

## 5.2. Our customers

Related material topics: Responsible communication; Innovation.



### 5.2.1. A model by and for the customer

GRI 416-1; 416-2; 417-1

**Listening to the customer, attending to and understanding** their demands for quality fashion with a responsible approach and **offering a response adapted to their needs** at the right time and place have always been the cornerstones of the Inditex model.

Based on these premises—*listening, identifying and making available*—along with the accurate and integrated functioning of all stages of the value chain—stores, design, manufacturing and logistics—we are able to deliver the best shopping experience for customers before, during and after a sale takes place.

With this in mind, our store and online teams work with designers and product teams to understand customer needs and identify trends. At the same time, the image and coordination teams maximise the scope of our collections, designing the best creative productions and the most diverse styling, in collaboration with photographers, audiovisual producers, stylists and models.



When it comes to creative productions, we are aware of the renown and impact of our products. Consequently, we work on the premise that the images of the models and the campaigns that feature them should convey a positive, multicultural and diverse image, while presenting their characteristics and qualities in the most detailed and accurate way.

In parallel, our brands' architectural studios define and create the store concept, and subsequently develop and adapt it to the specific characteristics of each building and retail premises. The aim is to achieve unique, pleasing and accessible sales spaces, where technological innovations allow customers to interact with the brand at any time and from any device.

The most paradigmatic example is Zara's latest store image, with boutique spaces allocated to specific collections such as Lingerie, Beauty or Athleticz, and technological improvements in the customer experience such as Pay&Go, the smart parcel terminal for online orders or Store Mode, useful tools for online browsing through the store of your choice, checking the available inventory, paying without passing checkout or online purchase and pick up in two hours.

In this connection, the possibilities offered by Inditex's integrated store and online platform allow brands to increase the availability of items and fosters a more direct relationship with our customers, who can access our fashion proposals whenever, wherever and however they choose.

We strive to create unique, pleasing and accessible sales spaces, where technological innovations allow customers to interact with the brand at any time and from any device.

Precisely, one of the main ways for us to establish a relationship with our customers are our brands' websites, our online product showcases. In 2022, our websites received **more than 6,000 million visits**<sup>1</sup>, equating to more than 16 million daily visitors to the Group's online stores.

<sup>1</sup> The reported figures for website visits are from Google Analytics and do not include visits from users who have rejected cookies.

These figures underscore the importance of listening to our customers and of identifying and meeting their needs in the most appropriate way, in a context of permanent transformation and change in consumer habits.

In any event, and beyond the sale transaction and what surrounds it, our commitment to customers also means anticipating their demands on matters such as diversity, sustainability and transparency. In response to these needs, our brand websites include content on our progress in environmental and social sustainability.

Likewise, projects such as Changemakers or our for&from store network, managed by people with disabilities, enable us to make headway in our strategy of achieving a positive impact, engaging our people and customers as we do so.

📄 More information in section [5.1 Our people](#) of this Report.

## 5.2.2. Response to our customers in 2022

GRI 417-1

The shopping experience at Inditex is not confined solely to the sale itself. Consequently, and thanks to the multiple options available, we aim to maintain a fluid, close and trust-based relationship with our customers.

To address the challenges of serving customers in more than 200 markets around the world, we train our teams in product knowledge, product sustainability features, store processes, customer orientation and respect for diversity and inclusion.

In order to be as close as possible to our customers, our brands' worldwide customer service teams are available in the languages of the markets in which we have a retail presence: Spanish, Galician, Catalan, Basque, English, French, Portuguese, Russian, traditional Chinese, simplified Chinese, Italian, Polish, Ukrainian, Romanian, Greek, Turkish, German, Czech, Slovak, Croatian, Slovenian, Dutch, Hungarian, Danish, Swedish, Norwegian, Finnish, Indonesian, Arabic, Korean, Malay, Vietnamese, Japanese, Hindi, Bulgarian and Hebrew.

Inditex is also working to guarantee accessibility to its facilities, both stores and online sales websites. In this regard, the Group stores meet architectural accessibility standards to enable people with disabilities to access and move around the stores, as well as ensuring a satisfactory shopping experience for the customer.

