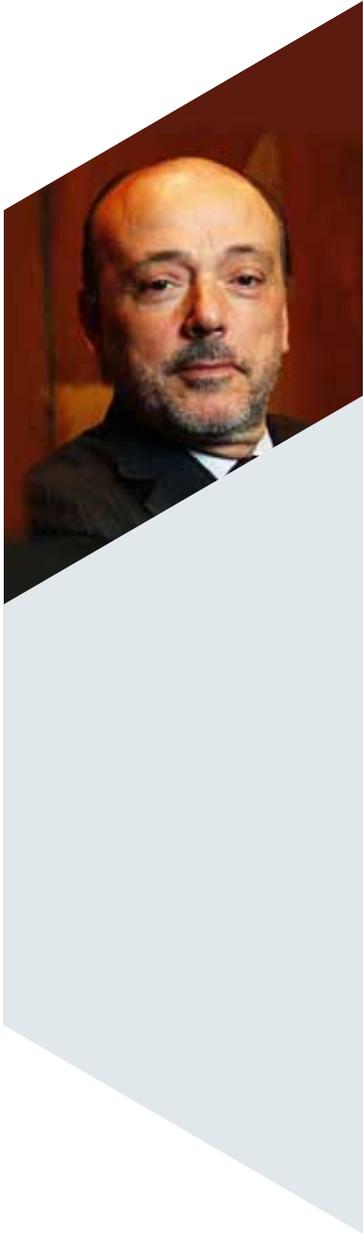


# PRISA

Social Responsibility  
and Sustainability  
Report 2020





Our current circumstances, the extraordinarily complex and uncertain turn of events, leave little room for retrospective analysis. Our priority now must be to address both the serious health crisis caused by the Covid-19 pandemic and, at the same time, the resulting profound social and economic crisis that has struck us all so suddenly. All without losing sight of the future.

These are times for decisive, rigorous action, for acting with a sense of responsibility and with a long-term view.

From the very outset, PRISA, aside from immediately implementing the required sanitary measures, saw its priority as maintaining its operations in the areas of quality education, news, culture and entertainment. We are convinced that this was a priority shared by all our target audiences. We have given equal priority to our financial liquidity and the adaptation of our structures, resources and processes to the rapidly changing new environment.

Over the past year, the Board of Directors has devoted particular attention to reviewing strategy and to defining the optimum roadmap to ensure that our range of different operations can successfully develop future projects. These must necessarily be transformative – and, by extension, ambitious and exciting – and they must be in a position to generate value on a sustainable basis for all our publics and stakeholders.

We also envisage profitability levels that will allow us to offer adequate returns to those who provide us with the necessary resources to develop our projects. This unprecedented crisis will have a negative effect on our already high level of indebtedness, which we must reduce and bring within parameters that are appropriate to our businesses. These do not yet have a high degree of operating leverage and, consequently, nor do their balance sheets.

We have seen undoubted improvement in many areas over the course of 2019, just as we did during the previous year; but we have yet to reach the initially planned goals for divestment of non-strategic assets and for resource generation.

The current context requires new efforts, efforts which we see as necessary not only to mitigate the immediate impact of the current situation but, more importantly, to lay firm foundations on which to build the future.

We do not yet know what that future will look like. But it will pivot on a better educated society and better educated citizens, availing of educational content adapted to the needs of knowledge and skills – knowledge that will be acquired in a more diverse and flexible way; a better informed society and citizens with access to rigorous, quality content designed from a multidisciplinary approach, and made available on reliable platforms; a society and citizens who will demand a new culture of leisure, one where they can explore and satisfy their personal preferences, aspirations and their social relationships.

Our defined strategy and roadmap are already focused on that future and on ensuring that PRISA, its companies and its brands are the ones to lead it; a future that we can already glimpse, even if our current circumstances do not, as yet, allow us to clearly see the horizon.

The short term will be difficult and complex, it will be harder; but we are making progress along the path that we have set ourselves.

Thank you all very much for giving us one more year your trust and support.

Kind regards,

Javier Monzón

Chairman of the Board of Directors



At any other time, in any normal year, I would have used these lines to take stock of our performance in 2019 and look ahead as to how we might fare in 2020. At any other time, I would have told you how the past year had proved to be a positive one, yet again, for PRISA as we forged ahead with the process of strengthening the balance sheet, as we continued apace with the consolidation of the Group's financial stability and as we implemented our planned write-downs – all envisaged in our strategic plan. In any other year, I would have told you of the 8% increase in EBITDA and the robust performance of all our businesses

But unfortunately, this is not any other time nor any normal year. The Covid-19 pandemic has plunged the entire world into a state of utmost emergency. As I write these lines, more than a third of the world's population is under lockdown, there are more than three million people infected with the virus, and the number of dead is climbing to dramatic levels.

How has PRISA responded to a crisis of such magnitude? The Group has responded with all its available resources to ensure the continuity of its operations, and has put in place all the necessary measures to protect the health and safety of its workers, suppliers and customers. Meanwhile, it has reinforced its commitment to society at large, offering access to in-depth and rigorous news and information, to quality entertainment and to top-level online educational services for families and schools both in Spain and in Latin America.

The effects of the pandemic have also been felt, of course, in the wider economy. Each and every productive sector is suffering – and media and education are no exception. Our teams are fully aware of PRISA's business mission, as well as the legitimate interests of all its shareholders, who continue to lend their support at these times of great uncertainty.

Since the outbreak of the crisis, with the initiative and support of the Board, we have been working on a plan to mitigate any negative financial or economic impact. That's why we've activated measures to ensure sufficient levels of liquidity across the Group as a whole, all while maintaining our commitment to disinvestments in non-strategic assets. Cost structures have been adjusted, starting with a cut in the remuneration of directors and senior management. In addition, a number of actions have been approved with regard to the workforce aimed at adapting to the new environment while endeavoring to ensuring employment under the current socioeconomic circumstances.

