

## 5.1. Our people

GRI 2-7; 3-3; 404-2

**Related material topics: Stakeholder engagement; Quality of employment; Human rights; Safe and healthy environments; Talent management.**



A career at Inditex is more than a job: it is a lifestyle packed with goals, opportunities and continuous inspiration.

Our purpose is to make a positive impact on the lives of millions of people, starting with those that make up our team, which comprises 182 nationalities. We want Inditex to be the ideal place for passionate, curious, entrepreneurial, motivated and responsible people; a place for them to continue to grow as part of a creative and innovative team.

To achieve this, our entire people strategy is grounded on four cornerstones: promoting our **values** and our **culture**, characterised by **diversity, inclusion** and **equal** opportunities; maximising our commitment to **talent**, always providing opportunities for learning and professional growth; guaranteeing **high quality**, stimulating and stable jobs; and protecting the **safety, health and well-being** of our teams.

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

GRI 2-7; 3-3; 401-3; 404-2; 405-1; 405-2; AF23; AF27; AF32

#### 5.1.1.1. About us

At the end of 2022, our Group comprised a team of **164,997 people, located in 60 different markets and representing a total of 182 nationalities** (165,042 people, 60 markets and 177 nationalities in 2021; 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).

The Inditex Group can be described with four features:

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

**Generational and gender diversity**, along with **the empowerment of women**, are hallmarks of who we are in the Inditex Group. At the end of 2022, **75% of our workforce are women**, while 25% are men (76% and 24% in 2021, 2020 and 2019, and 75% and 25% in 2018, respectively). Moreover, our teams **comprise employees of different generations**, the youngest groups being the largest, as evidenced by the average age of our workforce, which is 29.6 years old (29.3 years old in 2021, 30.1 years old in 2020, 28.9 years old in 2019 and 28.7 years old in 2018).

With employees in over 60 markets, Inditex's **international presence** is another of our greatest strengths. On the one hand, it enriches our team management by allowing us to apply global policies while at the same time addressing the different local realities; and on the other hand, multiculturalism makes us a more creative company, geared to understand the market's complexities. Spain, with 46,154 employees, accounts for 28% of the total workforce.

Thirdly, our **horizontal organisation** favours open and continuous communication throughout the workforce, as well as collaborative work. This permanent dialogue enables us to better understand our business and identify opportunities for improvement in all areas and at every level. In addition, our approach to job classifications is broad, with store employees having a special relevance in all of them.

Lastly, our **customers are at the heart** of our business model. Accordingly, our stores, where 86% of our people work, play a paramount role in the Company. In recent years our online teams have also grown strongly. The rest of the Group's areas of activity (factories, logistics and central services) provide services to the integrated store and online platform of all seven of our brands, which make up a seamless network of over 5,800 stores.

## Our people in 2022

# 164,997

people

### Distribution by activity

	2022		2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Store	143,365	86	143,592	86	123,660	86	154,465	87	152,057	87
Central services	11,374	7	11,283	7	10,844	7	11,386	6	11,547	7
Logistics	9,670	6	9,439	6	8,862	6	9,932	6	9,929	5
Factories	588	1	728	1	750	1	828	1	853	1
<b>Total</b>	<b>164,997</b>	<b>100</b>	<b>165,042</b>	<b>100</b>	<b>144,116</b>	<b>100</b>	<b>176,611</b>	<b>100</b>	<b>174,386</b>	<b>100</b>

### Distribution by age

	2022		2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
<30	94,666	57	95,752	58	77,597	54	107,042	61	107,639	62
30-40	44,644	27	46,115	28	45,792	32	49,336	28	48,709	28
>40	25,686	16	23,175	14	20,727	14	20,233	11	18,038	10
<b>Total</b>	<b>164,997</b>	<b>100</b>	<b>165,042</b>	<b>100</b>	<b>144,116</b>	<b>100</b>	<b>176,611</b>	<b>100</b>	<b>174,386</b>	<b>100</b>

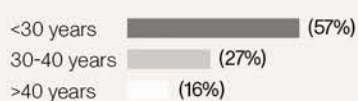
### Distribution by geography

	2022		2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Americas	20,909	13	19,888	12	16,788	12	19,749	11	20,785	12
Asia and rest of the world	14,457	9	16,460	10	17,215	12	23,541	13	23,452	13
Spain	46,154	28	46,075	28	40,279	28	48,687	28	47,930	28
Europe (ex-Spain)	83,476	51	82,619	50	69,834	48	84,634	48	82,219	47
<b>Total</b>	<b>164,997</b>	<b>100</b>	<b>165,042</b>	<b>100</b>	<b>144,116</b>	<b>100</b>	<b>176,611</b>	<b>100</b>	<b>174,386</b>	<b>100</b>

### Distribution by gender

	2022		2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Women	123,201	75	124,993	76	109,323	76	133,465	76	131,385	75
Men	41,796	25	40,049	24	34,793	24	43,146	24	43,001	25
<b>Total</b>	<b>164,997</b>	<b>100</b>	<b>165,042</b>	<b>100</b>	<b>144,116</b>	<b>100</b>	<b>176,611</b>	<b>100</b>	<b>174,386</b>	<b>100</b>

#### Age



#### Markets



#### Gender



## Distribution by job classification\*

	2022		2021		2020		2019		2018	
	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
Management	10,692	6	11,890	7	12,591	9	10,473	6	7,601	4
Supervisor	14,754	9	15,367	9	16,480	11	19,779	11	20,350	12
Specialist	139,551	85	137,785	83	115,045	80	146,359	83	146,435	84
<b>Total</b>	<b>164,997</b>	<b>100</b>	<b>165,042</b>	<b>100</b>	<b>144,116</b>	<b>100</b>	<b>176,611</b>	<b>100</b>	<b>174,386</b>	<b>100</b>

\*The description of the functions of the three job 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. 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.

## Distribution by market

Europe (ex-Spain)	2022	2021	2020	2019	2018	Asia and rest of the world	2022	2021	2020	2019	2018
Albania	332	249	221	243	263	Australia	1,863	1,763	1,501	1,636	1,504
Austria	1,320	1,334	1,253	1,455	1,477	Bangladesh	75	71	62	59	57
Belgium	2,977	2,929	2,562	2,945	2,818	Cambodia	3	4	4	6	4
Belarus	370	350	278	290	298	India	1,543	1,300	1,173	1,294	1,227
Bosnia-Herzegovina	420	369	314	424	360	Japan	2,780	3,247	3,488	4,314	3,979
Bulgaria	750	663	600	716	733	Kazakhstan	1,189	989	746	779	723
Croatia	1,125	1,041	923	1,160	1,078	Morocco	40	38	34	26	16
Czech Republic	676	605	505	700	643	New Zealand	106	112	119	115	99
Denmark	296	309	292	329	335	Pakistan	9	3	2	2	2
Finland	203	240	249	260	269	Singapore	4	4	4	4	4
France	11,302	10,315	8,729	10,030	9,414	South Africa	496	490	524	633	548
Germany	4,951	4,684	4,753	5,531	5,874	South Korea	1,529	1,438	1,269	1,673	1,514
Greece	3,930	4,004	3,639	4,278	4,014	Vietnam	14	14	15	15	13
Hungary	1,214	1,116	818	1,126	1,067	Mainland China	3,771	5,838	7,113	11,169	11,680
Italy	9,971	8,794	6,890	8,626	8,600	Taiwan, China	450	447	498	626	649
Ireland	1,027	958	743	854	882	Hong Kong SAR	532	627	558	1,020	1,252
Kosovo	291	245	215	211	157	Macao SAR	53	75	105	170	181
Luxembourg	335	325	300	318	179	<b>Total</b>	<b>14,457</b>	<b>16,460</b>	<b>17,215</b>	<b>23,541</b>	<b>23,452</b>
Monaco	41	39	39	39	36	<b>Spain</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Montenegro	155	143	99	128	123	Spain	46,154	46,075	40,279	48,687	47,930
Netherlands	2,947	2,701	2,536	3,018	2,856	<b>Americas</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
North Macedonia	315	289	132	154	155	Argentina	718	795	848	872	885
Norway	364	392	363	386	383	Brazil	2,697	2,219	2,418	2,849	2,810
Poland	4,623	4,239	4,040	4,679	4,617	Canada	3,025	2,564	2,077	2,595	2,466
Portugal	7,016	6,572	5,050	7,247	7,001	Chile	955	1,018	726	871	878
Romania	2,879	2,532	2,238	3,027	2,864	United States	6,374	6,897	5,080	6,310	6,267
Russia	5,303	10,148	9,119	10,696	10,365	Mexico	6,825	6,081	5,334	5,897	7,137
Serbia	971	894	656	736	742	Uruguay	314	314	305	355	342
Slovakia	469	443	305	359	302	<b>Total</b>	<b>20,909</b>	<b>19,888</b>	<b>16,788</b>	<b>19,749</b>	<b>20,785</b>
Slovenia	218	235	235	276	267						
Sweden	716	754	736	844	833						
Switzerland	1,470	1,479	1,478	1,564	1,506						
Türkiye	6,622	5,258	3,956	5,166	4,896						
United Kingdom	6,751	6,547	4,398	5,429	5,486						
Ukraine	1,127	1,424	1,170	1,390	1,326						
<b>Total</b>	<b>83,476</b>	<b>82,619</b>	<b>69,834</b>	<b>84,634</b>	<b>82,219</b>						



### 5.1.1.2. Our commitment to diversity and inclusion

At Inditex **we design opportunities for everyone**. Our teams are composed of people of different sex, gender identity and expression, sexual orientation, race, ethnicity, age, education, socio-economic status, disability or religion, among other characteristics.

We know that having diverse teams supported by an inclusive corporate culture that fosters equality of opportunities and applies a zero tolerance approach to discrimination makes us a more competitive, creative and innovative company. A company with more tools to understand the broad diversity of the market and to be able to anticipate all its fashion needs.

At Inditex we are committed to building diverse teams of people that drive our business performance and pave the way for us to achieve our corporate objectives. All this is grounded on values such as **inclusion, equality and respect**, which are the foundations for each person to be able to freely develop all their potential and achieve their professional goals.

The Group nurtures this **inclusive culture** and keeps it updated through the following commitments:

- / Guaranteeing balanced diversity of profiles for all job descriptions and at all levels by attracting and retaining talented professionals.
- / Always ensuring equality of opportunities for our people regardless of their sex, gender identity, race, ethnicity, origin or different abilities, among other characteristics.
- / Fostering collaboration and respectful communication between people and promoting respect for human rights, both inside and outside the Company.
- / Developing procedures and implementing appropriate initiatives and training programmes to achieve these goals.

In keeping with this corporate culture, in December 2020 the Board of Directors agreed to the update of **Inditex Diversity and Inclusion Policy**, previously approved in 2017. This Policy is derived from the Company's Code of Conduct and Responsible Practices, whose basic tenets are, among others, **respect,**

**acceptance and equality**, and it is also consistent with the Group's Compliance and Human Rights policies. One of the main aims of this Policy is to ensure that there is no discrimination of any kind, particularly on grounds of gender, in any position and in particular when appointing members of the Board or Senior Management.

Hence, the Diversity and Inclusion Policy **guides all our areas of action**, in particular with respect to people management: recruitment and selection, remuneration and benefits, promotion, training and professional development. Likewise, the policy also directly impacts areas linked to our relations with people in our business model: customer services, marketing and communication, procurement, etc. In summary, this 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.

At the same time, Inditex's staff are responsible for promoting **diverse and inclusive workplaces** that ensure equal opportunities and foster collaboration and respectful communication between people, both inside and outside the Company. All the Group's areas, departments and subsidiaries are responsible for the proper implementation and application of these mandates on diversity and inclusion.

Within the Human Resources Team, the Department of Diversity, Equality and Inclusion ensures compliance with the Diversity and Inclusion Policy, and fosters training initiatives and programmes in this regard within the Group. Inditex also has an Ethics Committee and an Ethics Line to ensure compliance with this 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 in section [6.1.3. Compliance and criminal risk prevention system](#) of this Report.

Two e-mail inboxes have been set up: one for queries regarding the interpretation of our Policy ([d&i@inditex.com](mailto:d&i@inditex.com)) and another to report complaints concerning its interpretation, application or compliance ([canaletico@inditex.com](mailto:canaletico@inditex.com)); there is also access to the people from Human Resources and the Diversity Champion in our markets and concepts.

