and social integration of people facing systemic, social and economic barriers, through which a total of 1,372 people have joined the different teams of Inditex across 13 markets since 2008.

And in terms of LGBT+ inclusion, we subscribe to the LGBT+ Standards of Conduct for Business, promoted by the United Nations, and are members of the *Open for*

Business coalition and REDI, the Business Network for LGBT+ Diversity and Inclusion. In addition, in 2019 we collaborated with the *Stonewall Community Foundation* to fund two projects to help the transgender community in the United States.

During 2019, the Diversity and Inclusion team has joined a broader area that integrates all our Diversity, Inclusion, Equality and Contribution to the Community initiatives within the Group.

The third principle that guides our actions in terms of people is our firm commitment to **talent**. We are convinced that our growth and evolution are closely linked to our people's, and that is why at Inditex, we bet heavily on training, internal promotion and mobility.

In 2019, 25% of new hires in our structure teams came from internal promotions from our stores or logistics centres. And over the course of the year, more than 1,400 people changed role, department, brand or market within our structures. And we also invested in more than three million hours of training. Training and development is key in this new context of transformation, in order to accompany our teams both in new emerging functions and in the transformation of what we were already doing. An example of this is the integrated store model, designed to offer the best shopping experience to our customers wherever it takes place.

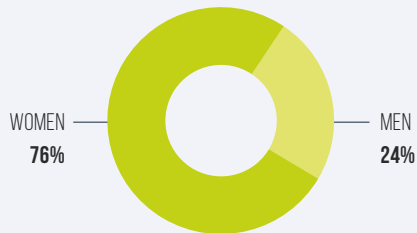
In line with our values of transparency, results-based approach and simplicity, our Company's targets are aligned with those of our workforce in terms of remuneration. In 2019 we announced various new measures, such as the inclusion of sustainability-related targets in the variable remuneration of our employees, which reinforces our commitment to all our people in this area, or the fact that our variable salaries are fully linked to our business results.

We trust our people and will continue to rely on them to contribute to the Group's performance, to accompany the transformation of our business and to face the new challenges that the future holds.

01/ Our people in 2019

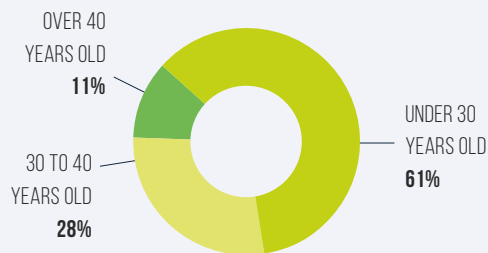
NATIONALITIES	AVERAGE AGE OF THE WORKFORCE
172	28.9 YEARS

DISTRIBUTION OF THE WORKFORCE BY GENDER (%)

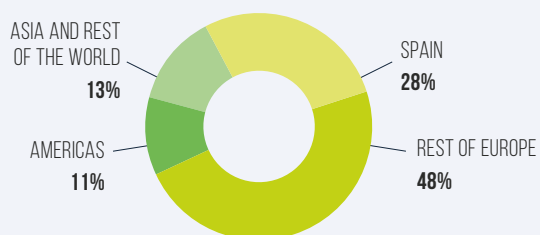


176,611
PEOPLE

WORKFORCE DISTRIBUTION BY AGE (%)



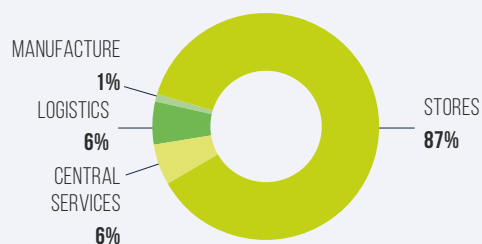
WORKFORCE DISTRIBUTION BY GEOGRAPHIC AREA (%)



19,749
PEOPLE

AMERICAS

WORKFORCE DISTRIBUTION BY ACTIVITY (%)