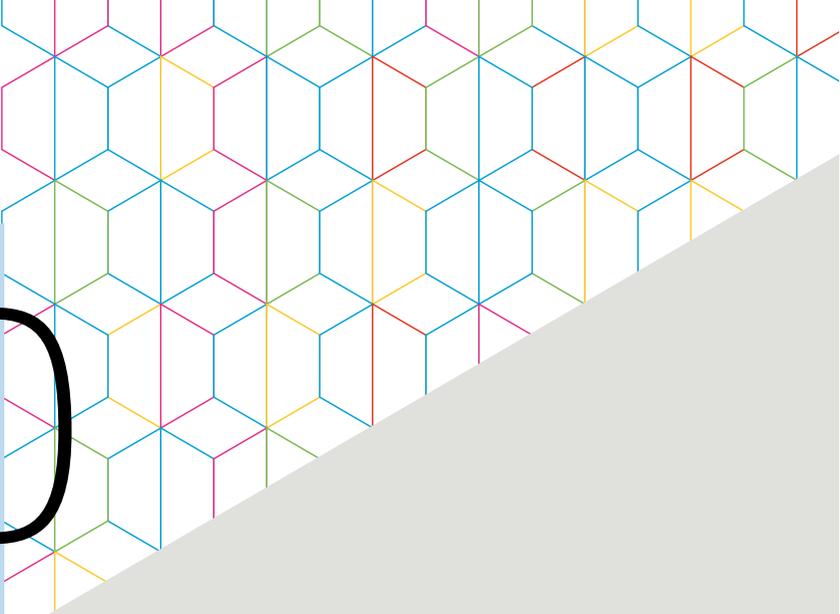
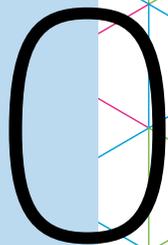
All these measures are aimed at staying firmly on course with PRISA's strategic plan, a model that is profitable, a model that generates value, and one that is based on strengthening our education and learning systems, as well as accelerating the digital transformation of all our media.

PRISA remains firmly committed to the United Nations Global Compact. Since 2016, the Group has been part of the Executive Committee of the Spanish Network, where we actively promote the Principles of the Global Compact and the Sustainable Development Goals with the aim of ensuring the success of the UN's 2030 Agenda.

These are very difficult times. But with the support of all of us who form part of PRISA, we can look to the future with pride and confidence.

