

## Table of indicators \_

	Unit	2012	2013	% Var.
<b>Economic efficiency</b>				
Telefónica revenues	Million Euros	62,356	57,061	-8.5%
Technological innovation	Million Euros	5,771	6,142	6.4%
Fiscal contribution <sup>(1)</sup>	Million Euros	13,806	14,060	1.8%
Total salary costs	Million Euros	8,569	7,208	-15.9%
Investment in infrastructure <sup>(1)</sup>	Million Euros	9,458	9,395	-0.7%
Volume of purchases awarded	Million Euros	27,958	26,537	-5.1%
R&D investment	Million Euros	1,072	1,046	-2.4%
Local suppliers	%	80.3	83.9	4.5%
No. of employees dismissed for non-compliance with Business Principles	Units	2	3	50.0%
No. of corruption incidents investigated by the Business Principles' Office	Units	1	1	0.0%
Employees trained in Business Principles	%	55.3	63	13.9%
No. of audits of risk suppliers	Units	1,701	1,545	-9.2%
<b>Social aspects</b>				
Total physical workforce	Persons	133,263	126,730	-4.9%
Fixed workforce	Persons	126,123	118,937	-5.7%
Absenteeism rate <sup>(2)</sup>	Days	5,556	5,599	0.8%
No. of training hours	Thous. hours	6,026	2,983	-50.5%
Women in workforce	%	37.9%	38.3%	1.0%
Female managers	%	19.3%	21%	8.7%
No. of people with disabilities	Persons	1,070	961	-10.1%
Total social investment (LBG)	Thous. Euros	158,061	128,885	-18.5%
Volunteering hours	Hours	186,592	195,906	5.0%
<b>Environmental aspects</b>				
<b>Responsible network roll-out</b>				
Visual impact actions	Units	677	576	-14.9%
Shared infrastructure	Units	32,932	34,421	4.5%
Electromagnetic field measurements	Units	16,585	24,750	49.2%
Environmental investment and management	Thous. Euros	33,0	31,9	-3.3%
<b>Resource consumption</b>				
Total paper consumption (commercial and office activities)	Tonnes	11,854	10,139	-14.5%
No. of e-bill customers	Thousands	17,272	43,617	151.9%
Water consumption	Thous. of m <sup>3</sup>	5,581,053	4,447,575	-20.3%
<b>Waste</b>				
Total waste managed (operations, offices and customers)	Tonnes	30,581	30,432	-0.5%
Generator group battery waste (operations and offices)	Tonnes	1,766	2,819	59.6%
Waste electrical and electronic devices (operations and offices)	Tonnes	1,593	2,801	75.8%
Customer waste electrical and electronic devices	Tonnes	1,350	1,892	40.1%
Recycling and reuse of customer mobile phones and accessories	Tonnes	216	231	6.9%
<b>Energy and CO<sub>2</sub> inventory <sup>(3) (4)</sup></b>				
<b>Energy</b>	MWh	6,421,528	6,648,339	3.5%
Fuel	MWh	480,845	410,207	-14.7%
Biofuel	MWh	6,880	4,595	-33.2%
Electricity	MWh	5,933,803	6,233,537	5.1%
Energy from renewable sources	MWh	943,814	990,260	4.9%
<b>Greenhouse gas emissions</b>	tCO <sub>2</sub> eq <sup>(5)</sup>	1,824,521	1,889,466	
Direct emissions (scope I)	tCO <sub>2</sub> eq	112,092	95,537	-14.8%
Indirect emissions (scope II)	tCO <sub>2</sub> eq	1,712,429	1,793,929	4.8%
Emissions avoided <sup>(6)</sup>	tCO <sub>2</sub> eq	308,167	283,614	-8.0%

<sup>(1)</sup> This figure differs from the one published in the section, Telefónica as a driving force of progress, in the communities in which it is present. It is expressed here on an accrual rather than a cash basis.

<sup>(2)</sup> Absenteeism rate (AR). AR = total no. of days lost through absenteeism during the period/ total no. of days worked by the workforce as a whole.

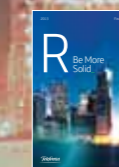
<sup>(3)</sup> Inventory based on ISO 14 064, GHG Protocol & ITU-T L.1420.