### 5.1.1.3. Global initiatives to promote diversity and inclusion

As a **markedly international company**, we devised the diversity and inclusion (D&I) project from a global perspective, and implemented it across all our markets, which are a source of diversity and multiculturalism. And our people are at the heart of this project, transmitting our culture of inclusion and respect.

Accordingly, since 2018 we have appointed **Diversity Champions** among our staff in the various subsidiaries. Their mission is to act as diversity and inclusion coordinators in their countries and workplaces to ensure that our Diversity and Inclusion Policy is implemented, as well as to contribute ideas and projects that feed into our strategy. At present, more than 50 Champions carry out that role, since in 2022 Champions have now been designated at the headquarters of all the commercial brands. Within the framework of Champions in Europe, meetings were held in Paris, Sarajevo and Budapest in 2022 with the aim of advancing D&I commitments and projects and actively contributing to fulfilment of our cornerstones.

Also in Europe, 12 of our subsidiaries (France, Germany, Croatia, Romania, Slovenia, Italy, the Netherlands, Sweden, Greece, Portugal, Poland and Bulgaria) and our Brussels office have signed up to the **Diversity Charter** in their respective markets. This Charter, a European Commission initiative to foster diversity management and inclusion in all organisations, enables our local teams to exchange best practices and to interact with other companies and charitable entities in this regard.

Moreover, in the United States, in 2019 we signed up to the **Open to All** campaign, an initiative encompassing more than 200 companies and charitable entities whose aim is to promote the idea that everyone must be welcome in public retail spaces, regardless of their race, ethnicity, nationality, gender, sexual orientation, gender identity and expression gender identity and expression, migratory status, religion or disability, among others.

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

- / Gender equality
- / Disability inclusion
- / LGBT+ inclusion
- / Socio-ethnic inclusion

In recognition of our work on diversity, in 2022 Inditex featured for the fourth consecutive year in the Financial Times **Diversity Leaders** Index, which includes the 850 leading companies in the field of diversity and inclusion in 16 countries, chosen from over 15,000 companies across Europe.

At the country level, it is worth highlighting that in 2022 Inditex ranked in the Top 10 among more than 230 leading companies in the first edition of the **Excellence in Diversity & Inclusion Awards** in China.

① More information in section [3.4. Recognitions](#) of this Report.

#### 5.1.1.3.1. Gender equality

Gender equality is at our core. We nurture **diverse and inclusive working environments** in which **all our workforce can develop their professional potential**. And, in particular, in which women, who account for **75%** of that workforce, feel supported in their professional development, free of any discrimination that may deprive them of enjoying the same opportunities as men.

To guarantee equality, we promote the transversality of our training and development tools (TraIn, Leap&Co or Talks), as well as the transparency of our internal promotion tool (InTalent), which enable us to ensure availability and objectivity in the Company's promotion processes.

In terms of awareness, in March, various dissemination campaigns were again held on the occasion of **International Women's Day**, in which the core message was that of empowerment, especially in those sectors where women have historically been under-represented.

Cultivating **women's talent** has enabled us to make solid progress in regard to their leadership within the Group: in 2022, **80% of the Company's management positions were filled by women** (81% in 2021 and 2020, and 79% in 2019). Furthermore, in the last few years the **representation of women on the Board of Directors** has also improved notably, achieving 45.45% in 2022 (+23 percentage points since 2016). Accordingly, we have achieved our target of 40% female representation on the Board by 2022, thus complying with the recommendations of the Spanish Good Governance Code.

① More information in section [6.1.1. Good Corporate Governance](#) of this Report.

The distribution of employees by gender and job classification in 2022 is as follows:

**Distribution by gender and job classification**

	2022				Total
	Women		Men		
Management	8,553	80%	2,139	20%	10,692
Supervisor	10,364	70%	4,390	30%	14,754
Specialist	104,284	75%	35,267	25%	139,551
<b>Total</b>	<b>123,201</b>	<b>75%</b>	<b>41,796</b>	<b>25%</b>	<b>164,997</b>

To achieve our equality goals, at Inditex we guarantee fair access to opportunities for development at work, we promote continuous training and we strive to create safe spaces in which there is no harassment or violence against women, while also promoting wage parity.

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

In 2022, progress was made through social dialogue in the unification of the existing equality plans, with the negotiation of a **single Group equality plan** for store and office staff of all the brands in Spain, as well as that of Inditex, S.A. The agreement is expected to be signed in the first half of 2023. This Group plan coexists with the equality plans already in place at all our logistics centres and factories.

As a company that **rejects any kind of discrimination**, at Inditex we strive to prevent sexual harassment, abuse and sexual violence at the workplace by means of internal policies that prevent these behaviours. The **Global Sexual Harassment and Sex or Gender Identity-Based Harassment at the Workplace Prevention Policy**, approved in March 2022, improves the information and training in this area for the entire workforce. Prevention, care and support and response to victims are the main axes of this Policy.

This Global Policy also takes into account the recent approval of International Labour Organization (ILO) Violence and Harassment Convention – C190, ratified by Spain in May 2022 and entering into effect in 2023, and ILO Violence and Harassment Recommendation – R206 (June 2019). The Inditex Group establishes in this Global Policy the general principles that serve as a framework of reference for the various policies in this connection that may be approved locally in the markets where we operate.

In 2023, the Company will continue to further its commitment to protecting people in the workplace by expanding the scope of the Global Sexual Harassment and Sex or Gender Identity-Based Harassment at the Workplace Prevention Policy. Accordingly, without altering its content, the new Policy will cover any other situation of harassment at work, in any of its manifestations or types. In this regard, implementation of the Policy will be adapted to the legislation of countries where there is already a local internal policy on these matters, or where measures of this kind will foreseeably be approved.

To raise awareness and disseminate the content of this Global Policy among the workforce, adequate training will be provided, tailored to the specific characteristics of each market. As key players in detecting and knowing of especially sensitive situations, human resources and structure management teams will receive specific training.

Likewise, we highlight our commitment to stop gender violence through various campaigns to disseminate information that we conduct every 25 November, the International Day for the Elimination of Violence Against Women. In this connection, in 2013 we signed an agreement with the then Ministry for Health, Social Services and Equality of Spain to raise awareness and promote the integration of victims into the workplace. This agreement remains in force today. Within the framework of this agreement, all the human resources teams in Spain constitute an **internal Punto Violeta**<sup>1</sup>, receiving specific training from the Red Cross on how to tackle gender-based violence.

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. This project has been rolled out in Spain, France, Italy, Greece, Germany, UK, Poland, Portugal, Mexico, Brazil, USA, South Korea, Türkiye, India, Kazakhstan and Romania.

i More information in section [5.7. Communities](#) of this Report.

With regard to other equality-related labour measures, in 2022, a job assessment and a salary audit of the workforce were performed by external suppliers, and a remuneration register was set up to guarantee the principle of **pay transparency** and equal pay for work of equal value. This remuneration register showed that there is no gender-based pay discrimination in jobs of equal value.

<sup>1</sup> “Purple Dot”, an initiative to create a network where people suffering or witnessing gender-violence situations can reach out for help, as well as to accompany and care for victims.

Likewise, in 2022 we have also continued to implement work plans and monitoring and assessment systems to foster gender equality and women empowerment in our workplaces. And we have continued to pursue our **GEEIS (Gender Equality European and International Standard)** certification strategy across our various subsidiaries. The GEEIS recognises those companies and workplaces that are actively engaged in building a fairer society, based on equality between men and women and on diversity and inclusion as the pivotal values of their policies.

In 2022, both the Group at the global corporate level and our Belgian subsidiary renewed their GEEIS certification for another four years, and obtained the GEEIS-DIVERSITY label for the first time, audited by Bureau Veritas. Likewise, the Nordic hub (Norway, Denmark and Finland) have obtained GEEIS certification, joining Sweden, which obtained it in 2020. They join Germany, Bulgaria, Ukraine and Russia, which received certification in 2021, and France and Italy, certified in 2020 and passing their intermediate assessment this year. This certification plan, which will continue to advance in the next few years, is enabling us to consistently and continuously deploy our gender equality policies in our various markets.

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

We also foster equality, diversity and inclusion among the workers in our supply chain. For the latter purpose, 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 [5.6.2. Workers at the Centre](#) of this Report.

In recognition of these efforts to implement initiatives that foster gender equality globally, in January 2023, Inditex was included for the fourth year running in **Bloomberg's Gender-Equality Index**, which features the companies that are most committed in this respect. Similarly, the **Equileap** ranking, an analysis of nearly 4,000 companies based on 19 gender equality criteria, highlights Inditex in its 2022 report as the only Spanish company that carries out gender audits.

① More information in section [3.4. Recognitions](#) of this Report.

## Women in Tech: science and technology from an inclusive perspective

Women in Tech was established in 2020 as an internal initiative aimed at boosting the presence of women in technology to foster the values of diversity and inclusion and generate an impact on the Organisation and on society as a whole. To achieve this aim, this initiative is grounded on two pillars: the need to influence society, supporting actions that encourage girls to take an interest in science and technology; and the impact on women in the world of technology through actions that empower them.

Over this period, we have held several 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. Against this backdrop, various initiatives have been introduced in connection with dissemination: talks with leading women in technology, as well as training and awareness-raising projects in schools and universities, and we have held information activities to celebrate the International Day of Women and Girls in Science.

We have also actively collaborated with organisations working to train and empower girls in the technological area. One of the latest initiatives has been our collaboration with Power to Code, ambassadors of Technovation in Madrid. Technovation is a global charitable organisation based in the United States, creators of the Technovation Girls programme, which, every year, at an event called Technovation Challenge, invites teams of girls aged 8 to 18 from all over the world to learn and develop skills for tackling real-world problems using technology. With the support of mentors, companies and volunteering parents, girls work together in teams to develop applications or artificial intelligence models that address those problems. In 2022, our teams took part in these challenges and one of the teams supported by Inditex was chosen as the European winner for the best application.

Moreover, in order to boost the professional careers of women in our teams, we have developed an internal women's leadership programme to inspire them and provide them with the necessary tools to take on positions of responsibility in the Company. We are also committed to a talent pool that promotes fairness and diversity within the technology team. In this year's Junior programmes, more than 80% of the recruits were female.

#### 5.1.1.3.2. Inclusion of people with disabilities

At Inditex, we aim to help overcome the barriers faced by people with disabilities. Not only through fashion, seen as a tool for personal expression and well-being, but also by fostering a culture that is open to everyone.

Inditex's disability inclusion strategy is based on three priority areas:

/ Employability, direct recruitment and professional development.

/ Disability awareness and training for our people.

/ Accessible workspaces, inclusive shopping experience and cross-cutting projects.

#### **Employability, direct recruitment and professional development**

The Inditex Group is also fully committed to the inclusion of people with disabilities in the labour market. At the end of 2022, in Inditex we directly employed 1,698 people with disabilities (1,443 in 2021, 1,325 in 2020, 1,568 in 2019 and 1,498 in 2018). Moreover, in Spain, alternative measures (e.g. collaboration with special employment centres, donations and sponsorships to conduct employment insertion activities for people with disabilities) are no longer used, culminating the process of prioritising direct hiring as an integration measure. In the past, alternative measures were equivalent to 64 workers in 2021 (69 in 2020, 180 in 2019, and 186 in 2018).

There are different regulatory frameworks in the various markets where we operate, so 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 some cases we have no measured data available.

With the aim of increasing direct hires, in January 2023, Inditex announced that **it will double the number of people with disabilities in our workforce across all our markets over the next two years**; this will mean hiring an additional 1,500 people with some type of disability. Our aim is to foster the inclusion of these professionals in our network of stores, logistics centres, warehouses and offices worldwide. Inditex always aims to exceed the quotas for people with disabilities established by law in the various markets where it operates. Furthermore, where no specific regulations exist, the Group has set a target of reaching at least 2% of employees with disabilities.

This new commitment was announced by Inditex's CEO in a meeting with the Director-General of the **International Labour Organization (ILO)**, Gilbert F. Houngbo. The announcement was made after the Company joined the **ILO Global Business and Disability Network**, a global network of companies and organisations that seeks to promote the workplace inclusion of people with disabilities.

Inditex joins in the ILO's effort to contribute to an inclusive work environment, where people with disabilities have the same opportunities to access and progress in their careers, helping companies to recognise their economic and social value, boosting the inclusion of people with disabilities in the workplace, promoting accessibility in the workplace and encouraging inclusion in every aspect of working life.