Kind regards

Manuel Mirat  
CEO

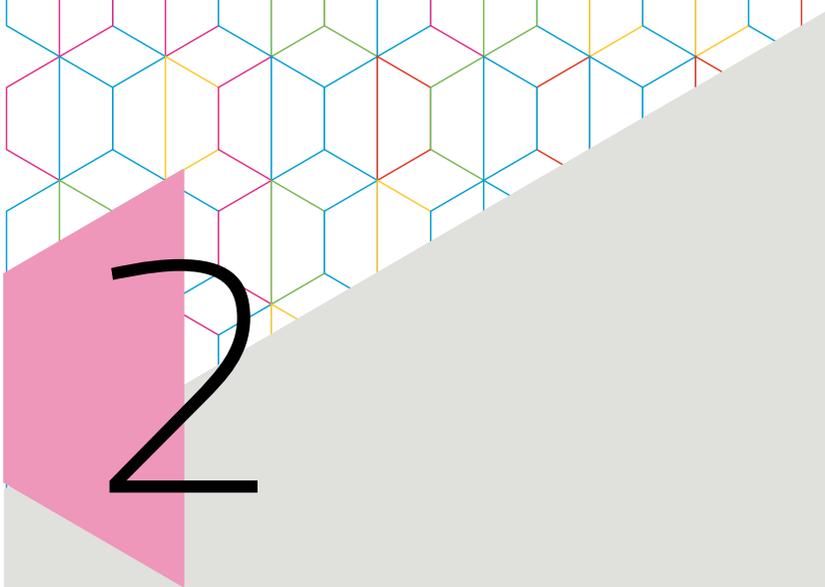


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PRISMA





1  
PRISA,  
a global group



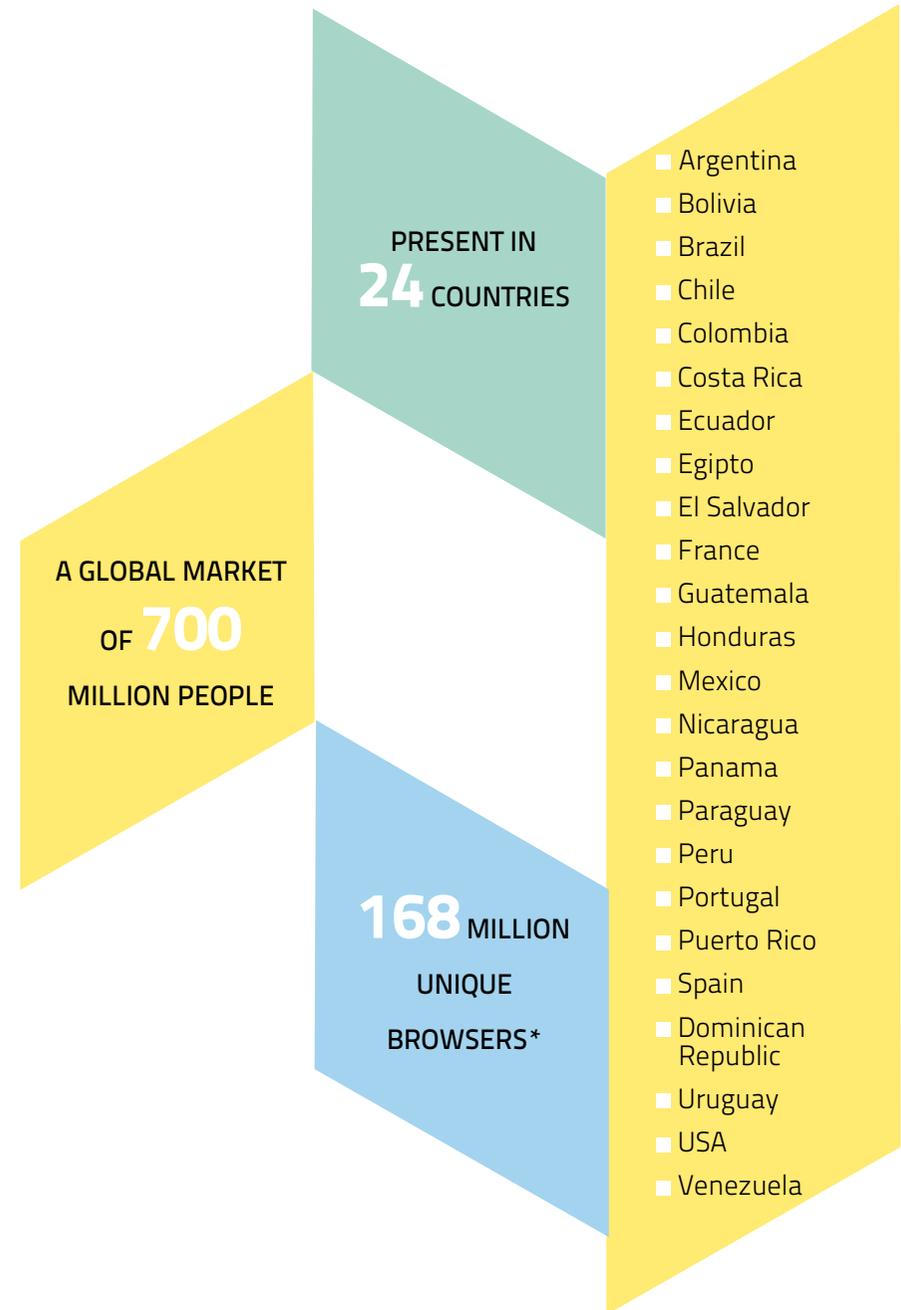
# PRISA, A GLOBAL GROUP

PRISA is the world's leading Spanish and Portuguese-language media group in the creation and distribution of content in the fields of culture, education, news and information, and entertainment.

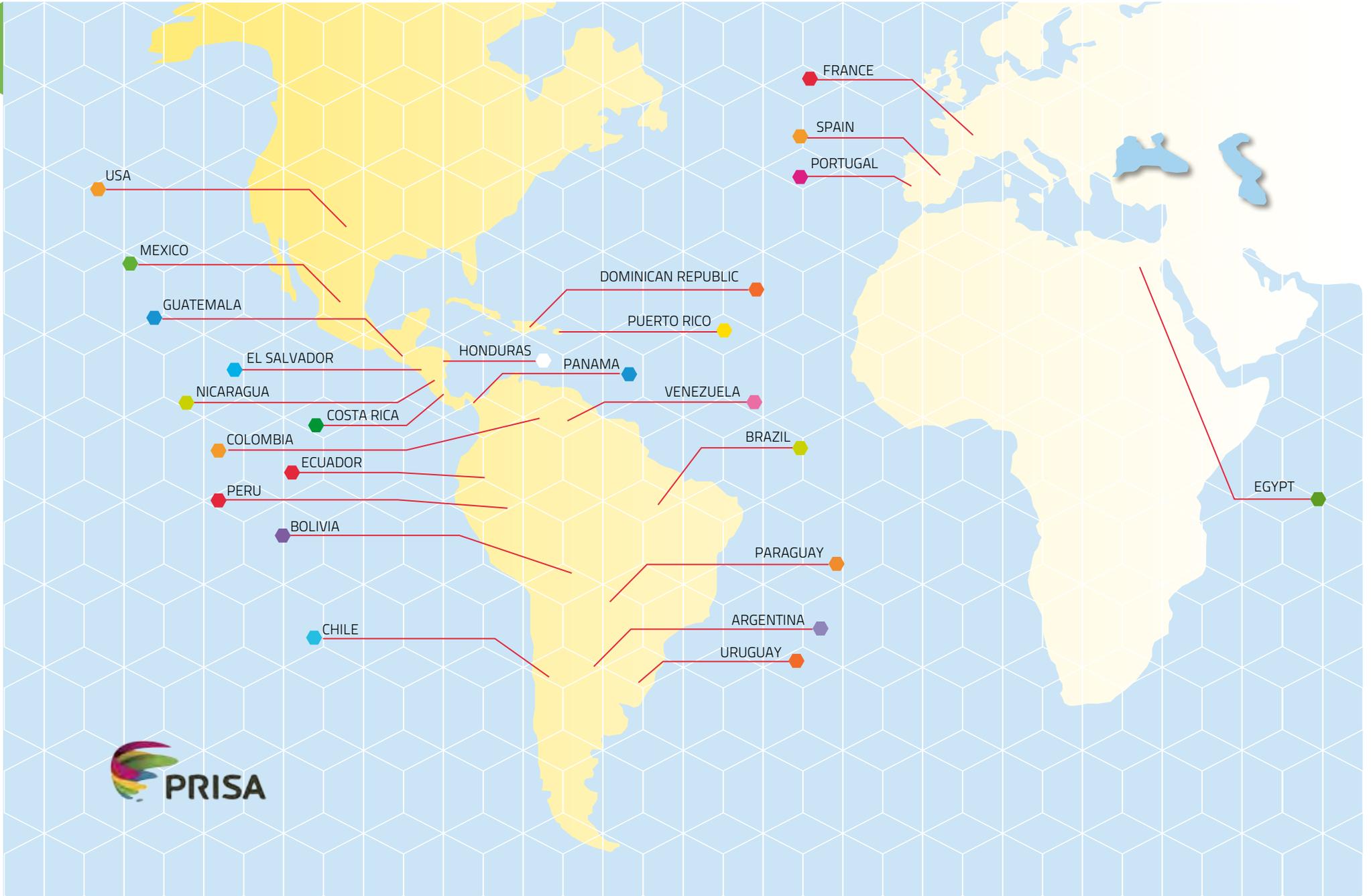
Present in 24 countries, PRISA reaches millions of people through its global brands: Santillana, EL PAÍS, LOS40, W Radio and AS. PRISA is at the forefront of the sectors in which it operates: education, press, spoken-word and musical radio, and television. It has become one of the most important education and media groups in the Spanish-speaking world thanks to its high-quality content, as well as its innovative spirit and its eagerness to embrace the digital economy through the connectivity and the continuous improvement of increasingly personalized products and services. As well as the Group's focus on the Spanish market, its presence in Brazil and Portugal, and among the growing Hispanic community in the US, opens up a global market of 700 million people.

