

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

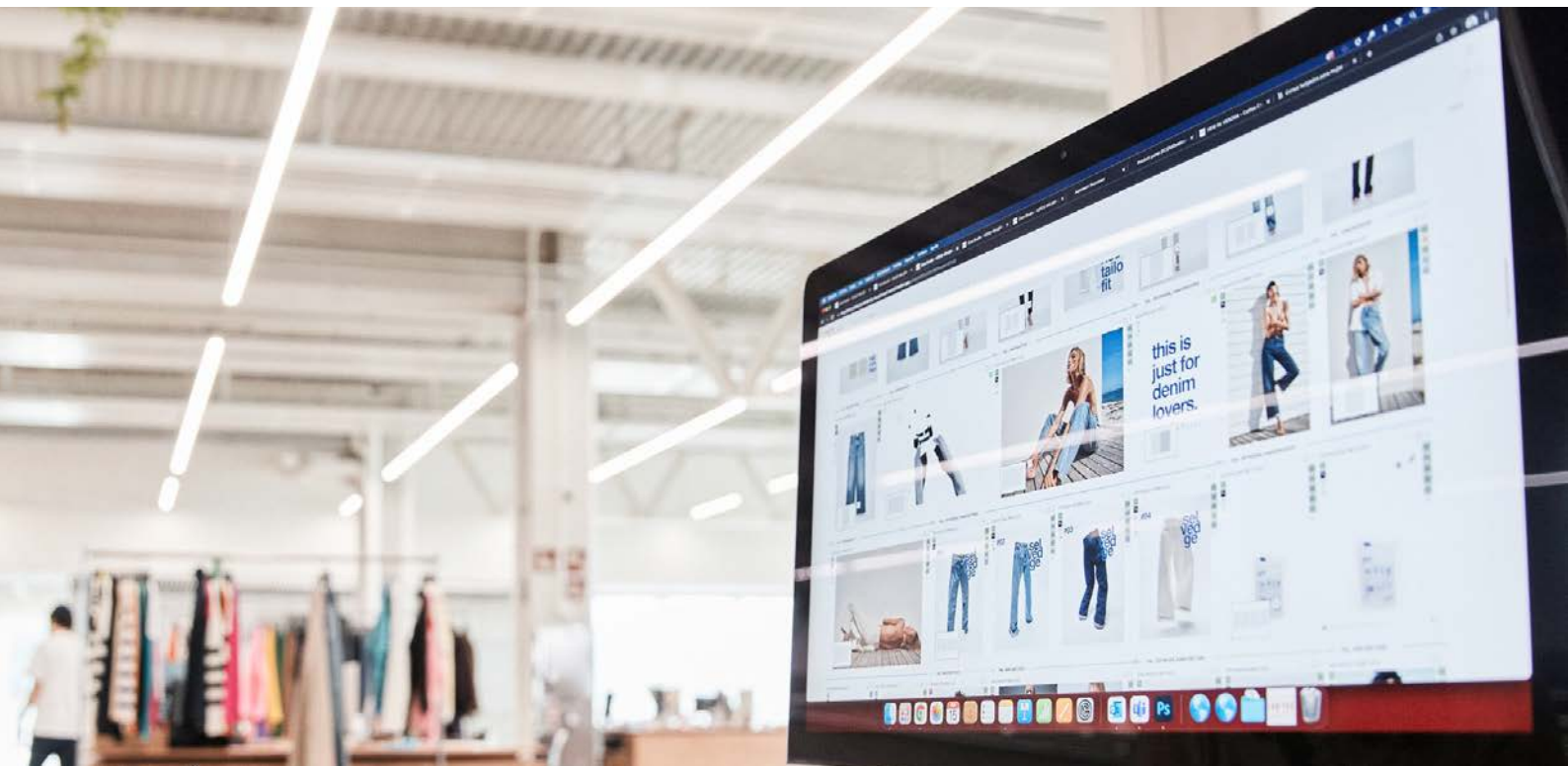
Communicating our value proposition as an employer across the Group's brands and work areas and communicating with our candidates is key to attract-



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