<sup>(4)</sup> 2012 energy and emissions data verified in 2013. 2013 energy and emissions data currently being verified.

<sup>(5)</sup> CO<sub>2</sub>eq = CO<sub>2</sub>, CH<sub>4</sub> & N<sub>2</sub>O.

<sup>(6)</sup> Emissions avoided thanks to purchase of renewable energy.

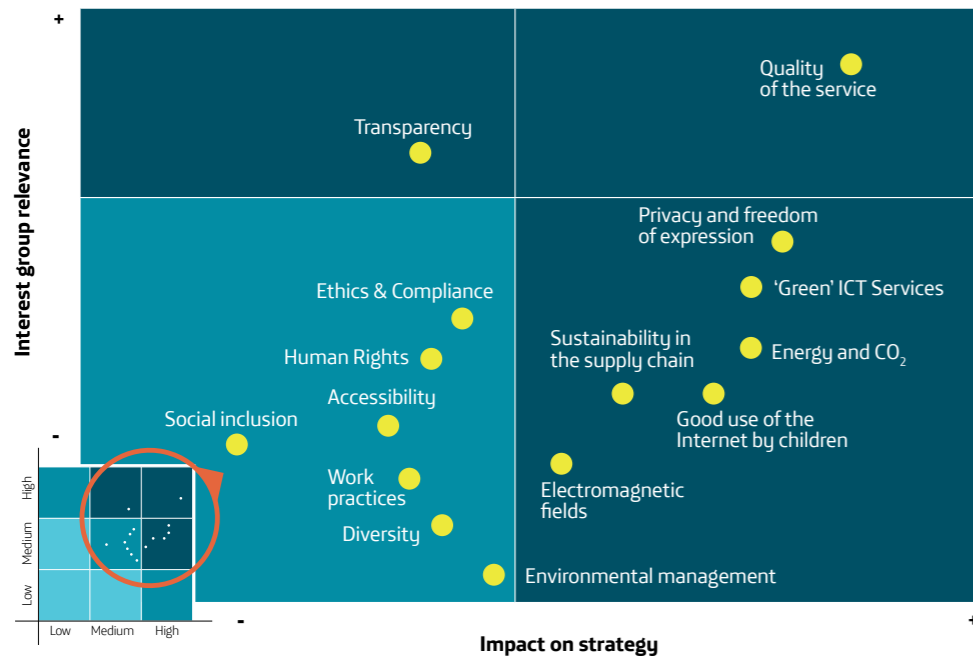
# E Be More Sustainable



The Telefónica Annual Report 2013 is made up of the 'Integrated report, Annual corporate governance report', 'Financial report and the Corporate Sustainability report'.

Scan this QR code with a smartphone or tablet and access the full 2013 Corporate Sustainability report.

# Materiality 201\_



**Matrix**  
The methodology used to define the Company's material aspects consider the specific circumstances of our stakeholders, the business model, sector-specific questions, the geography and the economic climate in which we operate. Taking into account all these specifications, we offer systematic contents, documented and presented in a consistent way in our Corporate Sustainability report over the years, so that the reader is able to identify the changes and improvements produced by the analysis.

# Related programmes



Scan this QR code with a smartphone or tablet and access the Fundación Telefónica report, "Awakening ideas awakens the future", and discover all the information on programmes related to the elimination of child labour, education and apprenticeship, digital art and culture, and corporate volunteering.



Scan this QR code with a smartphone or tablet and access the information relating to Open Future, an initiative encompassing all the Telefónica projects aimed at supporting young people and entrepreneurs in driving forward startups at all stages of their growth.