With 168 million unique browsers\* worldwide, PRISA is at the forefront of communications and media companies, and has a solid strategy of content creation and distribution, offering innovative products and services across a wide range of formats, channels and platforms.

PRISA is one of the Spanish-speaking world's largest media groups and is at the forefront of communications and education companies.



\*Source: Adobe Omniture January - December 2019





# MISSION, VISION AND VALUES

A commitment to society is at the very core of PRISA. From the very beginning, the founders and promoters of our project have been committed to Spanish society and to defending and expanding democratic freedoms. The aims, the objectives and the mission of PRISA remain to contribute to the cultural development of people and to the progress of society in all those countries in which it operates.

This commitment has enabled PRISA to set the global gold standard in both education and news in Spanish and Portuguese. While clearly different, these two sectors are a key part of people's daily lives and both demand of us the same degree of social responsibility.

The technological revolution will allow us to engage even more closely with people and to offer them better and more personalized products and services, all of which will continue to be informed by the values that inspire all the Group's activities.

All too aware of this responsibility, this commitment remains as strong and vital as ever and is shared by all the Group's companies in both Spain and Ibero-America. It is a vision shared by all our professionals and is evident in the work and in the day-to-day operations of all those who work for PRISA. These core foundational principles include: independence; responsibility; pluralism; the defense of freedom, peace, equality and environmental protection; self-criticism; creativity; attention to the demands of society; and

responsible and sustainable management. They are values that the Group is committed to championing now and in the future.

These values have been embraced by all the brands as they strive to be both socially responsible and world leaders in the fields of education, news and entertainment in the Spanish and Portuguese-speaking markets. We are thus responsive to the needs and expectations of a free, responsible, respectful and sustainable society.

The technological revolution will allow us to engage even more closely with people and to offer them better and more personalized products and services, all of which will continue to be informed by the values that inspire all the Group's activities.



## VALUES

**Independence, rigor and pluralism** in the exercise of our work as reporters, educators and communicators.

**Defense of progress, freedom, democracy and equal rights and opportunities.**

**Creativity and innovation** in business development.

**Attention to the demands** and concerns of **society** and stakeholders.

**Responsible, efficient and sustainable management,** generating value for both the shareholder and for society.

**People.** Everything we do as a Group revolves around people, when it comes to the Group's management of talent.

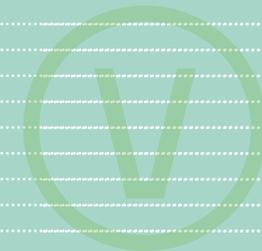
## MISSION

To contribute to the cultural development of individuals and to the progress of society at large, by delivering high-quality content in the areas of education, and truthful, independent and responsible news and information.



## VISION

To set the gold standard as a brand, worldwide, in education and news in Spanish and Portuguese.





**Santillana** is the world's leading company in the area of educational content and services in Spanish and Portuguese.

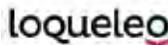
Santillana delivers inspiring and engaging student-centered learning experiences, and empowers teachers in educational improvement.

The company provides service and support to schools, involves families, and is firmly committed to innovation and creativity as the cornerstones of learning.

106 MILLION books

34 MILLION students

EDUCATION



**PRISA Noticias** includes a range of leading news brands, all with a clear global vocation.

They offer very best and most varied range of Spanish-language news and current affairs, business and finance, and sports content, all available in a wide range of narratives and in multiple media formats.

131 MILLION unique browsers

GENERAL-INTEREST NEWS



SPECIALIST



MAGAZINES



**PRISA Radio** is the world's largest Spanish-language radio group, with a presence in 13 countries.

The company is structured around two business areas: spoken-word radio and music radio, with a management model committed to offering quality content and revitalizing radio formats, to promoting greater technological innovation and to increasing the availability of on-demand content across all digital platforms

51 MILLION unique browsers

21 MILLION listeners

SPOKEN-WORD RADIO



MUSIC RADIO



PODCAST



**Media Capital** is the leading media group in Portugal. It broadcasts content in 23 countries worldwide through TVI.

Plural, the leading producer of soaps, drama and entertainment, distributes content in more than 90 countries, most notably in Portuguese-speaking Africa. Meanwhile, MCR is Portugal's leading radio group. Its flagship broadcaster, Radio Comercial, is the country's top-ranking station for audience share.

24h AUDIENCE 18,5 %

prime time AUDIENCE 21,4%

COMMERCIAL TV



CONTENT PRODUCTION



DIGITAL



# PRISA MILESTONES

## JANUARY

- EL PAÍS launches the campaign **¿Y tú qué piensas?** (And what do you think?) aimed at fostering critical thinking among readers. .
- Santillana, together with Fundación Atresmedia and Samsung, celebrates the sixth edition of **¡Grandes profes!**, an annual event that pays tribute to teachers.
- Javier del Pino, Conchi Cejudo and Gervasio Sánchez are the win-



Campaign: And what do you think?

ners in the radio category at the **King of Spain International Journalism Awards** for *Vidas enterradas* (Buried Lives) aired by the program *A vivir*.