	PEOPLE
Argentina	872
Brazil	2,849
Canada	2,595
Chile	871
Mexico	5,897
United States	6,310
Uruguay	355

48,687
PEOPLE

SPAIN

84,634
PEOPLE

EUROPE*

23,541
PEOPLE

ASIA AND REST OF THE WORLD

PEOPLE

Albania	243
Austria	1,455
Belarus	290
Belgium	2,945
Bosnia and Herzegovina	424
Bulgaria	716
Croatia	1,160
Czech Republic	700
Denmark	329
Finland	260
France	10,030
Germany	5,531
Greece	4,278
Hungary	1,126
Ireland	854
Italy	8,626
Luxembourg	318
Monaco	39
Montenegro	128
North Macedonia	154
Norway	386
Poland	4,679
Portugal	7,247
Romania	3,027
Russia	10,696
Serbia	947
Slovakia	359
Slovenia	276
Sweden	844
Switzerland	1,564
The Netherlands	3,018
Turkey	5,166
Ukraine	1,390
United Kingdom	5,429

(*) Does not include Spain

PEOPLE

Australia	1,636
Bangladesh	59
Cambodia	6
Mainland China	11,169
Hong Kong SAR	1,020
Macao SAR	170
Taiwan, China	626
South Korea	1,673
India	1,294

PEOPLE

Japan	4,314
Kazakhstan	779
Morocco	26
New Zealand	115
Pakistan	2
Singapore	4
South Africa	633
Vietnam	15

02/ Talent management

Talent is key to enabling Inditex to transmit its passion for responsible fashion to its customers. This enthusiasm is shared by all our people, and their work is characterised by their drive, commitment, creativity and customer focus.

Talent management has three main missions:

- 1) To attract the best talent to work with us, from our stores and logistics centres to our creative, product, technological or digital teams.

- 2) To provide our people with development opportunities through internal promotion, mobility and training, in order to foster their growth as professionals.
- 3) To offer a safe and enriching work environment, with attractive conditions that help us retain talent.



More information about our talent management practices in the Inditex Group's Non-Financial Information Statement (NFI) for 2019, available on the website for this Annual Report.

02.01/ Talent attraction

Inditex Careers, our employment portal, has obtained the *WCAG International Web Accessibility Certification* with an AA level of conformance.

- Traffic: Over 6.8 million visits from more than 190 markets.
- Social media: Present on six channels, with more than 1.7 million followers.

Employer brand:

Merco Talento has named Inditex the *Best Company to work for* in Spain for a ninth consecutive year.



Universum includes Inditex since 2015 among the top 3 best companies to work for in the Business and Commerce category, based on university student surveys.



02.02/ Development

Internal promotion: 25% of new hires in our structure teams came from internal promotions from our stores or logistics centres.

Mobility: More than 1,400 people changed role, department, brand or market within our structures.

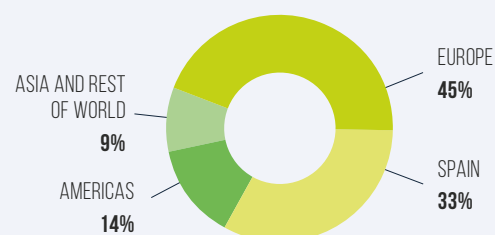
02.03/ Training

Training hours, participants and people trained

TRAINING PARTICIPANTS BY GEOGRAPHIC AREA

GEOGRAPHIC AREA	PARTICIPANTS
EUROPE	163,656
SPAIN	117,637
AMERICAS	48,929
ASIA AND REST OF THE WORLD	31,028
TOTAL	361,250

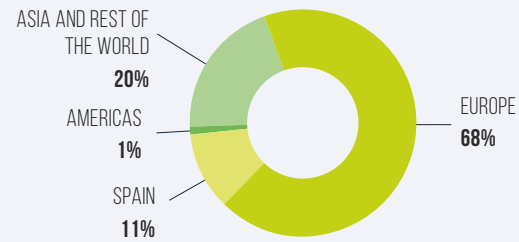
TRAINING PARTICIPANTS BY GEOGRAPHIC AREA (%)