Accessibility to all corporate websites, which comply with the Accessibility Guidelines or General Accessible Design Principles established by Web Accessibility Initiative (WAI) Working Group, a part of the World Wide Web Consortium (W3C), is also important. In 2022 and thanks to the digital accessibility project with EqualWeb, the Group began to use accessibility menus in its websites.

These menus, visible from the home pages of each website, provide a variety of voice, browsing, colour and content adjustments to ensure an inclusive and barrier-free browsing experience for users and customers.



### 5.2.3. Customer service channels: contacts and service level

GRI 403-7; 416-1; 416-2; 417-1

In 2022, the customer service areas of the Group's brands fielded a total of 39,768,580 customer contacts (calls, e-mails, Whatsapp conversations and messages via social media profiles), concerning questions on products, the purchasing process, shipments, possible incidents or current issues affecting the retail concepts, among other matters.

Notably in regard to this figure, the progression of online sales in recent years constitutes the bulk of contacts, mainly relating to inquiries about orders, such as their status or delivery lead times. Service level (meaning the percentage of contacts resolved over the total and weighted in accordance with the contacts of each brand) was 98%.



#### Response to our customers

	2022			2021			2020			2019			2018		
	No. of contacts	Service Level	No. of services fulfilled	No. of contacts	Service Level	No. of services fulfilled	No. of contacts	Service Level	No. of services fulfilled	No. of contacts	Service Level	No. of services fulfilled	No. of contacts	Service Level	No. of services fulfilled
<b>ZARA</b>	26,762,779	98%	26,106,297	37,188,449	98%	36,433,559	40,009,841	92%	36,848,936	21,559,476	97%	20,912,691	19,320,000	96%	18,547,200
<b>ZARA HOME</b>	2,210,179	98%	2,172,645	2,544,199	97%	2,477,226	2,856,719	98%	2,800,376	1,368,310	93%	1,278,275	905,907	92%	833,434
<b>PULL&amp;BEAR</b>	2,009,604	98%	1,960,396	3,079,063	96%	2,956,030	3,724,755	72%	2,666,292	1,820,713	86%	1,565,813	3,033,792	94%	2,851,764
<b>Massimo Dutti</b> 1	3,085,342	99%	3,049,565	2,595,172	98%	2,548,597	2,902,437	93%	2,707,888	2,010,181	93%	1,869,468	1,366,782	89%	1,216,436
<b>Bershka</b>	2,577,340	98%	2,520,885	2,656,660	98%	2,601,334	2,551,062	84%	2,150,189	1,161,875	92%	1,068,925	1,874,696	85%	1,593,492
<b>STRADIVARIUS</b>	2,280,492	97%	2,223,326	2,266,446	98%	2,214,808	2,241,811	83%	1,860,808	1,212,346	71%	860,766	1,511,405	97%	1,466,063
<b>OYSHO</b>	842,844	99%	833,635	1,062,508	99%	1,046,787	1,393,302	93%	1,299,341	889,846	99%	881,214	922,297	80%	737,838
<b>TOTAL</b>	<b>39,768,580</b>	<b>98%</b>	<b>38,866,749</b>	<b>51,609,795</b>	<b>98%</b>	<b>50,491,331</b>	<b>55,809,878</b>	<b>90%</b>	<b>50,439,474</b>	<b>30,100,931</b>	<b>95%</b>	<b>28,514,056</b>	<b>29,032,743</b>	<b>94%</b>	<b>27,337,240</b>








1. Figures for Massimo Dutti include Uterqüe's data until its integration was completed in FY 2022.

#### 5.2.3.1. Followers in social media

Social media are now another of our customer relationship channels, and have become increasingly important both as an initial communication point and as a complement to the usual channels. In 2022, Inditex's retail concepts had more than 246 million followers in the various social media platforms (225 million in 2021, 199 million in 2020, 175 million in 2019 and 143 million in 2018).

In 2022, the Instagram and Facebook accounts of each brand, with more than 101 million and 66 million users, respectively (more than 88 million and 67 million in 2021; more than 80 million and 65 million in 2020; more than 61 million and 70 million in 2019; and 60 million and 55 million in 2018, respectively) are the social media accounts with the highest number of followers.