- Media Capital partners with MSN**, which allows Media Capital to distribute more than 60 million MSN network visits across its range of brands: TVI, TVI24, MaisFutbol, SELFIE and AutoPortal.

## FEBRUARY

- EL PAÍS organizes the forum **Peru on the global agenda**, which was attended by the Minister of Foreign Affairs of the Republic of Peru, Néstor Francisco Popolizio Bardales.
- With the implementation of the tool Adobe Target, EL PAÍS is now equipped with an optimized testing plan.
- The Fundación Santillana launches **Acepto las condiciones** (I accept the conditions), by Cristóbal Cobo, a work that questions the supposed neutrality

of technology and examines the cost of surrendering our personal information to technological platforms.

- Cadena SER celebrates, for the third consecutive year, an **open day** on the occasion of World Radio Day.



World Radio Day

## MARCH

- As part of its commitment to the fight against climate change, PRISA has been supporting since 2008 **Earth Hour**, the most important global citizen mobilization initiative against climate change. The initiative is organized by the World Wide Fund for Nature (WWF), the largest independent international organization dedicated to the defense of nature and the environment.



Public gathering for Earth Hour

EL PAÍS Retina organizes the event **Technology and society: from the era of knowledge to the age of uncertainty.**



Technology and Society Event

Santillana Mexico celebrates the **UNOi School Directors Congress** under the title *The Future of Intelligence*, which focused on topics such as robotics and artificial intelligence applied to education.

Santillana launches the publishing project **Mujeres protagonistas** (Women protagonists), which offers a comprehensive overview of the contribution of women to the history of knowledge and social construction.

Cadena Dial celebrates the **23rd Annual Cadena Dial Awards**, with the proceeds going to Federación de Asociaciones de Mujeres, Arena y Laurisilva and the Escuelita del Hospital Universitario Nuestra Señora de la Candelaria.

APRIL

EL PAÍS reporters offer journalism workshops to more than 500 children during the celebration of the International Congress of the Spanish Language.

Spain's Minister of Economy and Business, **Nadia Calviño**, participates in the Cinco Días Forum.



Nadia Calviño at the Cinco Días Forum

EL PAÍS and Google optimize brand-related content via a tool aimed

at improving the coexistence between information and advertising

Santillana Ecuador celebrates the congress **21st century skills applied to education**, focused on topics such as the STEM methodology, the flipped classroom model and the keys to having a successful English-language program.

MAY

The report **Palmira: el otro lado** (Palmyra: the other side), published by EL PAÍS SEMANAL, the newspaper's weekly supplement, receives the **European Press Prize** in the innovation category.

AS signs an agreement with **Twitter** to integrate a selection of content from the social network directly into the journalists' content, thereby delivering readers high-quality news and information, as well as a unique user experience.

Santillana launches the campaign **Tienen talento** (They've got talent), based on the idea that everyone has a special talent for something, and that educators play a key role in discovering, developing and promoting it.

Bejob, Santillana's online training company, and Samsung launch the second edition of **DesArrolladoras**, a programming course for women that seeks to encourage their incorporation into the ICT sector.

LOS40 celebrates its annual festival **LOS40 Primavera Pop 2019** in three different venues: Madrid, Rubí (Barcelona) and Málaga. Part of the proceeds goes to Surfrider, an organization dedicated to the protection of our oceans.



LOS40 Primavera Pop Festival 2019

JUNE

Gala ceremony for the **12th Cinco Días Awards for Business Innovation 2019**. The winners were: Ac-

ciona, for the project *Greenchain*; Red Eléctrica de España, for the project *The marine forest*; and Alén Space, a spin-off of the University of Vigo which develops and manufactures nanosatellites.

◆ PRISA, Grupo Godó and Vocento launch a major **platform for the joint sale of programmatic advertising**.

◆ The educational program **EL PAÍS de los Estudiantes** awards special prizes to students from Galicia, Asturias and Murcia.

◆ The Santillana campaign **Don't stop learning** wins the prize for the best branded content campaign and the best web ad at PubliFestival, the International Festival of Social Advertising, in addition to a special mention of the jury for its social content.



Greenpeace Campaign

◆ LOS40 joins Greenpeace's most ambitious expedition ever to protect the oceans, with the *Anda Ya* team welcoming the icebreaker *Arctic Sunrise* in Bilbao.

## JULY

◆ The **Opinion section of EL PAÍS** begins offering exclusive content to registered users.

◆ EL PAÍS, KPMG Spain and IESE organize the sixth edition of the **Foro del consejero** (Directors' Forum).

◆ Santillana Compartir and Pleno receive the **Seal of Alignment**, a seal of trust given by the International Society for Technology in Education (ISTE), in



The International Society for Technology Label

recognition of their EDtech tools that offer a high-quality learning experience.

◆ Students graduate from the 18th year of the **Master's Degree in Publishing**, organized by Santillana and the Complutense University of Madrid.

## AUGUST

◆ Santillana presents in Argentina, Peru and Colombia the **relaunch of the brand Compartir**, its comprehensive and integrated learning solution, with the aim of consolidating its position as a key ally in the educational transformation of



Relaunch of the brand Compartir

schools in Latin America, based on the concepts of innovation, expertise and partnership with schools.

◆ Bejob brings its catalog of courses in high-demand digital skills to **the SAVIA project**, an initiative of the Endesa Foundation for training and employability aimed at those aged over 50.

◆ Santillana Brazil presents its improvements for next year and a range of workshops, talks and panels aimed at school directors at the **Congress for Managers of the Farias Brito System** (SFB).