TRAINING HOURS BY GEOGRAPHIC AREA

GEOGRAPHIC AREA	TRAINING HOURS
EUROPE	2,085,281
SPAIN	351,421
AMERICAS	45,684
ASIA AND REST OF THE WORLD	606,904
TOTAL	3,089,290

TRAINING HOURS BY GEOGRAPHIC AREA (%)



TOTAL TRAINING HOURS	3,089,290 HOURS
TOTAL TRAINING PARTICIPANTS	361,250 PARTICIPANTS
TOTAL NUMBER OF PEOPLE TRAINED	151,306 UNIQUE PARTICIPANTS
AVERAGE TRAINING HOURS PER TRAINED EMPLOYEE	20.4 HOURS/TRAINED EMPLOYEE
AVERAGE TRAINING HOURS PER EMPLOYEE (AVERAGE WORKFORCE)	17.5 HOURS/EMPLOYEE

Training by gender and job classification

TRAINING BY GENDER

GENDER	AVERAGE WORKFORCE	TRAINING HOURS	PARTICIPANTS	AVERAGE HOURS
WOMEN	133,465	2,372,010	278,320	17.8
MEN	43,146	717,280	82,930	16.6
TOTAL	176,611	3,089,290	361,250	17.5

TRAINING BY GENDER (%)



TRAINING BY JOB CLASSIFICATION ⁽¹⁾

JOB CLASSIFICATION	AVERAGE WORKFORCE	TRAINING HOURS	PARTICIPANTS	AVERAGE HOURS
Manager	10,473	170,913	26,647	16.3
Supervisor	19,779	260,524	39,447	13.2
Specialist	146,359	2,657,853	295,156	18.2
TOTAL	176,611	3,089,290	361,250	17.5

Training by content type

CONTENT	PARTICIPANTS	TRAINING HOURS
CORPORATE (Who we are)	131,289	1,358,388
FASHION, PRODUCT AND CUSTOMER	102,982	106,818
PROCESSES, TECHNIQUES AND TOOLS	60,701	475,668
OTHER	52,671	1,049,822
SKILLS	11,071	46,561
LANGUAGES	2,536	52,033
TOTAL	361,250	3,089,290

(1) Manager: employee 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 form part of interdepartmental working groups that cut across the activities of design, logistics and shops, 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.

Main training programmes

ZARA 2025 SUSTAINABILITY

DESCRIPTION	Sustainability training programme for Zara's product teams within the scope of our commitment with <i>Global Fashion Agenda</i> . The training is conducted through co-creation workshops on our <i>Vision 2025</i> about our sustainability strategy and is completed with technical training modules.
SCOPE	The entire Zara product team has attended the <i>Vision 2025</i> session and the three technical training modules. In total, more than 800 people have passed through the programme, with 80 training sessions.
OBJECTIVES	To achieve a shared vision of Zara's sustainability objectives for 2025, and to deepen our knowledge of raw materials, tools and processes throughout our supply chain.

DIVERSITY AND INCLUSION

DESCRIPTION	<i>'The Right leader @ Inditex is inclusive'</i> is an interactive workshop on Diversity and Inclusion. The objective is to help our management teams build and promote more inclusive working environments, with a strategic vision of diversity management.
SCOPE	More than 330 managers from 17 countries in Europe and the Americas, as well as the managers of our logistics platforms in Spain and Lelystad (the Netherlands), have completed this three-hour face-to-face training. In addition, the entire US corporate team has received extra specific training on 'unconscious bias' and how to prevent it from impacting our daily operations.
OBJECTIVES	This training, which combines practical exercises with dynamic spaces for reflection, is the result of our commitment to the Group's Diversity and Inclusion Policy and the influence it exerts at all levels. Its methodology allows participants to acquire a solid foundation of inclusive behaviour and how to incorporate it into their leadership style.