## INCLUYE Programme

Created in 2021 to incorporate people with intellectual disabilities into our logistics teams in Spain, the INCLUYE programme is one of the main initiatives in the sphere of socio-occupational integration of people with disabilities. This initiative already had its parallel in stores, with projects such as Pull&Bear's FRIDA, and in other countries, with the Eu Includo project in Portugal or the Incluir project in Brazil.

In 2022, all Inditex's direct employability projects worldwide were grouped together and consolidated under the umbrella of the INCLUYE programme, which has thus broadened to ensure the sustainable and lasting inclusion of people with disabilities. Based on supported employment methodology, the programme involves:

- / Collaboration with local organisations that work to achieve the occupational integration of people with disabilities;
- / Adaptation of the position where necessary;
- / Creation of easy-to-read on-boarding and training materials;
- / Internal training for human resources teams and line managers;
- / Existence of the role of tutor—both internal and at the local entity—as a key factor for successful employability.

In Spain, this development has been possible thanks to the partnership with Plena Inclusión, a federation of entities working towards the inclusion of people with intellectual disabilities, supporting the in-store programmes of Pull&Bear, Stradivarius, Zara and Oysho, and incorporating a total of 148 people since 2019. Furthermore, the programme continued at our logistics centres, also collaborating with local organisations such as Prodis and COGAMI, recruiting 12 people with intellectual disabilities for Zara's logistics platforms in Zaragoza and Meco (Madrid) and for the TEMPE platform (Alicante), resulting from our partnership with APSA, in addition to those who already joined in the 2021 edition. At our Inditex head offices in Arteixo (A Coruña) a total of 27 people with intellectual, physical or sensory disabilities have been recruited.

Moreover, one of our most important occupational integration projects is **for&from**, a network of social franchises from our different brands, managed by charitable entities and staffed by people with various types of disabilities, offering fashion from previous seasons at competitive prices. Created with the aim of providing equal opportunities in access to employment, this initiative currently has 15 stores that have created more than 200 jobs. All profits generated by these stores are reinvested in social projects run by the partner organisations. In 2022 Zara Home opened its first for&from store in San Sebastián de los Reyes (Madrid).

### Disability awareness and training

Creating an inclusive culture focused on integrating people with disabilities is key. For the third consecutive year, in November and December 2022 we held the **Impact Week**, focusing on disability inclusion, with the involvement of the vast majority of our subsidiaries, head offices and logistics centres. The aim of this initiative is to raise awareness and mobilise our workforce to continue to promote projects that foster the full inclusion of people with disabilities, be they employees, customers or candidates. By working with local entities in the various markets, as well as through training, workshops, round table discussions and other activities, this year's Impact Week focused on areas such as accessibility, 'customer' experience and 'employee' experience for people with disabilities, thereby helping to break down barriers and foster equal opportunities. In total, more than 20,000 people worldwide have taken part in one or more of the multiple local initiatives or have used the interactive global app created for this inclusive project.

Furthermore, in order to advance in this strategy of awareness-raising and collaborative work, the Group opts to maintain stable and lasting relationships with local entities in the various markets where it operates:

/ In 2022, we joined Disability:IN, the largest US organisation for the inclusion of people with disabilities in the workplace, which provides both employment opportunities for people with disabilities and resources to promote awareness and training in teams.

/ In the UK, we continue to work with the Business Disability Forum, a non-profit organisation focused on transforming the lives of people with disabilities, working together with them, along with business leaders and public institutions, to understand how to improve their life chances and experiences in employment, the economy and broader society.

/ In Belgium and the Netherlands, where there are no legal quotas in place, we have launched initiatives aimed at recruiting people with disabilities in partnership with companies specialising in inclusion and with local public entities, as well as, at training customer service teams to better cater for people with disabilities.

/ And Denmark and Sweden have followed this same path, in 2022 entering a partnership with two organisations for the recruitment of people with disabilities, which has already started to yield results.

In addition, in countries with recruitment quota regulations in place, we continue to work towards achieving recruitment targets, improving the working conditions of people with disabilities and training their teams. This is the case in Germany, where we collaborate closely with the Federal Employment Agency; France, with the Accord Handicap company agreement on disability; Italy, which has implemented the ALL IN project for the occupational integration of people with intellectual disabilities in Milan and Verona; Portugal, with its Eu Includo project; Japan, which holds regular meetings with partner associations and staff with disabilities to review their conditions; or Romania, which every year strives to improve the internal training of its teams and the recruitment of this group, with the support of both non-governmental organisations and the Department for Social Assistance.

### **Accessibility and inclusive shopping experience and cross-cutting projects**

One of our priorities is to comply with the principles of universal accessibility, especially in respect of any members of our staff and customers who may have any kind of disability.

Thus, we strive to ensure that all our workplaces meet the functional and dimensional requirements that allow an independent use by people with disabilities or people with 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 disabilities.

Furthermore, it is also important for Inditex to provide equal opportunities for access to our websites and apps to people with different disabilities, to offer inclusive shopping experiences. 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 whole range of content through functionalities adapted for people with various kinds of disability. Our aim in the online environment is to always provide accessible services to the broadest possible audience and to ensure that any person with any kind of disability may access our content.

In addition, as one of the main pillars of Inditex's Diversity and Inclusion strategy, inclusion of people with disabilities is also a feature of the Group's cross-disciplinary projects. One such example is the project for innovation in recycled threads carried out by Stradivarius. It prioritised, in addition to technical considerations and collaborative learning with local spinning mills, collaboration with social entities in the same area that work to foster the employability of people with disabilities to carry out part of the process, such as AMPANS (Santpedor) or Fundació Integra (Olot)

#### **5.1.1.3.3. Inclusion of the LGBT+ community**

Mindful of the fact that the greater diversity there is in society and in businesses, the more creative, productive and innovative they are, at Inditex we are unwaveringly committed to the inclusion of the LGBT+ community in the workplace.

Accordingly, we have adhered to some of the main initiatives in that sphere, including:

/ 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 work to prove that the more inclusive societies are, the more businesses thrive, and that companies that promote LGBT+ inclusion are more dynamic, productive and ground-breaking.

/ In 2018 we signed up to the **UN Standards of Conduct for Business: Tackling Discrimination against LGBTI People** based on the UN Guiding Principles on Business and Human Rights, and including contributions from hundreds of companies from a range of sectors.

/ In Spain, in 2018 we joined **REDI, Red Empresarial de Diversidad e Inclusión LGBT+**, an association that works to foster safe working environments that are respectful of everyone, regardless of their gender identity, gender expression or sexual orientation.

Furthermore, once again this year, between May and August 2022 several Inditex subsidiaries in Europe and North America implemented a variety of LGBT+ inclusion initiatives. They coincided with the various celebrations around International LGBT+ Pride Day, which in the wake of the pandemic have returned to some of the world's major cities. Some of our people in Belgium, the Netherlands and the UK took an active part in the marches in Brussels, Amsterdam and Manchester, while masterclasses, talks and 'good morning meetings' were held to reflect on the importance of allies in creating more inclusive work environments. Also, in France the Challenge Arc-en-ciel (Rainbow Challenge) was launched, under the slogan "Inconditionnellement nous" (unconditionally us), encouraging people to give visibility to the corporate **Love&Pride** project.

Furthermore, in the United States in 2022 we held two editions of the IN Pride project to help transgender and non-binary people access employment, focused on creating job opportunities at our stores in conjunction with two New York organisations: The Door and The Ali Forney Center. In addition, the 2022 edition of the Salta project in logistics centres in Spain has incorporated the IN Pride philosophy as a first step to growing this project.

Zara USA was also recognised as one of the 'Best Place to Work for LGBTQ+ Equality' in the **Human Rights Campaign Foundation** Corporate Equality Index 2022, which selects the companies with the best practices in LGBT+ inclusion. It obtained the top score (100 points out of 100) for supporting and empowering this community and promoting inclusive working environments for everyone.

#### 5.1.1.3.4. Socio-ethnic inclusion

In the field of socio-ethnic inclusion, the Inditex Group's efforts are led by our **Salta** programme, focusing on the occupational inclusion of vulnerable groups. *Salta* is aimed at generating employment opportunities in our stores, logistics centres and factories for persons or groups in special circumstances that make their employability more complex. In *Salta* we work with various NGOs that support us in the process of selection, training and follow-up of the participants.

Launched in 2008 in France, *Salta* has evolved its format for the training and integration of people in vulnerable circumstances in our teams. In 2022, *Salta* has reached India, Romania and Kazakhstan, with editions of the programme in New Delhi, Bucharest and Almaty, respectively. Of the countries already participating, the programme has reached Bari (in the Puglia region of Italy) and the Spanish islands of Lanzarote and Mallorca for the first time.

With the deployment of *Salta* in India, Romania and Kazakhstan during this year, the programme is now present in 16 markets (France, Spain, Italy, Portugal, Poland, Brazil, the United States, the United Kingdom, Germany, Mexico, Greece, South Korea, Türkiye, Romania, India and Kazakhstan). Thanks to this programme, since 2008, more than 1,600 people have joined our store teams, logistics platforms and factories. Women victims of gender-based violence and refugees are two of the most supported groups.

Notably, members of the Inditex workforce actively participate in *Salta*, acting as mentors for people joining us, and devoting their time to training and accompanying them. Since 2008, more than 3,600 colleagues have taken part in this project as trainers or tutors. Accordingly, this social commitment initiative has gained traction as an important means to strengthen the links and engagement with the people who are part of the Group.

In recognition of its work, in 2022 *Salta* was awarded the Trophée GEEIS SDG for the second time, 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 continuing to move forward with this project in consolidated markets (France celebrated its 30<sup>th</sup> edition in 2022) and in new markets, with a social and sustainable approach to inclusion".

#### Against any kind of racism and discrimination

As a group comprising people of 182 nationalities, **diversity, equality and respect for human rights** are an essential component of Inditex. Our determination to promote these values is not just a simple statement. Rather, our Diversity and Inclusion Policy specifically enshrines our zero-tolerance as a company to any kind of discrimination.

We believe in providing safe spaces, free of any expression of racism or discrimination, for our employees and customers alike. We also advocate always listening to the opinions of both these groups and implementing educational programmes so as to create, year by year, a **more diverse and equal company**.

Through awareness and training plans on diversity, fairness and inclusion, we offer country-specific training programmes, opening people's minds to the impact of unconscious bias in managing people and underscoring the need to combat all forms of discrimination and racism.

① More information in section [5.1.2. Talent management](#) of this Report.

Internationally, since 2018, Inditex has been among the companies that collaborate with ENAR, a European organisation based in Brussels that fights all forms of racism and discrimination. It is worth noting that, within the framework of this collaboration, in 2022 Inditex hosted the 14<sup>th</sup> edition of the **Equal@Work Platform** meeting at its Brussels headquarters, with the attendance of companies, social agents, NGOs, public authorities and academics committed to diversity and inclusion, to debate the role of companies in the commitment to build bridges that overcome racism in society and in the labour market. Furthermore, Inditex's community of Diversity Champions in Europe, in recognition of their collaborative work to free workplaces of discrimination and racism, in 2021 was awarded the **Holistic Diversity Management certificate** by the **ENAR Foundation**, a first for a European company.

In a similar way, in the United States, we have been collaborating with the Open to All campaign since 2019. In 2022, we broadened our commitment to this initiative by signing, alongside other international retailers, the **Mitigate Racial Bias in Retail Charter**. This charter advocates implementing solutions to eliminate racial bias in shopping experiences, jointly developing diversity and inclusion training materials, and sharing best practices among retailers to have a collective impact on our sector.

Also in the United States, in 2022 we once again provided financial support to the NAACP Legal Defense & Educational Fund, an organisation that actively fights racism, discrimination and injustice, particularly within African-American communities.

In connection with raising awareness against discrimination and racism, in 2022 the American subsidiary invited local artist Kamille Ejerta to create a mural at the corporate office in New York reflecting our commitment to diversity, inclusion and respect. The mural is called Our Community. Our Future and has been replicated on a smaller scale in all our US stores.

Finally, it is worth mentioning that in most markets, and particularly in Europe, privacy and data protection regulations do not allow companies to collect information based on ethnic or racial criteria. Nevertheless, there are markets such as the United States and South Africa, where the legislation on equality and non-discrimination focuses on knowing the **ethnic and racial diversity** of people with the aim of ensuring equal opportunities and rights.