## SEPTEMBER



Economic Forum: Latin America, the United States and Spain in the global economy

◆ New York hosts the fourth edition of the economic forum **Latin America, United States and Spain in the global economy**, organized by EL PAÍS and the Spain-US Chamber of Commerce.

◆ EL PAÍS opens the **Education Forum**, a space for digital debate on education.

◆ PRISA joins the campaign **#aliadosdelosODS**, promoted by the Spanish Global Compact Network to promote the Sustainable Development Goals.

◆ The Fundación Santillana presents the **ED21 educational program**, at an event that brought together specialists and representatives from different sectors to discuss the present and future of education.



Presentation of ED21

◆ Bejob and the Inspiring Girls Foundation present the **Inspiring Girls Club**, a space for girls aged 10 to 15 to work on practical activities and receive inspiring talks from professional women in the technology and innovation sectors.

◆ Cadena Dial hosts **Vive Dial**, the leading Spanish music festival in Madrid. Part of the proceeds went to the Asociación Mensajeros por la Paz del Padre Ángel, which seeks to alleviate inequalities, especially among disadvantaged women.



Vive Dial

## OCTOBER

◆ The **Climate Reality Project** pays tribute to EL PAÍS for its coverage of climate change.

◆ Cinco Días organizes the series of events **SDG Observatory. Transforming goals into reality**, to discuss the UN's 17 sustainable development goals.



◆ The Fundación Santillana co-organizes the educational innovation seminar **enlightED**, together with Fundación Telefónica, IE University and South Summit.

◆ Santillana Mexico signs an agreement with Google to implement **Augmented Learning**, an innovative educational model based on the use of



enlightED event

new technologies such as augmented reality, virtual reality and drones.

◆ Cadena Dial organizes the show **Únicas** in Barcelona, a major musical event promoting equality.

◆ **Plural** wins, once again, in the best television producer category at Portugal's Meios and Publicidade awards.

## NOVEMBER

◆ EL PAÍS organizes the forum **Climate Change. Time to act**.

◆ EL PAÍS organizes the event **Retina LTD**, which brings together experts on digital transformation to address the post-digital era.



Retina LTD

◆ EL PAÍS SEMANAL and UNICEF launch **24 hours in the life of childhood**, to commemorate the 30th anniversary of the Convention on the Rights of the Child.

◆ The Fundación Santillana, the Organization of Ibero-American States and the Ministry of Education, Culture and Technology of Argentina once again host the annual **Vivalectura Prize**, which honors projects that promote reading in schools and social clubs in Argentina and Uruguay.

◆ Cadena SER hosts the Gala for the **2019 Ondas Awards** in Barcelona. The awards pay tribute to the most outstanding national and international professionals, companies and projects in radio, radio advertising, television and music.



Ondas Awards Gala 2019

◆ LOS40 hosts the **LOS40 Music Awards Gala** in Madrid, in aid of the Jane Goodall Institute and WWF for their initiatives championing endangered species.



DECEMBER

◆ The fifth annual **EL PAÍS with your future**, an event aimed at young people and focused on the world of education and professional development.

◆ Cinco Días organizes the **Conference on financial sustainability**.

◆ **SET VEINTIUNO**, Santillana's 21st-century skills program, receives the Quality Innovation Award from the National Association of Centers for the Promotion of Excellence - CEX in the category of education sector.

◆ SER organizes **Climate Week**, an internal initiative to coincide with COP25.

◆ **ADN** receives the 2019 Media Communication Award, given by the Fundación Iguales de Chile, in recognition of its commitment to sexual and gender diversity.



EL PAÍS with your future

# BUSINESS AREAS

## SANTILLANA

### CREATING VALUE IN EDUCATION

If there's just one, single trend that sums up 2019 for Santillana, it has undoubtedly been the buoyant performance of **subscription models**, which generate value for both customers and users (schools, school directors and investors) as well as for the company. These models are built on the basis of an in-depth knowledge of the client, identifying their needs and offering an optimal service that generates a positive experience: better management of the school and better learning for students. Loyalty and mutual trust therefore are key pillars of this model.

How was this achieved? By offering schools **added value** through **innovation** and **service**. The educational projects incorporate **smart content** that track lessons learned and facilitate greater customization. **Evaluation** services allow students to be assessed and then generate corrections that are adapted to their



level of learning. **Coaching teams** are key players not only for the correct implementation of Santillana solutions in schools, but also for **teacher training** and the joint development of continuous improvement plans in schools. Internationally accredited **certifications** are awarded for the acquired skills. And, through **technology**, we make classroom devices and kits available to schools that create effective virtual learning environments. In addition, we develop tools that allow us a deeper and more effective knowledge of students' digital learning activity. The results of indicators such as KPIs **Edutech** (number of students under the subscription model, number of sessions and average use time, renewal rate ...) speak for themselves: Santillana is the most advanced educational company in Latin America in the field of **digital analytics and learning**, with tools such as the **Customer Relationship Management System (CRM)** or the **Dashboard** for school directors that provides daily details on the use of the digital ecosystem among students at the school.

The development of **21st-century skills** and the application of **new methodologies** remain essential in all projects as we strive to promote deep learning. We're

The development of 21st-century skills and the application of new methodologies remain essential in all projects as we strive to promote deep learning.

asking not only what students should be learning, but, crucially, why, in order to help them develop the abilities and skills needed to thrive in a fast-changing world. Socio-emotional and financial education, communication skills, reading and mathematical comprehension, maker culture: these are just some of the skills developed in the programs. Testament to our success, in Spain the **SET VEINTIUNO** program won the QIA-CEX Prize, awarded

by the National Association of Centers for the Promotion of Excellence, in recognition of innovation and the outstanding nature of this pioneering initiative for the development of 21st-century skills.