The count of brands' followers includes the profiles on the leading social media platforms, both in specific markets (for example, Weitao in China) and those platforms that have evolved and are now increasingly important (for example, TikTok, where the brands had a cumulative total of more than 8.6 million followers in 2022, of which more than five million belong to Zara).

								Other	Total
<b>ZARA</b>	59,431,116	30,890,402	3,164,911	1,598,111	23,470,000	1,475,120	6,294,627	4,467,311	130,791,598
<b>ZARA HOME</b>	7,667,158	2,936,015	125,775	268,845	2,467,110	87,215	303,000	237,414	14,092,532
<b>PULL&amp;BEAR</b>	7,717,533	7,534,666	222,771	197,549	6,534,828	366,721	436,843	488,741	23,499,652
<b>Massimo Dutti</b> <sup>1</sup>	4,579,375	4,807,829	438,447	193,768	4,675,479	80,833	348,763	520,267	15,644,761
<b>Bershka</b>	10,700,000	10,000,000	327,021	414,200	7,915,434	447,000	801,700	695,460	31,300,815
<b>STRADIVARIUS</b>	8,070,000	6,200,000	105,526	131,600	4,307,325	248,000	430,000	174,732	19,667,183
<b>OYSHO</b>	3,151,989	3,476,929	187,523	63,605	3,754,010	111,089	31,423	399,492	11,176,060
<b>Total</b>	<b>101,317,171</b>	<b>65,845,841</b>	<b>4,571,974</b>	<b>2,867,678</b>	<b>53,124,186</b>	<b>2,815,978</b>	<b>8,646,356</b>	<b>6,983,417</b>	<b>246,172,601</b>

1. Figures for Massimo Dutti include Uterqüe's social media followers until its integration was completed in FY 2022.

### 5.2.3.2. Type of cases handled: pre-purchase, post-purchase, customer service and complaints mechanisms

As part of the various ways of relating and interacting with our customers, our teams deal with a range of issues linked to the purchase of our products before, during and after that transaction takes place. During this process, each concept classifies autonomously the reasons for customer contact, which can be grouped in four broad groups of queries: pre-purchase (issues prior to the purchase), post-purchase (related to an order or purchase at the store), customer service (regarding contact channels, web and app) and complaints and claims.

In this sense, in 2022 our brands handled 29.3 millions of cases through Customer Services in all the markets where we have a commercial presence.

This data also includes the complaint forms and claims processed in Spain through the official consumer complaint and response mechanisms. In 2022 a total of 6,289 cases were handled (5,288, 4,814, 6,436 and 6,586 claims handled in Spain in 2021, 2020, 2019 and 2018, respectively). Of these, Inditex responded to 3,283 complaint forms and 949 claim procedures, including mainly inspection requests and summons (3,263 complaint forms and 460 claim procedures in 2021).

Types of cases handled in 2022	
Pre-purchase (product availability, special collections, personalization, purchase process, checkout and sustainability, among others)	22.7%
Post-purchase (order status, shipments, delivery times, changes and returns, gift card, among others)	72.3%
Customer service (customer account, web/app, channels, social networks, among others)	4.8%
Complaints (includes any customer feedback, as well as formal complaints)	0.2%

### 5.2.3.3. Health and safety claims

The health and safety of our products is paramount to Inditex. Accordingly, we have standards, training plans and prevention and control programmes devised to ensure that our products comply with the strictest requirements and guidelines in all the markets where we operate.

Our product health and safety teams are fully coordinated with customer service teams, store staff and any other area of the Company where information about incidents and/or complaints may be received. At the same time, any notification from our customers, from community organisations or supervisory bodies is forwarded to our technical experts for evaluation and follow-up. If there are signs that a product may be unsafe for consumers, it is withdrawn from the market, customers are notified through the relevant channels and all units sold are recalled, according to our internal procedure.

Two<sup>2</sup> products were recalled in 2022 for health and safety reasons. When this happens, we also launch a programme to identify the root cause of the incident and prevent it from recurring. In the four previous years there were also a total of two product recalls.

<sup>1</sup> More information in section [5.3.3. Health and safety of products](#) of this Report.

<sup>2</sup> During 2022 there have been no breaches of regulations or voluntary codes related to the health and safety of our product that give rise to fines or sanctions.