United States	2022
Ethnic or racial group <sup>1</sup>	%
Hispanic or Latino	48.2%
Black or African American	20.8%
White	14.1%
Asian	8.7%
Two or More Races	5.0%
American Indian/Alaska Native	0.4%
Native Hawaiian/Pacific Islander	0.1%
Not Specified	2.7%
<b>Total</b>	<b>100.0%</b>

South Africa	2022
Ethnic or racial group <sup>1</sup>	%
Black South Africans	87.9%
Coloured South Africans	7.2%
Indian / Asian South Africans	1.7%
White South Africans	1.1%
Foreign Nationals	2.1%
<b>Total</b>	<b>100.0%</b>

1. The official nomenclature of the racial and ethnic groups recognised in these countries has been maintained in their original language.

#### 5.1.1.4. Work-life balance

At Inditex we want to guarantee the well-being of our workforce. Consequently, the Company promotes measures that seek to facilitate work-life balance, advocating especially for **co-responsibility**. We consider the latter to be both a right and a duty, as we aim to reflect in our equality plans. Furthermore, our equality plans contain other 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.

In this context, in Spain in 2022 diagnostic analyses were presented to properly monitor both data and the implementation of measures under the equality plans. In the logistics companies where it is in force, negotiations have commenced to renew the equality plans: this is the case of Plataforma Cabanillas and Pull&Bear Logística where the negotiation of the second equality plan has been completed.

In addition, in the first half of 2023, the Group's Equality Plan is expected to be signed. This plan encompasses all the store concepts, their design companies and central services, as well as Inditex, S.A. and includes a series of social improvements for store staff in Spain, such as birth and/or adoption benefits, nursery and university expenses, school supplies, and benefits for disabled dependents, among other measures.

Internationally, at Inditex Group we strive 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.

/ In the United States, for example, in 2019 we implemented a paid parental leave policy for all our people who meet minimum requirements, so that they can devote time to the care of a new-born or newly adopted or fostered child. The subsidiary also provides care services for adults and children in care centres and at home, through an external company that is available to all staff. It also covers educational programmes, tutoring and exam preparation at subsidised rates.

/ We promote measures to broaden the rights enshrined in local legislations or that help improve work-life balance by means of flexible working hours, efficient organisation of teams, extending leave for caring for children and/or dependants and even financial assistance to help cover the cost of childcare or other care. Markets where such measures are applied include the United Kingdom, Italy, Germany, France and Argentina, among others. In addition, office staff in many of our subsidiaries have flexible entry and exit times.

/ An increasing number of markets are opting to improve conditions for their staff by extending health coverage, either as a social benefit paid for by the subsidiary itself or by negotiating more favourable health insurance conditions. In addition to Spain, through its flexible remuneration plan, markets such as Canada, Mexico, Greece, Romania and Mainland China already offer this type of benefit.

As in previous years, in 2022 100% of our employees in Spain (46,154 people, 33,749 women and 12,404 men) were entitled to parental leave in connection with birth or placement for adoption or foster care. 2,107 people took leave for birth, adoption or foster care placement (1,527 women and 580 men), almost all of whom returned to work: 2,072 people (1,505 women and 567 men). In addition, 14% of the employees in Spain enjoy a reduction in working hours for childcare (17% of employees in 2021, 18% in 2020, 16% in 2019 and 16% in 2018).

Below is a breakdown of maternity and paternity leave in Spain and the rest of the world:

Parental leave - Spain	2022	2021	2020	2019	2018
<b>Total figures for parental leave</b>	<b>2,107</b>	<b>2,164</b>	<b>2,204</b>	<b>2,353</b>	<b>2,166</b>
Women	1,527	1,640	1,726	1,902	1,770
Men	580	524	478	451	396
<b>Return to work rate</b>	<b>98%</b>	<b>99%</b>	<b>100%</b>	<b>99%</b>	<b>99%</b>
Women	99%	99%	100%	100%	100%
Men	98%	99%	99%	95%	99%
<b>People who continued working at the Group 12 months after returning from leave</b>	<b>1,963</b>	<b>1,927</b>	<b>2,287</b>	<b>2,034</b>	<b>2,240</b>
Women	1,451	1,459	1,842	1,640	1,881
Men	512	468	445	394	359
<b>Overall retention rate</b>	<b>91%</b>	<b>87%</b>	<b>97%</b>	<b>94%</b>	<b>86%</b>
Women	88%	85%	97%	93%	90%
Men	98%	98%	99%	97%	87%

Parental leave - World (ex-Spain)	2022
<b>Total figures for parental leave</b>	<b>8,039</b>
Women	7,623
Men	416
<b>Return to work rate</b>	<b>92%</b>
Women	92%
Men	98%

#### 5.1.1.4.1. Work disconnection policies

The Inditex Group is also committed to promoting an internal policy that guarantees the **right to digital disconnection in the workplace**, pursuant to Spain's Data Protection Act (Organic Law 3/2018, of 5 December, on the Protection of Personal Data and Guarantee of Digital Rights). Thus, staff are encouraged to adopt habits such as resting between working days and during holidays and promoting direct interaction with their colleagues.

Notwithstanding the commitment acquired at the corporate level, negotiations with workers' representatives have also resulted in other measures on this front, included in the latest equality plans of the various brands, which will be transferred to the Group's new Equality Plan, applicable in Spain.

Internationally, France, a pioneer in this area, has included the right to disconnect as a measure to improve work-life balance in the company agreement on quality of life at work (Article 6), after encouraging it for years. Thus, all our people are advised to limit messages and phone calls outside working hours and they are reminded that they are not obliged to such communications outside those hours. Furthermore, department heads and store managers are aware of this system and the company undertakes to remind them of this right periodically.

Conversely, in markets where there is no legislation entitling employees to digital disconnection, such as the United Kingdom, the Group's brands have rolled out an initiative aimed at preventing employees from receiving communications from the Company on their days off and eliminating instant messaging applications as a work tool.

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 it 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 3-3; 404-1; 404-2; AF5

At Inditex, we constantly strive to place **the best talent at the service of our customers and to ensure our growth as a company**. Our aim is to **build teams of creative and passionate people** capable of creating responsible fashion. To achieve this, from the talent management standpoint we focus on:

- / **Attracting top talent**, those best suited to achieve our objectives.
- / Providing our people with **opportunities for professional development** and growth through internal promotion and mobility.
- / Providing our staff with **continuous learning** through training, awareness and communication.
- / Creating a safe, enriching and motivating working environment with attractive conditions that enable us **to retain talented professionals, develop all their potential and strengthen 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 attracting the best talent. More than two million people follow our employer brand, **Inditex Careers**, on social media, and more than 35 million have viewed our online recruitment drives.

Furthermore, Inditex Careers has cemented its position as our main source of selection, with more than 8.8 million visits from more than 200 markets in 2022. In January 2020, this portal was awarded WCAG Web Accessibility International Certification, with conformance level AA.

In 2022 we continued to pursue our commitment to a digital, engaging, flexible and sustainable recruitment process. The candidate experience is at the heart of everything we do and, in this regard, this year we have developed several differentiating actions to attract **talent** for our **stores**: we created our first digital employee, Kaia, for the Zara store opening in Battersea (London); we designed an exclusive digital recruitment experience to select the team for the largest Zara store in the world, which opened its doors in April 2022 in Plaza de España (Madrid); and we involved the stores in the selection process through actions such as the National Hiring Days, which we held in 10 markets in 2022.

Our relationships with the top universities and schools remain vital to reach talent in all creative, management and technological areas.

In our programme targeting **creative talent** we seek people for our product teams, with expertise in design, trends, graphic design, styling, art direction, photography and editing. We have combined a digital approach through different channels such as social media and the universities themselves, with in-person sessions and attendance at the top fashion shows.

**Zara Business Graduates** is our junior talent programme aimed at final year students, through which we seek management profiles to join our teams in different positions, such as buyers, controllers, product managers, marketing, finance and sustainability. After an online campaign and a digital event, participants introduce themselves through a video and take on an analytical challenge, with the pre-selected candidates participating in an assessment day and the final candidates coming to visit our headquarters.

In **technology**, we work with universities to remain in proximity to junior talent at every stage of their career:

- / Through the **Zara Boost** programme, we connect with students who are reaching the end of their studies and wish to access the labour market, using in-person workshops and online challenges, and contributing to the development and training of students through their studies by means of mentoring programmes. In 2022, we launched our **Tech Summer Camp**, to discover and foster talent in STEM subjects from the second year of studies onwards through a programme of summer scholarships. And, at the same time, we continued to conduct the **Stay in Contact** webinars, led by our technology team, in which we discuss our technical challenges and how we integrate technology into our business.
- / Furthermore, we have just started a collaboration with **Stanford University's ICME** (Institute for Computational & Mathematical Engineering), enabling us to be in contact with one of the world's foremost spaces for technological talent.

In recognition of our endeavours as an employer brand, **for the 12th consecutive year Merco Talento** ranked Inditex at the top of its survey analysing the 100 best companies to work for. Also in Spain, for the 8th year running, Universum has included Inditex among the best companies in which to develop professionally. In this latest edition, university students chose Inditex in various categories: Business and Commerce; Humanities, Art and Education; and Law. Zara also featured for the second time in **Universum's World's Most Attractive Employers** ranking in the Business category; this index analyses the companies that students consider to be the most appealing in terms of attracting talent in the 10 foremost international markets.

### 5.1.2.2. Developing talent

Developing talent is part of our DNA. At Inditex we are committed to providing **opportunities for development, internal promotion and mobility** to enable our people to grow and at the same time help us to continue evolving as a company.

In 2022 **59% of the Group's vacancies were filled internally** (50% in 2021 and 46% in 2020), which means that **more than 11,000 people were promoted** over the course of the year (around 7,500 in 2021 and 2,000 in 2020). By gender, 75% of the promotions were for women and 25% for men, figures that are consistent with the gender distribution of our workforce. This commitment to generating opportunities for internal development results, in our office teams, in more than 490 promotions and more than 740 changes of functions, department, retail concept or market.

Our marketplace of internal opportunities, **InTalent**, plays a pivotal role in fostering the internal promotion of our personnel. InTalent gives an overview of the opportunities for development in the Company, while at the same time helping our talent teams to identify people interested in growing professionally. In 2022, more than 6,000 career growth opportunities were posted, and we renewed this platform with two clear goals: the Group's commitment to the transparency and democratisation of internal growth opportunities; and the unification and globalisation of the platform. Through InTalent, all our people from any market, area or brand can view all the global opportunities available to them grouped together in one place, and can apply for those they wish, including: vacancies, temporary support in other areas or markets, and LEAP&Co development opportunities.



Furthermore, our talent identification and development application for our store teams, **LEAP&Co**, on the one hand provides transparency to access training opportunities that can lead to internal promotion, and on the other affords managers and area support teams the autonomy to manage the development plans of the people in their area, organise their network of specialist trainers by area and monitor new recruits and trainees online and in real time, adapting to the pace of the store at all times. This platform operates at Zara stores in 42 markets across Europe, America and Asia, and at Zara Home in 12 markets. More than 59,000 employees are currently registered in the application, where this year nearly than 970,000 training hours were held.

Similarly, throughout 2022 we have made significant progress in rolling out initiatives whereby our store managers have periodic and individual conversations with each member of their team on their development. Known as **Talks** in several of our brands, these conversations are a vehicle for exchanging feedback, encouraging both parties to express their opinions, ideas and concerns regarding professional development in a constructive way. At present, Bershka, Pull&Bear, Stradivarius, Massimo Dutti and Zara Home have implemented development conversations in many of their markets.

### 5.1.2.3. Training

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

Our model is based on internal training and is mostly practical, which determines that teams' training is fundamentally on-the-job. Furthermore, we have a network of in-house trainers who guide new recruits in all aspects to guarantee their successful on-boarding.

After launching our training platform globally at the end of 2021, 2022 was the year in which TraIn positioned itself as the place where all the Group's training actions take place, including those that are carried out digitally and to support the registration of those that take place in person. Not only has this served to accompany our people in their development through training itineraries tailored to their jobs, onboarding plans, etc., but it has also been a space in which to discover training not strictly related to the specific job in hand. This helps our teams to continue learning and expanding their horizons. Fashion, Sustainability, Customer Experience, Skills, Creativity, or Digital are some of the subjects most demanded by our people when it comes to training, and all of them have a place in TraIn. Furthermore, we have continued to collaborate with top-notch educational institutions in the creation of content, such as IE Business School, the University of Leeds and Condé Nast College, among others.