Throughout the year, the potential of new educational narratives in podcasts has also been explored, as well as the latest and most disruptive classroom practices in the area of evaluation. In addition, partnerships have been forged with two organizations specialized in recognizing and fostering creativity – the Creative Industries Network and the Juan March Foundation in Spain – in order to promote so-called oblique thinking strategies inside and outside the school.

The corporate campaign “Don’t stop learning” won the Publifestival Award for the best web advert and the best branded content campaign, as well as the jury’s special mention for the best message. This international social advertising festival recognizes those marketing or advertising campaigns that have a marked social component.

## Content and learning systems

Our **learning systems** continue to go from strength to strength, both **those of a multidisciplinary nature** – either integrated (UNOi, Farias Brito and Kepler, the latter two only in Brazil) or flexible (Compartir and Educa) – as well as **single discipline systems**, i.e. projects that cover the complete learning of a key subject, such as WeMaths, Richmond Solution, Be + Live, Educate or Milenguaje.



**Compartir y UNOi** have surpassed the figure of 1,400,000 users on the platform. UNOi Mexico launched the initiative *Augmented Learning*, in partnership with Google, which will foster progress in new developments in virtual and augmented reality.

Thanks to the alliance between **Compartir** and **ISTE** (International Society for Technology in Education) Santillana has obtained the Seal of Alignment for our model of *coaching* in schools, which means aligning what we do with international digital standards. In addition, this year also saw an ambitious brand repositioning project that, under the slogan “**Your ally in educational transformation**”, champions the concepts of innovation, expertise and partnership with schools.

Mathematics and language are core subjects whose learning is essential for the development of other disciplines and skills. With this in mind, specific projects have been developed, with their own methodology, such as **WeMaths**, an innovative learning experience that approaches mathematics through the emotions. Other programs also received a boost, such as **Milenguaje** in Mexico or **Compartilha Lengua Portuguesa** in Brazil.



It was also a fruitful year for **Ediciones Norma**. Consolidated within Santillana and on a path to growth, 2019 was a year for generating new strategic projects. Highlights include the the subscription system **Educ@**, the English-

language system, **Greenwich Now!**, a partnership with the Catholic University of Argentina and the development, in Mexico, of a new communication skills system that will be released in 2020.

## Language Learning

At the end of 2019, around 900,000 students were studying English with one of the existing solutions within a subscription model.

There was significant growth for **Richmond Solution** in almost all countries, as well as for **Educate** in Brazil, with both initiatives promoting learning 100% in English. These educational packages, which incorporate a platform that provides traceability, print materials, a reading platform, international certification, diagnostic tests and training for teachers, have seen revenue per student increase, while the loyalty of participating schools has also been strengthened.

Santillana also owns the **Greenwich** label for teaching English, part of Ediciones Norma, and an extensive catalog of French-language materials through **Santillana Français** (essentially in Spain, where it is the leader), and Spanish-language materials for Brazil.

The Languages division maintains a robust presence in all market segments, and in 2019 it was the leading beneficiary of government procurement in Mexico, Brazil and Chile.



## Promotion of reading. Children's and Young Adult Literature

The reading comprehension platform **Loqueleo** has reached more than 100,000 student users with activities available for almost 200 books in our catalog. In addition, the augmented reality app **Vive loqueleo** was heavily promoted. It includes book trailers, animation... and major publishing events, such as *Fue Raffles, Natacha*, by the writer Luis Pescetti.



2019 was a key year for the publication of children's and young adult literature at **Ediciones Norma**. There was a revamped design for the collections *Buenas Noches*, *Torre*, *Zona Libre* and *Cara y Cruz*. Also, thanks to a partnership with the

Organization of Ibero-American States (OEI), the Norma Prize broadened its purview and is set to foster and promote literature aimed at children and young people. This year's winning work was *Lo que una vez hicieron los alienígenas* (What the Aliens Once Did), by Colombian author John Fitzgerald Torres.

Santillana's imprints in Brazil, **Moderna** and **Salamandra**, teamed up to promote *Território da Leitura*, aimed at getting schools and families to work together to develop the creativity, imagination, reading skills and critical communication of students.

## Job training

The Bejob platform for professional training in information technology and digital marketing rolled out more than 12 new corporate projects in 2019 in partnership



with Cofares, Leaseplan, Samsung, Fremap, the Madrid Employment Service and ICEX, among others. Some 5,000 students benefited from training for high-demand jobs. Some of these collaborations were also notable for their socially responsible component, such as the agreement with the Inspiring Girls Foundation to train more than 120 girls, Samsung's *DesArrolladoras*, which benefited 938 women, and the agreement with Savia Digital for the training of senior professionals.



# PRISA NOTICIAS

## EL PAÍS

EL PAÍS continued to develop a range of major business initiatives and new media projects over the course of 2019.

In January 2019, EL PAÍS launched a brand campaign that focuses squarely on the reader – by asking one simple question: *Y tú qué piensas?* (And what do you think?). With this new campaign, the newspaper sought to remind readers that EL PAÍS is attentive to their opinions, to what's happening, and that the paper is a forum for open debate.



Campaign: And what do you think?



Campaign: And what do you think?

That same month, the comments section was activated for news stories in the Brazilian edition, with the aim of improving the quality of the conversation around content and encouraging the exchange of ideas among readers.

The newspaper and Google have continued to work together, this time in the development of a tool aimed at managing and striking a better balance between content and advertising.

Also, in collaboration with Facebook, the video format *Dale una vuelta* was rolled out, making the newspaper the first media outlet in Spain to partner with the US company to launch a weekly news reports program.

EL PAÍS opened up a digital space for debate on education, the **Education Forum.**, which poses a weekly question on the newspaper's website aimed at the education community. The objective of the initiative is to enrich debate in this sector, one that is undergoing constant transformation, with the participation of leading players and experts in the field.