LEAP&CO

DESCRIPTION	LEAP&Co is a talent management and on-the-job training application for store teams. It gives store managers and area teams a digital platform that allows them to manage employee development plans, organise their own network of trainers and monitor new recruits.
SCOPE	LEAP&Co operates in all Zara stores in France and is being deployed in the stores of 14 Group subsidiaries in Europe and the Americas. It has more than 1,800 plans in progress and has helped more than 450 people to gain promotion.
OBJECTIVES	LEAP&Co defines the possible itineraries between positions in a store and improves internal promotion processes. The application is used to manage all phases of training, from the publication of training opportunities by store to the validation of candidates through practical tests or employee self-assessments. This encourages a sustainable pace of training and promotions that suits each store, with opportunities for development.

ON ACADEMY

DESCRIPTION	Online training platform (<i>eLearning</i>).
SCOPE	Launched for store employees of all our brands, it is present both in Spain and in 26 markets in Europe, the Americas and Asia and the rest of the world, and reaches more than 145,000 people.
OBJECTIVES	The platform contains courses with a range of content including product, fashion, health and safety, sustainability, diversity and inclusion and technical training. The sessions are voluntary and can be followed from any mobile device.

ON-BOARDING WITH VIRTUAL REALITY

DESCRIPTION	Virtual reality experience to welcome new store employees.
SCOPE	More than 4,000 new recruits have already tried this experience in the five Talent Centres (Madrid, Barcelona, Milan, Beijing and Paris) where it is available.
OBJECTIVES	Acquaint the new employees with the Group and the store operation.

E-FASHION

DESCRIPTION	220 hours of online training on comprehensive fashion business management, designed in collaboration with the <i>IED Madrid (European Institute of Design)</i> .
SCOPE	Designed for store teams, it has trained 1,280 people in its various editions in Spain, France, Italy and Portugal.
OBJECTIVES	The course is structured into three learning units: product, business, and image and communication. It aims to improve the skills and professional competencies of participants.

VERSUS

DESCRIPTION	Gamification initiative to provide training on the world of fashion and textile products.
SCOPE	A game played between employees from different subsidiaries and brands, played by more than 20,000 employees since it began. They compete in individual and team-based rankings using their knowledge of the product and the fashion industry.
OBJECTIVES	Participants compete in individual and team-based rankings (one for each store) and test their knowledge of the product and the world of fashion in general.

BUSUU

DESCRIPTION	Mobile application for language learning
SCOPE	Available in 59 markets, over 52,000 people signed up in last enrolment round. Over 4,900 people have achieved at least one official certificate. And more than 15,600 employees did the in-store English course.
OBJECTIVES	The app lets users learn up to 12 languages (English, Spanish, French, German, Italian, Portuguese, Polish, Turkish, Russian, Arabic, Chinese and Japanese) from basic to upper-intermediate level (levels A1 to B2 of the <i>Common European Framework of Reference for Languages</i>). It offers the option to obtain official certificates for languages as well as an English course for in-store customer service, custom-made for Inditex.

A MEDIDA PROGRAMME

DESCRIPTION	A training programme for the development of people management skills for store managers.
SCOPE	In Europe and North America, more than 3,000 people received training in skills such as communication, motivation, organisation, delegation, results orientation or the ability to give feedback.
OBJECTIVES	Training is carried out through practical workshops conducted by internal Inditex trainers, with a focus that is closely linked to the professional reality of stores.

03/ Employment

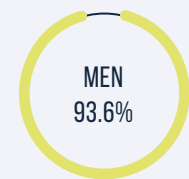
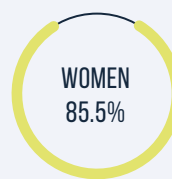
At Inditex, we are committed to providing inspiring, stable and safe working environments where equal opportunities and professional development are a reality. The following pages disclose our main indicators on employment, compensation, social relations and occupational health and safety.