From 1 February 2022 to 31 January 2023, more than 2.6 million training hours were imparted to more than 1.3 million participants (more than 2.3 million hours and more than 551,000 participants in 2021; 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 classification<sup>1</sup>:

<b>Job classification</b>				
<b>2022</b>				
	<b>Training Hours</b>	<b>Participants</b>	<b>Average staff</b>	<b>Hours per person</b>
Management	247,412	148,520	10,692	23.1
Supervisor	201,995	132,837	14,754	13.7
Specialist	2,200,172	1,054,414	139,551	15.8
<b>Total</b>	<b>2,649,580</b>	<b>1,335,771</b>	<b>164,997</b>	<b>16.1</b>
<b>2021</b>				
	<b>Training Hours</b>	<b>Participants</b>	<b>Average staff</b>	<b>Hours per person</b>
Management	159,783	62,816	11,890	13.4
Supervisor	196,199	58,174	15,367	12.8
Specialist	1,986,390	430,890	137,785	14.4
<b>Total</b>	<b>2,342,373</b>	<b>551,880</b>	<b>165,042</b>	<b>14.2</b>
<b>2020</b>				
	<b>Training Hours</b>	<b>Participants</b>	<b>Average staff</b>	<b>Hours per person</b>
Management	126,121	46,054	12,591	10.0
Supervisor	126,282	49,892	16,480	7.7
Specialist	748,448	275,659	115,045	6.5
<b>Total</b>	<b>1,000,851</b>	<b>371,605</b>	<b>144,116</b>	<b>6.9</b>
<b>2019</b>				
	<b>Training Hours</b>	<b>Participants</b>	<b>Average staff</b>	<b>Hours per person</b>
Management	170,913	26,647	10,473	16.3
Supervisor	260,524	39,447	19,779	13.2
Specialist	2,657,853	295,156	146,359	18.2
<b>Total</b>	<b>3,089,290</b>	<b>361,250</b>	<b>176,611</b>	<b>17.5</b>
<b>2018</b>				
	<b>Training Hours</b>	<b>Participants</b>	<b>Average staff</b>	<b>Hours per person</b>
Management	98,282	9,044	7,601	12.9
Supervisor	253,276	19,124	20,350	12.4
Specialist	2,400,265	118,278	146,435	16.4
<b>Total</b>	<b>2,751,823</b>	<b>146,446</b>	<b>174,386</b>	<b>15.8</b>

1. 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.
- 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.



Distribution by gender<sup>1</sup>:

Gender					
2022					
	Unique people trained	Training Hours	Participants	Average staff	Hours per person
Men	47,459	690,124	326,690	41,796	16.5
Women	139,858	1,959,456	1,009,081	123,201	15.9
<b>Total</b>	<b>187,317</b>	<b>2,649,580</b>	<b>1,335,771</b>	<b>164,997</b>	<b>16.1</b>
2021					
	Unique people trained	Training Hours	Participants	Average staff	Hours per person
Men	32,373	610,137	123,766	40,049	15.2
Women	97,698	1,732,236	428,114	124,993	13.9
<b>Total</b>	<b>130,071</b>	<b>2,342,373</b>	<b>551,880</b>	<b>165,042</b>	<b>14.2</b>
2020					
		Training Hours	Participants	Average staff	Hours per person
Men		259,185	89,809	34,793	7.4
Women		741,666	281,796	109,323	6.8
<b>Total</b>		<b>1,000,851</b>	<b>371,605</b>	<b>144,116</b>	<b>6.9</b>
2019					
		Training Hours	Participants	Average staff	Hours per person
Men		717,280	82,930	43,146	16.6
Women		2,372,010	278,320	133,465	17.8
<b>Total</b>		<b>3,089,290</b>	<b>361,250</b>	<b>176,611</b>	<b>17.5</b>

1. A person can attend more than one training course. In the indicator "unique people trained", those people who have attended more than one course are counted only once. With regard to this indicator, the only available breakdown is by gender.

## Distribution by geographic area:

Geographic area	2022				2021			
	Training hours	Participants	Average staff	Hours per person	Training hours	Participants	Average staff	Hours per person
Spain	491,421	326,414	46,154	10.6	316,712	110,930	46,075	6.9
Europe (ex-Spain)	1,444,644	655,476	83,476	17.3	1,213,307	345,372	82,619	14.7
Americas	329,191	213,470	20,909	15.7	348,139	71,624	19,888	17.5
Asia & Rest of the world	384,323	140,411	14,457	26.6	464,215	23,954	16,460	28.2
<b>Total</b>	<b>2,649,580</b>	<b>1,335,771</b>	<b>164,997</b>	<b>16.1</b>	<b>2,342,373</b>	<b>551,880</b>	<b>165,042</b>	<b>14.2</b>
Geographic area	2020				2019			
	Training hours	Participants	Average staff	Hours per person	Training hours	Participants	Average staff	Hours per person
Spain	218,789	113,150	40,279	5.4	351,421	117,637	48,687	7.2
Europe (ex-Spain)	565,654	156,289	69,834	8.1	2,085,281	163,656	84,634	24.6
Americas	61,725	60,877	16,788	3.7	45,684	48,929	19,749	2.3
Asia & Rest of the world	154,683	41,289	17,215	9.0	606,904	31,028	23,541	25.8
<b>Total</b>	<b>1,000,851</b>	<b>371,605</b>	<b>144,116</b>	<b>6.9</b>	<b>3,089,290</b>	<b>361,250</b>	<b>176,611</b>	<b>17.5</b>

**Distribution by content:**

Contents	2022		2021		2020		2019	
	Training Hours	Participants	Training Hours	Participants	Training Hours	Participants	Training Hours	Participants
Corporate	1,208,769	682,883	675,216	241,322	252,570	168,746	1,358,388	131,289
Customers	64,871	110,008	74,634	39,021	35,241	25,420	106,818	102,982
Fashion and Product	119,360	203,527	49,768	62,975	124,328	88,236		
Languages	43,266	24,161	73,666	18,737	52,617	2,433	52,033	2,536
Processes, Techniques and Tools	962,047	223,823	1,313,940	155,757	488,963	55,992	475,668	60,701
Skills	251,267	91,369	155,150	34,068	47,132	30,778	1,096,383	63,742
<b>Total</b>	<b>2,649,580</b>	<b>1,335,771</b>	<b>2,342,373</b>	<b>551,880</b>	<b>1,000,851</b>	<b>371,605</b>	<b>3,089,290</b>	<b>361,250</b>

**Main training initiatives in 2022****Corporate training on our culture and values**

/ **Compliance:** at Inditex we share a solid commitment to a corporate ethical and compliance culture, grounded on principles of integrity, honesty, transparency and responsibility. Compliance encompasses strict adherence to the external and internal applicable regulations, and how each employee applies them to our daily activities. Consequently, we continue to promote training in this area and in 2022 we launched a global compliance course, mandatory for certain of the Group's employees, via our learning platform TraIn.

① More information in section [6.1.3. Compliance and criminal risk prevention system](#) of this Report.

/ **Diversity and Inclusion.** Training our teams in diversity and inclusion is essential to create an inclusive culture and make spaces free of any kind of discrimination. In 2022, more than 41,000 people worldwide accessed training through one or more of the courses provided in connection with diversity and inclusion, which involved almost 20,000 training hours in this field. In 2022, our training included various in-person, e-learning and online courses, notably including "Diversity, Inclusion and Belonging", "The Right Leader @ Inditex is inclusive", "Unconscious Bias" and "D&I Matching HR", among others.

In 2022, we developed a long-term, global training plan with the aim of raising awareness among our entire workforce. Since 2023, this training is conducted through the **D&I Channel** within our corporate e-learning tool **TraIn**, and it is structured in various levels: from basic level for all employees, available for the vast majority of markets this year, to more advanced levels focused on raising awareness among different positions and functions within the Company. This channel's pilot was launched in December 2022 and has been tested internally by more than 1,500 Changemakers and D&I Champions.

**Language training: Busuu** is an app for mobile devices that offers employees the opportunity to learn up to 14 languages, having added Korean this year. We offer everyone access to its premium version, which includes the option to obtain official certificates (more than 2,000 this year), with English and Spanish the most widely studied languages. Overall, in 2022 our staff devoted more than 23,000 hours to improving their language skills using Busuu.

**In-store training**

/ **Zara Campus** is a project designed to respond to the need for training and development among new promotions and people in management positions in stores. This training is conducted in our Campus stores, which are Zara stores used as a practical scenario for training our managers in three areas (management, sales and operations). We also provide training aimed at the development of certain groups, such as the Zara Masters (tutors for the on-boarding training of our new recruits) and leadership training for managers.

/ **Customer experience:** To share our new Zara customer-centric commercial approach, we have designed a project that supports our best ambassadors: our store people. The aim is to hone their skills to increase the satisfaction of customers visiting our stores. Store managers are leading this change, backed by improved tools for understanding customer perceptions. Customer Experience has been implemented at 273 ZARA stores in 33 markets.

/ **Stradivarius itineraries:** TraIn has made it possible to digitalise, facilitate access and clearly organise our team training, creating training itineraries for the various functions in stores. The creation of the content map, following the Leap&Co system, allows us to connect the processes and not lose sight of the necessary multi-functionality in our teams. The itineraries are currently implemented in Spain, Italy, Türkiye, Greece, Portugal, UK and Ireland, and the intention is to implement them in 100% of markets with own stores by 2023. More than 5,000 people participated in this training paths, and a total of over 207,000 training hours were completed.

**/ ZARA Camp** is a digital training program about Zara and its business model, where the employees themselves provide information about the area/department in which they work and their main functions and responsibilities. The project consists of 30 modules made up of videos, manuals, glossaries and tests.

This training is available to all Zara employees worldwide and the programme is customised according to each person's area of activity (office, store or logistics).

## #BoostYourPower

As part of our commitment to a holistic and systemic approach, we see sustainability as being organically integrated into all areas of our Company.

This is how we came up with **#BoostYourPower**, an initiative to train and inspire our teams, generating new spaces for change. Since 2021 we have focused on two key areas due to their impact: buying teams, with their purchasing offices, due to their involvement in the creation of our products; and our store staff, as our direct contact with customers. Two initiatives emerged from this vision: **The Sustainable Fashion School and Changemakers**.

**The Sustainable Fashion School** 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. In 2022, within the framework of this project, we provided more than 57,000 training hours for product teams across all the Group's brands.

Firstly, in January 2022 we launched our first Foundations of Textile Manufacturing Master's programme. As a result of our partnership with the University of Leeds, this master's programme was devised to cover all the technical knowledge relating to a garment's life cycle, with the aim of continuing to foster improvements in the sustainability of our processes. More than 950 people from Zara's design, buying, fabrics and quality control teams take part in this first edition, in which 8 modules have been taught and the first stage with certification completed ("From Fibres to Yarn "). A total of 460 people have now received their first SFS certificate.

And in May 2022 the second edition was launched, this time targeting all product teams from the rest of the Group's brands. More than 780 people are also taking part in the training itinerary previously commenced by their colleagues from Zara, with a total of more than 1,700 people having enrolled in the programme. A total of 220 employees from the remaining concepts have now completed the first stage of the programme.

In addition, during the year 2023 we will complete the entire training programme and commence editions for new recruits.

Furthermore, **Changemakers** is the community leading this cultural transformation from the heart of our business, our stores. In order to provide the necessary space for reflection and change, we prioritise inspiration and training for our teams. Planet, People and Community are the three pillars on which knowledge about Sustainability and Diversity & Inclusion rests.

These agents of change join the project on a voluntary basis, leading the dialogue with other Company areas from their stores. Their aim is to pass on what they have learned to their teams and at the same time take on board the feedback, suggestions and concerns of their colleagues and our customers. These proposals are then translated into projects that have a real impact.

At the end of 2022, this project has been implemented at all the stores in all 51 markets in which Zara is present. In addition, we have triggered its roll-out in 5 markets and 56 stores of the rest of the Group's brands. As a result, Inditex currently has more than 1,800 Changemakers. In 2023 we will expand the Changemaker community to all the Group brands' remaining stores and markets.

### 5.1.2.4. Connection and engagement with our people

The fourth objective of our talent management strategy is to provide safe, enriching and motivating work environments that help us retain talent, connect with our people and boost their commitment to the Group. As for connecting with our teams, our internal communication channel **INET** plays a vital role.