# Logros 2013



Classified as PRIME



Chosen for 12 years in a row



5th out of 112 operators



Excellence Investment Register



Member of World Index



5th in the sector

# Action lines

## Action priorities Achievements Challenges

Action priorities	Achievements	Challenges
<b>Economic</b>		
<ul style="list-style-type: none"> <li>Ethics and compliance</li> </ul>	<ul style="list-style-type: none"> <li>Over 60% of employees trained.</li> <li>New obligatory training actions on the Code of Ethics at global level</li> <li>A single and global Business Principles Compliance Channel for all operations</li> </ul>	<ul style="list-style-type: none"> <li>95% of the workforce to be trained by the end of 2015</li> <li>Global standards linked to ethical principles</li> </ul>
<ul style="list-style-type: none"> <li>Privacy</li> </ul>	<ul style="list-style-type: none"> <li>Creation of the global Privacy Committee headed by the Chief Privacy Officer</li> <li>Reinforcement of the commitment with participation from the Industry Dialogue Group for Privacy and Freedom of Expression</li> </ul>	<ul style="list-style-type: none"> <li>Definition and agreement of public commitment to privacy; construction of <i>Privacy Center</i></li> </ul>
<ul style="list-style-type: none"> <li>Minors</li> </ul>	<ul style="list-style-type: none"> <li>Development of products and services like Familia Digital, together with the Forum for Interactive Generations</li> <li>Contribution to implementation of <i>hotlines</i> like <i>Te Protejo</i></li> </ul>	<ul style="list-style-type: none"> <li>Adoption of Familia Digital portal in six countries</li> <li>Implementarion of internal regulations on minors for the operators, with the alert button on the web</li> </ul>
<ul style="list-style-type: none"> <li>Supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Over 14,400 administrative audits and over 1,760 <i>in situ</i> ones for potentially doubtful suppliers from which 757 plans for improvement emerged</li> </ul>	<ul style="list-style-type: none"> <li>Setting up of the EcoVadis tool in 150 risk suppliers; annual audit plan focussing on global suppliers</li> </ul>
<b>Social</b>		
<ul style="list-style-type: none"> <li>Management of Diversity</li> </ul>	<ul style="list-style-type: none"> <li>Constitution of the European Diversity Committee</li> <li>First edition of the <i>Women in Leadership</i> programme: launch of the second edition in Europe and the first in Latin America.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of the Global Work Group and setting-up of regional initiatives in the Group</li> <li>Development and approval of Corporate Diversity Policy</li> </ul>
<ul style="list-style-type: none"> <li>Digital inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Connection of 70 isolated Amazonian communities with broadband internet services and 3G mobile technology</li> <li>Creation of M-Inclusion road map</li> </ul>	<ul style="list-style-type: none"> <li>Creation of collaborations between agents and institutions in the public, private and third sectors, as a source of opportunities in social innovation</li> </ul>
<ul style="list-style-type: none"> <li>Social innovation</li> </ul>	<ul style="list-style-type: none"> <li>Wayra Unltd.: Accelerator for projects seeking to improve society</li> <li>Accessibility: development of Walker and Whatscine products</li> <li>Launch of the third edition of the Ability Awards for 2014</li> </ul>	<ul style="list-style-type: none"> <li>Progress towards an accessible Digital Telco</li> <li>Presentation of the Ability Awards in 2015</li> </ul>
<b>Environment</b>		
<ul style="list-style-type: none"> <li>Environmental management</li> </ul>	<ul style="list-style-type: none"> <li>31,275 tonnes of waste managed (recycled and reused) and 40 million Euros in revenues from sales of waste</li> <li>34,400 sites shared minimising the environmental impact and 3.9 million Euros invested in visual impact actions</li> </ul>	<ul style="list-style-type: none"> <li>Encourage customer e-waste programmes and economic assessment of the waste</li> <li>Implement environmental management systems in countries with high impact: Brazil and Chile</li> </ul>
<ul style="list-style-type: none"> <li>Energy and climate change</li> </ul>	<ul style="list-style-type: none"> <li>16 energy efficiency projects implemented</li> <li>4.7 million Euros in economic savings</li> </ul>	<ul style="list-style-type: none"> <li>Energy consumption target to achieve the 2015 reduction</li> <li>Account for scope 3 emissions</li> <li>Increase the number of energy efficiency projects</li> </ul>
<ul style="list-style-type: none"> <li>Green ICT services</li> </ul>	<ul style="list-style-type: none"> <li>Smart Metering in the United Kingdom: 42.3 million electricity and gas meters</li> <li>Consolidation of the Smart Cities sustainability model: 20,000 sensors connected thanks to Telefónica and its FIWARE platform</li> <li>20% expansion of customer portfolio for <i>Green Services</i> ranging from energy efficiency in motics to fleet management</li> </ul>	<ul style="list-style-type: none"> <li>Increase the Green ICT services market</li> <li>Consolidation of Green ICT services standardisation</li> </ul>