More information about the management of our labour practices with respect to the policies defined, commitments, objectives and programmes in the Inditex Group's Non-Financial Information Statement (NFS) for 2019, available on the website for this Annual Report.

03.01/ Employment

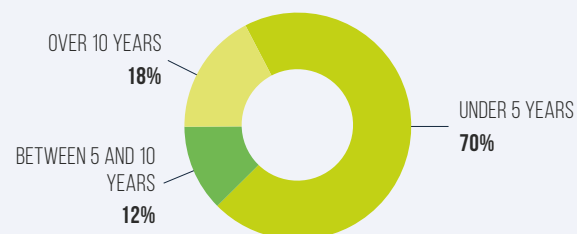
% FTE EMPLOYEES
(FULL TIME EQUIVALENT)



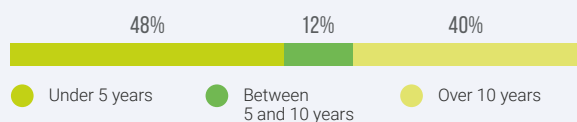
DISTRIBUTION OF THE WORKFORCE BY ACTIVITY AND GENDER (IN TOTAL FIGURES)

	STORES	LOGISTICS	CENTRAL SERVICES	MANUFACTURE	TOTAL
WOMEN	121,637	4,138	7,021	669	133,465
MEN	32,828	5,794	4,365	159	43,146
WORKFORCE	154,465	9,932	11,386	828	176,611

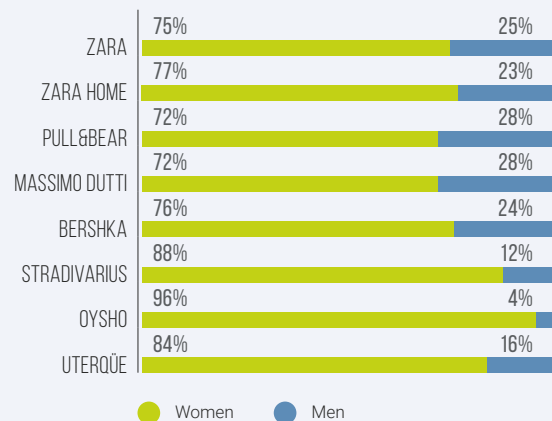
WORKFORCE DISTRIBUTION BY TENURE WITH THE COMPANY (%)



IN SPAIN (%)



WORKFORCE DISTRIBUTION BY RETAIL FORMAT AND GENDER (%)

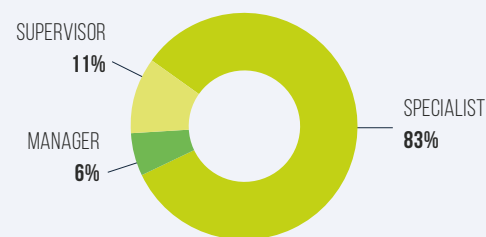


In line with our values of transparency, results-orientation and simplicity, we link our people's variable compensation with our Company targets and with our commitments in terms of sustainability.

WORKFORCE DISTRIBUTION BY JOB CLASSIFICATION

JOB CLASSIFICATION	WORKFORCE
Manager	10,473
Supervisor	19,779
Specialist	146,359
TOTAL	176,611

WORKFORCE DISTRIBUTION BY JOB CLASSIFICATION (%)



WORKFORCE DISTRIBUTION BY CONTRACT TYPE AND BY GENDER, AGE AND JOB CLASSIFICATION (%)

GENDER	PERMANENT	TEMPORARY
WOMEN	76%	24%
MEN	78%	22%
AGE		
UNDER 30 YEARS OLD	68%	32%
30 TO 40 YEARS OLD	87%	13%
OVER 40 YEARS OLD	94%	6%
JOB CLASSIFICATION		
MANAGER	89%	11%
SUPERVISOR	92%	8%
SPECIALIST	73%	27%
TOTAL	77%	23%