Present in app and online format in all the markets where we have employees, INET enables us to digitalise both communication with our people and many of the tasks that our employees carry out daily. In addition, as is the case with our commercial apps, we are continuously adding new features to this platform to keep us permanently connected. In 2022, INET recorded more than 25 million accesses (more than 21 million in 2021 and more than 19 million in 2020).

Furthermore, in 2021 we started to launch various **specific communication channels** for some of our brands. Every morning, they provide us with the opportunity to bring omnichannel to the 'good morning meetings' in all our markets, sharing with our people information about products, processes, people, news, trends and inspiration. These channels also enable us to receive first-hand feedback, suggestions and comments from our teams, establishing a direct connection between our store and structural teams. Specifically, Zara uses Dear Team, Zara Home has #tengoalgoquecontarte, Massimo Dutti uses Journal, and in 2022 we have launched STRADIPEOPLE for Stradivarius.

In addition, in 2022 we have also made progress in deploying **InStories**, our internal social media platform, which has been rolled out in Australia, New Zealand, Chile, Argentina, Uruguay, the United States, Ireland, India, Romania and Bulgaria. Consequently, InStories is now available in 23 markets (including Italy, Portugal, Greece, Türkiye, Poland, South Korea, Japan, Mexico, Russia, Belarus, Brazil, the United Kingdom and the Netherlands). As of the end of 2022, the InStories community has shared more than 350,000 contents since its creation.

Finally, in order to keep tabs on our stores and ascertain our people's perception of what it is like to work with us, we developed "**Your opinion matters to us**", a completely anonymous survey that we send to store employees when they leave Inditex. Launched in 2016 and available in all our markets with own stores, it allows us to obtain their feedback on various aspects of their day-to-day life, such as the relationship with their colleagues or managers, the training they receive, their salary or how well their working hours suits their availability. In addition, the question "Would you recommend Inditex as a place to work?" is used to measure levels of engagement. In 2022, this question obtained an average of 70% positive responses, obtaining 91% positive responses in Spain.



### 5.1.3. Employment

GRI 2-4; 2-7; 3-3; 405-1; AF22

The creation of **stimulating, stable and safe working environments**, in which equal opportunities and professional development are a reality, is a priority for Inditex.

As a Group with employees in 60 labour markets and very diverse realities, we work to adapt our responses to local needs so that all our people, wherever they are, can enjoy working in the highest quality environments possible.

With regard to 2022, the first quarter was shaped by the halt in all our commercial activity in Russia and Ukraine. Throughout the year, the Group's priority and efforts have focused on providing the necessary support to the workforces in both countries. For the people employed in Ukraine, two actions were

taken: firstly, in the financial sphere, we maintained full payment of salaries; and secondly, we adopted the necessary measures to support staff in any way necessary, from help with visa procedures and travel arrangements to psychological support, among other measures. With regard to the situation of our staff in Russia, their salaries have continued to be paid in accordance with local legislation.

#### 5.1.3.1. Distribution of the workforce by contract type

In 2022, 82% of our people were on a permanent contract (compared with 81% in 2021, 87% in 2020, 77% in 2019 and 73% in 2018).

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

### Employee distribution by contract type, gender, age and job classification<sup>1</sup>

	2022				2021				2020				2019			
	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	%
<b>Distribution by gender</b>																
Women	99,963	81%	23,240	19%	100,925	81%	24,235	19%	93,748	87%	14,543	13%	100,968	76%	31,606	24%
Men	34,881	83%	6,913	17%	32,904	83%	6,978	17%	31,690	88%	4,135	12%	34,219	78%	9,818	22%
<b>Total</b>	<b>134,843</b>	<b>82%</b>	<b>30,153</b>	<b>18%</b>	<b>133,829</b>	<b>81%</b>	<b>31,213</b>	<b>19%</b>	<b>125,438</b>	<b>87%</b>	<b>18,678</b>	<b>13%</b>	<b>135,187</b>	<b>77%</b>	<b>41,424</b>	<b>23%</b>
<b>Distribution by age</b>																
<30 years old	69,358	73%	25,305	27%	64,824	71%	26,252	29%	64,716	81%	15,034	19%	70,658	68%	33,387	32%
30-40 years old	40,878	92%	3,770	8%	45,593	92%	4,066	8%	41,677	93%	3,031	7%	44,874	87%	6,711	13%
> 40 years old	24,607	96%	1,078	4%	23,412	96%	895	4%	19,045	97%	613	3%	19,655	94%	1,326	6%
<b>Total</b>	<b>134,843</b>	<b>82%</b>	<b>30,153</b>	<b>18%</b>	<b>133,829</b>	<b>81%</b>	<b>31,213</b>	<b>19%</b>	<b>125,438</b>	<b>87%</b>	<b>18,678</b>	<b>13%</b>	<b>135,187</b>	<b>77%</b>	<b>41,424</b>	<b>23%</b>
<b>Distribution by job classification<sup>2</sup></b>																
Management	10,418	97%	276	3%	12,837	97%	438	3%	11,451	96%	539	4%	9,268	89%	1,146	11%
Supervisor	14,315	97%	444	3%	16,681	96%	657	4%	15,596	95%	811	5%	19,209	92%	1,657	8%
Specialist	110,111	79%	29,434	21%	104,312	78%	30,118	22%	98,391	85%	17,328	15%	106,710	73%	38,622	27%
<b>Total</b>	<b>134,843</b>	<b>82%</b>	<b>30,153</b>	<b>18%</b>	<b>133,829</b>	<b>81%</b>	<b>31,213</b>	<b>19%</b>	<b>125,438</b>	<b>87%</b>	<b>18,678</b>	<b>13%</b>	<b>135,187</b>	<b>77%</b>	<b>41,424</b>	<b>23%</b>

1. Data on type of contract and hours available in 2022 for 100% of the workforce (98.2% in 2021, 95.4% in 2020 and 94.7% in 2019). To calculate the number of contracts by type of contract, broken down by gender, age and professional classification, the corresponding percentages are applied to the total workforce.

2. 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.

#### 5.1.3.2. Distribution of the workforce by type of working hours

In terms of working hours, in 2022, 59% of Inditex's workforce was part-time and 41% full-time (56% part-time and 44% full-time in 2021, 50% part-time and 50% full-time in 2020; 53% part-time and 47% full-time in 2019; and 49% part-time and 51% full-time in 2018).

This ratio of part-time to full-time workers is typical of the retail sector, where part-time reinforcement teams are typically required at certain times of the season: for example, our stores and logistics centres are typically reinforced during the busiest times, such as the sales season or Black Friday. In addition, we often employ people who combine this activity with other activities, mainly their studies.



A meaningful indicator when it comes to explaining the quality of employment is the **FTE** (Full-Time Equivalent), which in 2022 tells us that the workforce resulting from all full-time hours represented 77%<sup>2</sup> of total jobs (78% in 2021<sup>3</sup>, 79% in 2020 and 79% in 2019).

Below is a breakdown of part-time employees by gender, age and job classification:

### Distribution of part-time employees by gender, age and job classification<sup>1</sup>

	2022				2021				2020				2019			
	Part-time Number of employees	%	Full-time Number of employees	%	Part-time Number of employees	%	Full-time Number of employees	%	Part-time Number of employees	%	Full-time Number of employees	%	Part-time Number of employees	%	Full-time Number of employees	%
<b>Distribution by gender</b>																
Women	76,348	62%	46,854	38%	72,992	58%	52,168	42%	56,640	52%	51,651	48%	70,308	55%	59,442	46%
Men	21,498	51%	20,297	49%	19,026	48%	20,856	52%	15,861	44%	19,964	56%	23,601	47%	23,261	50%
<b>Total</b>	<b>97,845</b>	<b>59%</b>	<b>67,151</b>	<b>41%</b>	<b>92,018</b>	<b>56%</b>	<b>73,024</b>	<b>44%</b>	<b>72,501</b>	<b>50%</b>	<b>71,615</b>	<b>50%</b>	<b>93,909</b>	<b>53%</b>	<b>82,702</b>	<b>47%</b>
<b>Distribution by age</b>																
<30 years old	70,718	75%	23,927	25%	65,213	72%	25,862	28%	49,137	62%	30,595	38%	66,978	64%	37,054	36%
30-40 years old	18,483	41%	26,178	59%	19,375	39%	30,284	61%	17,576	39%	27,143	61%	20,854	40%	30,746	60%
> 40 years old	8,644	34%	17,047	66%	7,430	31%	16,878	69%	5,788	29%	13,878	71%	6,077	29%	14,902	71%
<b>Total</b>	<b>97,845</b>	<b>59%</b>	<b>67,151</b>	<b>41%</b>	<b>92,018</b>	<b>56%</b>	<b>73,024</b>	<b>44%</b>	<b>72,501</b>	<b>50%</b>	<b>71,615</b>	<b>50%</b>	<b>93,909</b>	<b>53%</b>	<b>82,702</b>	<b>47%</b>
<b>Distribution by job classification<sup>2</sup></b>																
Management	433	4%	10,263	96%	493	4%	12,782	96%	428	4%	11,629	96%	273	3%	10,142	97%
Supervisor	1,433	10%	13,328	90%	1,873	11%	15,465	89%	1,545	9%	14,827	91%	1,804	9%	19,060	91%
Specialist	95,980	69%	43,561	31%	89,652	67%	44,778	33%	70,528	61%	45,159	39%	91,832	63%	53,500	37%
<b>Total</b>	<b>97,845</b>	<b>59%</b>	<b>67,151</b>	<b>41%</b>	<b>92,018</b>	<b>56%</b>	<b>73,024</b>	<b>44%</b>	<b>72,501</b>	<b>50%</b>	<b>71,615</b>	<b>50%</b>	<b>93,909</b>	<b>53%</b>	<b>82,702</b>	<b>47%</b>

1. Data on type of contract and hours available in 2022 for 100% of the workforce (98.2% in 2021, 95.4% in 2020 and 94.7% in 2019). To calculate the number of contracts by type of working day, broken down by gender, age and professional classification, the corresponding percentages are applied to the total workforce.

2. 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.

#### 5.1.3.3. Leavers

The workforce in Spain at the end of 2022 totalled 46,154 people, of whom 73% were women and 27% were men.

In 2022, there were 710 dismissals in Spain for various reasons (741 in 2021, 968 in 2020, 978 in 2019 and 954 in 2018). Breaking down these data by gender, the distribution is similar to that of the workforce, as the number of women dismissed was 504, i.e.

71%, compared to 206 men, i.e. 29% (537 women, compared to 204 men in 2021; 770 women, compared to 198 men in 2020; 746 women, compared to 232 men in 2019; and 721 women, compared to 233 men in 2018).

<sup>2</sup> FTE employment data available in 2022 for 99% of the workforce (91% of the workforce and not available for Belgium, US and Türkiye in 2021).

<sup>3</sup> The FTE employment data reported in the Statement of Non-Financial Information 2021 have been corrected. The correct figures are 78% for 2021, 79% for 2020 and, 79% for 2019.

With regard to dismissals by job classification and age in Spain, 80% were concentrated in specialist positions, according to the classification previously provided (76%, 71%, 71% and 75% in 2021, 2020, 2019 and 2018, respectively), for store and corporate headquarters, own factories and logistics centres alike. 11% of the dismissals were in supervisor positions, and the remaining 9% in management positions. Regarding dismissals by age in Spain, 44% (43%, 51%, 56% and 52% in 2021, 2020, 2019 and 2018, respectively) affected staff aged 30 to 40 years, the age group which accounts for the 34% of staff in Spain. This proportion is consistent with the distribution of the workforce in our country, where the Company's corporate services are based. 31% of the dismissals were in the over 40 age bracket (representing 35% of our workforce), and the remaining 24% in the under 30 age bracket (representing 31% of our workforce in Spain).

In terms of worldwide dismissals, with a headcount of 164,997 people in 2022 (165,042 people in 2021, 144,116 people in 2020, 176,611 people in 2019 and 174,386 people in 2018), there were 5,694 dismissals in the year 2022 (4,892, 5,870, 6,428 and 8,661 dismissals in 2021, 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 3,976, 70%, compared to 1,718 men, 30% (3,441 women and 1,451 men in 2021; 4,332 women and 1,538 men in 2020; 4,344 women and 2,084 men in 2019; and 6,134 women and 2,527 men in 2018), again consistent with the gender distribution of the overall workforce. As for dismissals by job classification, 88% were concentrated in specialist positions (83%, 81%, 87% and 89% in 2021, 2020, 2019 and 2018, respectively), 7% in supervisor positions, and the remaining 5% in management positions, which is also consistent with our workforce distribution. By age, 68% of the dismissals corresponded to people under 30 years of age (60%, 61%, 68% and 75% in 2021, 2020, 2019 and 2018, respectively), the age bracket which accounts for 57% of the Group's employees (58%, 54%, 61% and 62% in 2021, 2020, 2019 and 2018, respectively). 24% of the dismissals were in the 30-40 year age group (which accounts for 27% of our workforce), and the remaining 8% in the over 40 age group (which accounts for 16% of our people).