WORKFORCE DISTRIBUTION BY FULL-TIME AND PART-TIME STATUS AND BY GENDER, AGE AND JOB CLASSIFICATION (%)

GENDER	PART-TIME	FULL-TIME
WOMEN	55%	45%
MEN	47%	53%
AGE		
UNDER 30 YEARS OLD	64%	36%
30 TO 40 YEARS OLD	40%	60%
OVER 40 YEARS OLD	29%	71%
JOB CLASSIFICATION		
MANAGER	3%	97%
SUPERVISOR	9%	91%
SPECIALIST	63%	37%
TOTAL	53%	47%



03.02/ Remuneration

GENDER-PAY GAP BY GEOGRAPHIC AREA (%) ⁽¹⁾

GEOGRAPHIC AREA	2019
Spain	0.5%
Europe (excl. Spain)	-0.6%
Americas	3.6%
Asia and rest of the world	-0.1%
TOTAL	0.2%

PERSONNEL EXPENSES (IN THOUSANDS OF EUROS)

JOB CATEGORY	2019	2018
Salaries	3,679,488	3,428,015
Inditex's social security contributions	750,666	707,672
TOTAL	4,430,154	4,135,687

AVERAGE PAY BY JOB CLASSIFICATION (IN EUROS)

JOB CLASSIFICATION	TOTAL WAGES IN EUROS
Manager	51,327
Supervisor	31,002
Specialist	19,260

AVERAGE PAY (IN TOTAL NUMBERS) ⁽²⁾

GROSS ANNUAL SALARY IN 2019: 22,073 EUROS

(1) In order to calculate the wage gap, the average salary of each market is taken as the basis and weighted according to the size of each area of the Group (stores, logistics, central services and factories). This average is then weighted for each market out of the total number of Inditex employees. A positive figure indicates that the gap is in favour of women. This gives us a reliable global indicator for the pay gap between men and women in the Group.

(2) The average pay is defined as the mean value of salaries in the entire Group converted to euros using the average exchange rate in 2019.



03.03/ Social relations

CODE OF CONDUCT AND RESPONSIBLE PRACTICES (2001)

GLOBAL AGREEMENT WITH UNI GLOBAL UNION (2009) - 10TH ANNIVERSARY IN OCTOBER 2019

EUROPEAN WORKS COUNCIL (2018) - 1ST PLENARY MEETING IN JUNE 2019



Universal Declaration of Human Rights



Guiding Principles on Business and Human Rights of the United Nations



ILO Conventions



OECD Guidelines for Multinational Enterprises



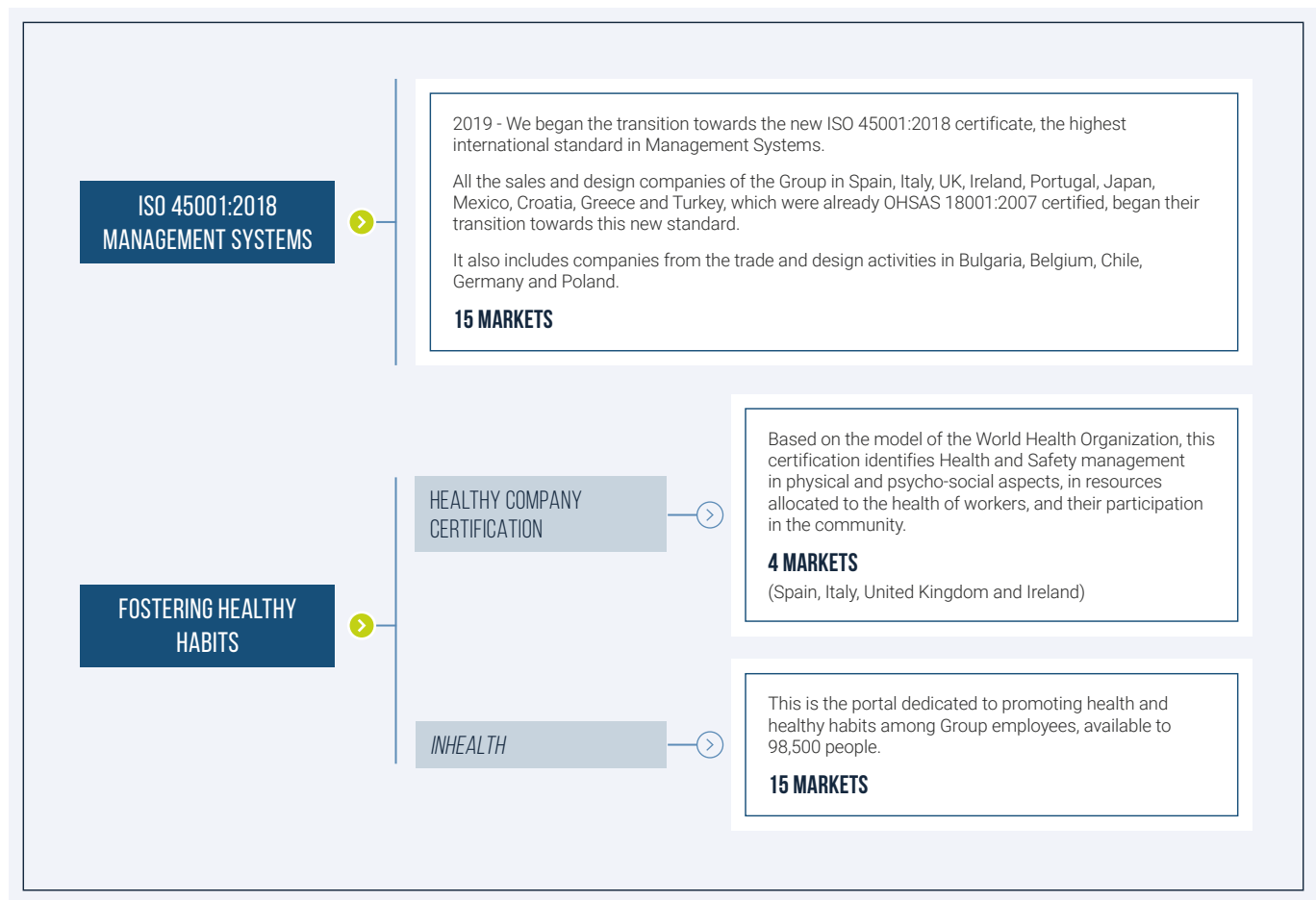
OECD Guidelines for Multinational Enterprises



The Global Agreement with UNI Global Union, which represents 20 million trade workers and applies to 100% of our workforce, is now in its tenth year.



03.04/ Occupational Health and Safety



ACCIDENT RATE INDEXES:

SPAIN			
	INCIDENT RATE ⁽¹⁾	FREQUENCY RATE ⁽²⁾	SEVERITY RATE ⁽³⁾
OWN STORES			
Women	19.28	10.71	0.19
Men	13.31	7.39	0.15
LOGISTIC 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

EUROPE		
	INCIDENT RATE ⁽¹⁾	FREQUENCY RATE ⁽²⁾
Women	20.80	17.50
Men	17.30	13.50
ASIA AND REST OF THE WORLD		
	INCIDENT RATE ⁽¹⁾	FREQUENCY RATE ⁽²⁾
Women	3.50	2.60
Men	2.80	2.00
AMERICAS		
	INCIDENT RATE ⁽¹⁾	FREQUENCY RATE ⁽²⁾
Women	17.90	13.00
Men	15.40	10.70

(1) Incident rate with leave= (No. accidents with leave *1,000) / Average number employees.

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

(3) Severity rate= (Days of leave*1,000) / Number hours worked.