#### 5.1.4. Labour Relations

GRI 2-30; 3-3; AF7; AF26; AF29

At Inditex, 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.

This commitment is enshrined in Inditex's Code of Conduct and Responsible Practices, applicable to all Group employees, and which addresses **respect for trade union relations and rights** in Chapter 3 on General Principles. The Code states that "Inditex employees have the recognised right 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".

In this regard, in 2009 we signed a Global Agreement for implementation of fundamental labour rights and decent work, with UNI Global Union (UNI). UNI is a 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.

This 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 objective 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 working 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 25 stores in the states of New York, New Jersey, Connecticut and Massachusetts (24 stores in 2021 and 21 stores in 2020).

Likewise, in 2019, the Inditex Group formally established the Company's European Works Council (EWC), devised as a body for assurance and effectiveness of information and consultation of employees on transnational issues. The EWC played a crucial role on two particularly sensitive occasions; on the one hand, as a natural liaison for the Company in all matters related to the situation arising from the global health emergency, and on the other, through its role as guarantor of the Group's digital transformation process which, in the case of Spain, was enshrined in the Digital Transformation Plan Agreement, on the working conditions of the staff of the absorbed stores. This agreement was signed by Inditex's retail concepts in Spain and the Federation of Services of the trade union *Comisiones Obreras* and the Federation of Services, Mobility and Consumer Affairs of the trade union UGT, and was in force until 31 January 2023.

The EWC met twice in 2022. The first, extraordinary plenary meeting was held on 16 March, following the Russian invasion of Ukraine and at the request of the EWC to ascertain first-hand how this situation was affecting the workforces in both countries and what impact it would have on Inditex as a whole. Subsequently, in September, the ordinary plenary meeting took place in Arteixo, with the participation of the eight member countries, whose representatives were once again able to meet the Company in person. Over the course of the three-day meeting, both members and alternates received training in the content of the new proposed European Directive on companies' due diligence, they resumed the working group on gender equality and they were informed by Inditex of the financial results, as well as regarding other matters on the agenda.

The progress reflects 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 a new means of employee representation. Even in markets where there is no trade union culture, there are formulae 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 three members who represent the rest of the employees in regular monitoring meetings and in the agreements reached with the Company regarding working conditions.

There are other examples of employee engagement at the Group, such as in the Netherlands or the UK and Ireland, where wellness committees have been set up in which several members of staff meet regularly to discuss health and wellness issues and ensure that appropriate strategies and measures are addressed.



Overall, the measures implemented this year in terms of social relations mean that, globally, the percentage of employees covered by local collective bargaining agreements remains at 61% (60% in 2021 and 2020, 56% in 2019 and 70% in 2018) while, in Europe, the percentage is close to 70%, as in 2018, 2019, 2020 and 2021. In Spain, 100% of the Group's workforce is covered by collective bargaining agreements.

At the end of 2022, union negotiations began in Spain between Inditex and the leading national trade unions. The negotiations culminated in the signing of the State Collective Agreement between the Inditex Group's Retail Concepts in Spain, the Federation of Services of CC.OO. and the Federation of Services, Mobility and Consumer Affairs of UGT, for the Improvement and Standardisation of the Remuneration and Social Conditions of the Group's Employees. This agreement, whose economic measures are retroactive to 1 January 2023, guarantees, among other improvements, a fixed annual income at the Company based on workers' experience and responsibility, conducive to standardising working conditions for all store staff in Spain.

#### 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.

### 5.1.5. Remuneration policy

GRI 2-19; 2-20; 2-21; 3-3; 405-2; AF7

The team at the Inditex Group are remunerated in accordance with their **professional worth, experience, dedication and responsibility**. Our remuneration policy guarantees **non-discrimination** by reason of gender, age, culture, religion, ethnicity or any other circumstance.

As a Group with a presence in 60 labour markets, our remuneration policy seeks to adapt, at all times, to the circumstances of each of them, always within the Group's culture and values and respecting the identity of each of the brands. 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.

Inditex's remuneration comprises a **fixed component and a variable component**.

Fixed remuneration is determined by experience, personal contribution to the work and responsibility within the organisation. 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**.

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 key issues as sales results, feedback on products and store coordination and organisation. In addition, 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, orienting our people towards sales, guaranteeing pay equity, and taking into account the changing environment.

Similarly, 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, **compliance with 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.

### Gender pay gap

At Inditex we are committed to equal pay and, in this regard, the pay gap is the **indicator that most transparently** conveys the difference in salaries between women and men.

The gender pay gap is calculated based upon the median salary in each market (considering total salary: fixed plus 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 2022<sup>4</sup> **shows wage parity between men and women in Inditex**. In total salary, women have been paid 0.4% more than men. If we break down the gap by professional classification, in 2022 it was 1% for specialists (representing 85% of our people), -3% for supervisors (representing 9% of our people) and -8% for management positions (representing 6% of our people). The global gender pay gap has suffered a slight variation with respect to previous years (in 2021, women were paid 0.3% more than men; 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), which is explained by staff turnover during the period.

<sup>4</sup> The gender pay gap analysis and the global average remuneration for fiscal year 2022 does not include Russia and Ukraine (markets that represent 3.9% of the workforce).

Gender pay gap	2022	2021	2020	2019	2018
<b>Total</b>	<b>0.4%</b>	<b>0.3%</b>	<b>-0.4%</b>	<b>0.2%</b>	<b>0.8%</b>

The pay gap by geographic area is detailed below<sup>5</sup>:

Gender pay gap	2022	2021	2020	2019	2018
Spain	-1.1%	-0.8%	-0.8%	0.5%	1.0%
Europe excluding Spain	1.1%	0.4%	-0.7%	-0.6%	0.2%
Americas	0.5%	1.7%	2.6%	3.6%	0.3%
Asia and rest of the world	1.6%	1.8%	-1.1%	-0.1%	0.0%
<b>Total</b>	<b>0.4%</b>	<b>0.3%</b>	<b>-0.4%</b>	<b>0.2%</b>	<b>0.8%</b>



Regarding 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, 72%, of the remaining staff are based in markets where wages translated into euros result in lower average remuneration (28% and 72% of the workforce in 2021, 2020, 2019 and 2018).

By gender, the average remuneration of women in 2022 amounted to an annual gross figure of 25,387 euros, and that of men came to 28,827 euros (women: 22,770 euros in 2021, 22,749 euros in 2020, 21,142 euros in 2019 and 19,935 euros in 2018; men: 26,502 euros in 2021, 27,657 euros in 2020, 24,897 euros in 2019 and 23,556 euros in 2018). 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.

At Inditex, we calculate the pay gap by market (weighted with the weight each of them represents), allowing for the isolation of the impact of the different local currencies, fluctuations 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:

### Global average remuneration

Average remuneration is defined as the average wages in the Group (considering the total salary: fixed plus variable, consisting of commission and bonus), translated into euros, using the average exchange rate in 2022<sup>6</sup>. Based on this calculation, global average remuneration in this period at Inditex amounted to 26,294 euros gross annually (23,701, 23,959, 22,073 and 20,996 euros in 2021, 2020, 2019 and 2018, respectively).

<sup>5</sup> The geographic areas included in the breakdown correspond to the areas where Inditex has significant operations.

<sup>6</sup> The gender pay gap analysis and the global average remuneration for fiscal year 2022 does not include Russia and Ukraine (markets that represent 3.9% of the workforce).

Aggregate remuneration in €	2022	2021	2020	2019	2018
<b>Job classification<sup>1</sup></b>					
Management	66,446	52,744	50,050	51,327	47,804
Supervisor	39,470	33,840	32,859	31,002	27,963
Specialist	22,964	20,875	20,751	19,260	18,480
<b>Age</b>					
<30 years old	19,597	17,054	16,598	16,444	15,350
30-40 years old	30,541	28,689	28,214	27,433	26,320
> 40 years old	44,044	42,130	43,648	42,297	41,062

1. 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.

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

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

Guaranteeing and promoting our employees' health and safety is paramount for the Inditex Group. Accordingly, we implement **international best practices** in this area, complying with the most stringent standards, and we train and inform our staff on these matters, always looking for areas of improvement.

In 2022, we have updated our **Occupational Health and Safety Policy**, the latest version of which was approved by the Board of Directors in their meeting of 13 December 2022. This latest version of the Policy reinforces the positive impact of the Group's short- and medium-term initiatives for workers, customers, suppliers and other stakeholders, and enshrines Inditex's commitment to promoting safety, health and well-being in the workplace, recognising them as a cornerstone of its activities.

Thus, the Policy aims to ensure the continuous improvement of occupational health, safety and well-being, and considers this to be a common goal that extends to all levels of the Group.

### 5.1.6.1. Health and safety protection

Since 2014, the Inditex Group has included in its goals the implementation of **the ISO 45001:2018 management system**, which is an internationally recognised technical specification aimed at controlling risks and improving occupational health and safety performance. It is considered the highest standard in this field.

The retail and design activities in India and Switzerland were certified during 2022, bringing the total number of markets in which they are certified to 27. Furthermore, the manufacturing and logistics companies in Spain have been maintained and audited under ISO 45001 standards, and the management of this activity in the Mexico distribution centre has been certified. Furthermore, the certification of the Cajamar distribution centre in Brazil has been maintained. During 2022, the Management System has been audited in 212 workplaces.

77%<sup>7</sup> of the Company's own employees who work in Inditex Group's activities, companies and markets—over 122,000 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.

With regard to 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., in 2022 it continues to be certified to ISO 45001 standard.

### Worker health and safety training

Continuous health and safety training is a key activity both for companies, as it helps to reduce accidents, and for workers, for whom it is way to learn about their working environment, the risks to which they may be exposed and how to prevent them.

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.

<sup>7</sup> Does not include Russia and Ukraine workforce.

Workers trained/Market	2022	2021
Spain	18,601	14,706
Germany	1,592	434
Argentina	17	781
Australia	457	404
Austria	601	579
Belarus	340	386
Belgium	794	1,309
Bosnia Herzegovina	210	0
Brazil	411	671
Bulgaria	303	590
Canada	1,248	1,702
Chile	141	201
Mainland China	1,607	5,782
Croatia	634	1,030
Denmark	20	0
Slovakia	250	436
Slovenia	143	0
United States	2,520	2,687
Finland	143	0
France	3,169	2,870
Greece	1,715	1,244
Hungary	886	0
India	399	63
Ireland	487	432
Italy	5,832	3,494
Kazakhstan	1,180	970
Luxembourg	22	181
Mexico	2,947	1,398
Montenegro	177	0
Norway	53	6
New Zeland	38	0
Poland	4,591	4,182
Portugal	1,916	1,888
United Kingdom	3,907	4,568
Czech Republic	320	479
Republic of North Macedonia	142	0
Romania	3,164	2,567
Russia	0	1,573
Serbia	915	910
South Africa	0	42
Sweden	5	0
Switzerland	1,065	0
Türkiye	3,359	2,338
Ukraine	0	1,314
Uruguay	103	322

### 5.1.6.2. Promoting well-being

#### Inditex, Healthy Organisation

Our commitment to **promoting and protecting our people's safety, health and well-being** was recognised again this year in the form of the **Healthy Company certification**, a distinction that identifies cross-cutting management of the health, safety and well-being of individuals based on physical and psycho-social aspects, resources allocated to the health of the workers, and the participation of the Company and its workers in the community. This certification follows the World Health Organization model and is audited every two years.

Specifically, in 2022, the Group's companies in Spain, Italy, the United Kingdom and Ireland, Japan, Portugal, Greece, Argentina, Mexico, Uruguay, Germany, Poland, Türkiye and Chile have maintained Healthy Company certification and, in addition, the markets of Mainland China, Belgium, Luxembourg, Canada, Bulgaria, Croatia and Romania have been certified. In addition, the goal for 2023 is to obtain certification for the Group's companies in Serbia.

#### Well-being Committees

In 2022, we also made headway in setting up new Well-Being Committees in India, Canada, Belgium, Luxembourg, Romania and Japan (making a total of 13 markets); meanwhile, in Spain, these Committees have been set up at Zara Home, Pull&Bear and Zara. 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

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, to raise awareness on the importance of maintaining a balance between body, mind and emotions. This portal is currently accessible in 25 markets, following the launch over the course of 2022 in Croatia, the Netherlands, Japan and Chile. Moreover, in 2023 it is scheduled to be rolled out in Slovenia, Montenegro, South Africa, Brazil, the Czech Republic and Slovakia. InHealth now covers 72% of the Group's employees.

### Health services

In keeping with our commitment to our workers' healthcare, at all our logistics and manufacturing centres there is a **medical service** available to them. These medical services offer periodic check-ups and other ancillary health control tests for workers, as well as flu vaccination drives, among other functions. In addition, all our head offices, distribution centres and factories in Spain are equipped with breastfeeding rooms.



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

### Prevention of musculoskeletal injuries

Another of our health and safety objectives is the prevention of musculoskeletal injuries. In this regard, 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. Based on this knowledge, we provide initial training on musculoskeletal injuries to all workers at our logistics centres and stores.

In 2022, more than 7,000 employees took part in initiatives such as 'Lighten the Load', a Back School and Pain Free Movement Workshop. The 'Let's Move' Posture Coach continued to operate, as did the Prevent and Recover Plans. They include yoga, pilates and swimming pool training at various partner centres, with specific exercises or tips on 'Caring for your Back' in the store environment.

### 5.1.6.3. Health and safety indicators

In 2022, we have continued to compile information on accidents in our own logistics, store, office, manufacturing and construction activities. We are implementing preventive measures in regard to the investigated and assessed risks such as overexertion, slips and falls on the same level, as well as tripping and sudden movements, which we have identified as the most representative incidents.

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.

Furthermore, in 2022 there have been no fatalities resulting from an occupational injury or accident in any of our markets.

## Other accident rates<sup>1</sup>

Spain	Incident rate <sup>3</sup>					Frequency rate <sup>4</sup>					Severity rate <sup>5</sup>				
	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018
	<b>Own stores</b>														
Women	17.99	15.20	14.08	19.28	18.00	14.81	12.79	14.81	10.71	14.70	0.38	0.28	1.08	0.19	0.41
Men	14.38	15.10	12.17	13.31	20.70	10.74	11.26	12.88	7.39	14.60	0.24	0.20	1.60	0.15	0.25
<b>Logistics centres</b>															
Women	96.27	85.40	68.99	100.45	107.80	71.28	63.83	72.38	55.80	70.90	2.43	2.03	1.24	1.58	1.96
Men	96.36	107.80	81.95	107.94	126.50	68.08	74.66	76.80	59.97	78.80	2.63	2.25	1.18	1.53	1.65
<b>Own factories</b>															
Women	5.03	19.20	8.40	58.12	73.80	2.61	10.55	6.93	32.29	53.60	0.09	0.44	1.14	0.99	1.82
Men	26.81	53.70	0.00	64.91	167.70	9.93	21.07	0.00	36.06	102.00	0.52	0.67	0.00	1.88	3.00
<b>Central services</b>															
Women	3.95	1.80	2.68	3.51	3.20	1.97	0.88	1.77	1.95	1.80	0.06	0.01	0.38	0.03	0.05
Men	2.82	3.30	2.50	2.48	2.20	1.40	1.63	1.40	1.38	1.20	0.09	0.04	0.47	0.00	0.07

Europe <sup>6</sup>	Incident rate <sup>3</sup>					Frequency rate <sup>4</sup>					Severity rate <sup>5</sup>				
	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018
	Women	16.55	14.83	13.06	20.80	19.30	14.40	12.80	14.76	17.50	16.90	0.24	NA	NA	NA
Men	13.95	15.37	15.31	17.30	17.00	10.40	11.64	17.29	13.50	14.70	0.22	NA	NA	NA	NA

Asia and rest of the world <sup>7</sup>	Incident rate <sup>3</sup>					Frequency rate <sup>4</sup>				
	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018
	Women	5.02	5.28	4.50	3.50	6.70	3.80	3.80	3.73	2.60
Men	2.84	4.53	4.00	2.80	3.50	1.83	3.03	3.26	2.00	2.80

Americas <sup>8</sup>	Incident rate <sup>3</sup>					Frequency rate <sup>4</sup>					Severity rate <sup>5</sup>				
	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018	2022	2021 <sup>2</sup>	2020 <sup>2</sup>	2019	2018
	Women	13.02	13.04	40.86	17.90	12.00	10.82	9.43	45.84	13.00	9.10	0.32	NA	NA	NA
Men	8.69	11.58	31.20	15.40	11.40	6.69	7.85	34.20	10.70	8.50	0.30	NA	NA	NA	NA

Accidents with more than 180 days of absence									
Gender	Spain					Europe	Americas	Asia and rest	
	Warehouse	Manufacture	Office	Store	Accidents	Accidents	Accidents	Accidents	
Men		7	0	1	0	12	3	0	
Women		2	0	0	6	42	6	1	

## Occupational diseases

Spain												
	Logistics centres				Own stores				Own factories			
	2022	2021 <sup>z</sup>	2020 <sup>z</sup>	2019	2022	2021 <sup>z</sup>	2020 <sup>z</sup>	2019	2022	2021 <sup>z</sup>	2020 <sup>z</sup>	2019
Women	13	2	4	10	0	0	1	1	0	7	2	9
Men	11	5	10	9	0	0	0	0	0	2	0	0
Rest (Europe, America and Asia and rest of the world)												
	Europe				Asia and rest of the world				Americas			
	2022	2021 <sup>z</sup>	2020 <sup>z</sup>	2019	2022	2021 <sup>z</sup>	2020 <sup>z</sup>	2019	2022	2021 <sup>z</sup>	2020 <sup>z</sup>	2019
Women	21	23	21	NA	2	0	0	NA	3	0	23	NA
Men	3	13	3	NA	0	0	0	NA	1	0	11	NA

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

2. In the process of implementation of Systems to report data on severity rates in Europe, America, Asia and the rest of the world. Data included in 2022 represent the following markets, Europe: Bulgaria, Croatia, Greece, Italy, Portugal, Romania; America: Argentina, Chile, Mexico, Uruguay.

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

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

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

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

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

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

In fiscal year 2022, the total number of hours of absenteeism due to common illness, corresponding to 97.4%<sup>8</sup> of the Group's employees (including all logistics and store employees in the world and office employees in Spain), amounted to 13,067,037 hours (11,028,054 hours in 2021, corresponding to 95.4% of employees; 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 2022, corresponding to 92.8% of the Group's employees (including all logistics and store employees worldwide), amounted to 177,342,180 hours (92.7% of employees and 169,194,610 hours in 2021 and 92% of employees and 132,302,227 hours in 2020).

### Non-employee worker accidents<sup>9,10</sup>

At Inditex we look after the health and safety not only of our people, but also of non-employee workers. In this connection, there were seven accidents involving non-employee workers in Spain, while there were no accidents in the markets of Germany, Bulgaria and Mainland China in 2022.

### 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 two years, the following actions were taken:

<sup>8</sup> There is no available information for the remaining 2.6%.

<sup>9</sup> The Group is working to improve its reporting systems in the commitment to continue making headway in reporting accidents of non-employee workers in new markets in future reporting periods, including those where there is legal obligation of reporting this information by the supplier.

<sup>10</sup> In the year 2022, the criteria for reporting non-employee worker accidents was updated in accordance with the requirements set out in this regard in content GRI 2-8. The information available in the Group's systems for previous years does not permit historical data to be recalculated, and it is therefore not included.

Brand	2022			2021		
	Self- Protection Plan	Emergency and Evacuation Plan	Emergency and Evacuation Plan	Self- Protection Plan	Emergency and Evacuation Plan	Emergency and Evacuation Plan
		New	Updated		New	Updated
Bershka	1	6	0	9	6	14
Massimo Dutti	3	9	5	12	3	1
Oysho	0	9	18	2	5	24
Pull&Bear	8	20	6	6	3	31
Stradivarius	5	22	11	5	16	17
Uterqüe	0	0	0	1	0	0
Zara	12	25	57	27	17	36
Zara Home	2	13	6	4	5	7
<b>Total</b>	<b>31</b>	<b>104</b>	<b>103</b>	<b>66</b>	<b>55</b>	<b>130</b>

Brand	2020			2019		
	Self- Protection Plan	Emergency and Evacuation Plan	Emergency and Evacuation Plan	Self- Protection Plan	Emergency and Evacuation Plan	Emergency and Evacuation Plan
		New	Updated		New	Updated
Bershka	0	14	10	0	10	8
Massimo Dutti	0	4	7	0	13	8
Oysho	0	1	12	0	12	0
Pull&Bear	0	7	46	0	18	26
Stradivarius	0	21	11	0	21	2
Uterqüe	0	1	2	0	1	3
Zara	2	22	83	1	29	28
Zara Home	0	1	7	0	4	0
<b>Total</b>	<b>2</b>	<b>71</b>	<b>178</b>	<b>1</b>	<b>108</b>	<b>75</b>



<b>Emergency, Self-Protection and Evacuation Plans</b>					
<b>Market</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Spain	238	251	251	184	322
Albania	2	0	41	33	38
Germany	108	14	122	138	0
Argentina	12	12	11	11	11
Australia and New Zealand	18	1	19	2	0
Austria	1	0	25	23	24
Belarus	0	0	0	0	25
Belgium	3	3	0	3	0
Bosnia Herzegovina	0	0	4	16	13
Brazil	50	3	7	2	0
Bulgaria	5	0	35	40	39
Canada	0	0	0	0	43
Chile	14	1	1	0	13
Mainland China	5	9	167	164	0
South Korea	0	0	40	46	1
Croatia	40	1	3	10	43
Denmark	0	0	0	0	17
Slovakia	0	7	16	16	16
Slovenia	0	2	16	5	40
United States	2	12	16	0	2
Finland	0	0	0	0	8
France	12	15	378	300	0
Greece	0	158	164	166	165
Hungary	17	0	39	39	39
India	4	0	0	0	0
Ireland	0	0	20	0	13
Italy	271	476	70	285	287
Japan	6	1	4	3	3
Kazakhstan	0	0	2	36	80
Luxembourg	0	0	0	12	0
North Macedonia	0	7	0	5	5
Mexico	395	399	315	116	38
Montenegro	0	0	0	2	0
Norway	0	0	0	1	8
The Netherlands	3	5	0	0	0
Poland	44	230	245	248	238
Portugal	6	5	18	0	0
United Kingdom	0	27	14	0	49
Czech Republic	0	0	22	0	24
Romania	3	3	143	0	10
Russia	0	110	124	0	123
Serbia	21	0	23	0	26
South Africa	1	0	0	0	9
Sweden	0	0	2	0	0
Switzerland	20	0	40	0	0
Türkiye	84	7	229	0	15
Ukraine	0	45	0	0	0
Uruguay	4	4	4	0	4

Other emergency management activities are summarised in the tables below:

## 2022

Work centre	Description
Indipunt	Emergency and evacuation plan
Tempe	Evacuation drill Elche
Tempe	Evacuation drill Culleredo
Inditex	Emergency and evacuation plan (construction)
Pull & Bear España S.A.	Emergency and evacuation plan
Tempe	Fire safety training
Meco Platform	Platform evacuation drill
Zara Home Logistics	Platform evacuation drill

## 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.	Theoretical evacuation drill at the Laracha logistics centre
Factories	Theoretical evacuation drill
Bershka Indipunt Pull&Bear logistics MECO logistics platform Tordera offices (all brands) Oysho logistics	Event Report - New SS20 Collection
Indipunt	Theoretical evacuation drill
Pull&Bear logistics	Updating of Self-Protection Plan and Drill
MECO logistics platform	Updating of Self-Protection Plan
Tordera offices (all brands)	Report on process drill
Oysho logistics	Report on process drill

## 2019

Work centre	Description
Pull&Bear logistics	EEP (construction works) Provisional Canteen Narón
TEMPE, S.A.	Classroom course on First Intervention Teams
Pull&Bear	Event (Fundación El Instante)
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	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 circumstances.

Over the course of 2022, due to the unfolding developments regarding the pandemic in the markets where the Group operates, protective measures were scaled down in accordance with local legislation and the health authorities' guidelines in

each individual market.

The necessary protocols and controls remain in place in the event of any increase in cases that may affect the health and safety of employees and other stakeholders and require further action.