Debate forum of El País

In October EL PAÍS launched a new mobile application that's open to all. In addition, registered readers can access exclusive articles, such as those in the Opinion section, the supplement *Ideas* or pieces by *EL PAÍS Semanal* columnists. Registered users can also avail of the EL PAÍS + program for events, discounts and special offers in culture.

Monthly audiences for the EL PAÍS website have grown by 8% in 2019 compared to the previous year. In Latin America, the figure for unique users was up by 11% (with notable growth for EL PAÍS in Mexico of 15%). This traffic accounted for 42% of the monthly average last year.

The trend that sees increased access via mobile devices – to the detriment of computers – continued apace. Throughout the year, we continued our commitment to the distribution of our own content through social networks. The community of followers on the main platforms now exceeds 24.5 million.

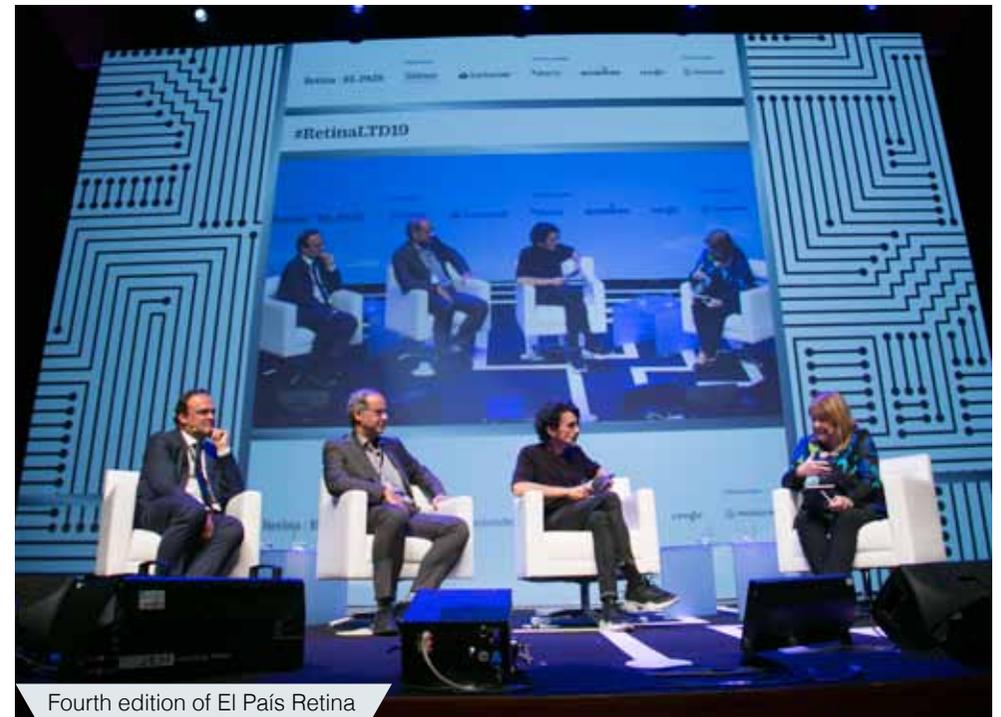
The video division closed 2019 having consolidated, once again, audience growth, a trend that began five years ago. Also in 2019, a new channel for EL PAÍS BRASIL was launched, featuring content entirely in Portuguese. Thus, in video production, EL PAÍS continues to be a clear leader in digital media.

In 2020, current affairs will continue to be reinforced. What's more, this year is set to see the production of longer, better quality video content with the aim of attracting more subscribers.

Throughout the year, EL PAÍS organized a wide range of discussion forums featuring top-tier government and business figures from Europe and Ibero-America, including Spain's Prime Minister, Pedro Sánchez, and the President of the Republic of Peru, Martín Vizcarra.

In addition, on the occasion of the elections for the Madrid regional authority and the municipal and regional elections throughout the country, EL PAÍS and Cadena SER organized two debates at which the candidates discussed their proposals.

**EL PAÍS Retina** celebrated its fourth edition. The aim, this time round, was to highlight the importance of digital transformation and to foster dialogue and constructive debate on how to make our society both more advanced and competitive.



Fourth edition of El País Retina

In the area of education, two widely regarded initiatives had another successful outing: **El País con tu futuro** (El País with your future), which guides and motivates young people when it comes to choosing their professional future; and **El País de los Estudiantes**, which aims to engage school students with journalism.

Meanwhile, the EL PAÍS + loyalty program offered 500 cultural experiences to subscribers and readers of the newspaper, 30% of which were Premium, that is, exclusively for subscribers.

Since September 2018, when EL PAÍS + was made available to readers registered on [elpais.com](http://elpais.com), the loyalty program has become another lever in the global strategy for attracting new registrations. Most of them come from experiences related to theater, cinema and the **#EncuentrosElPaís** music events.

These events, organized under the auspices of EL PAÍS +, have continued to bring top music acts to the readers of the newspaper, which has enabled the EL PAÍS brand to attract a younger and more digital reader profile. During 2019, eight such music events were held, with artists such as Manuel Carrasco, Juanes and Morat. The broadcasts on the EL PAÍS Facebook profile had an average of 30,000 views.



The newsroom of sports paper paper AS



Based on figures published by ComScore (multiplatform), during 2019 [as.com](http://as.com) reached, in Spain, a monthly average of 12.3 million unique users.

In 2019, access via mobile devices remains steady, with this being the chief mode of access to content.

In Latin America, the sports medium continued to grow thanks to its local editions. It is now the sports medium of record in the region. Unique browsers in Latin America now account for 49% of [as.com](http://as.com)'s total audience.

Meanwhile, **AS Arabia** has increased its monthly average of unique browsers by 12% since its launch in April 2018.

Likewise, **AS TV** has registered a 12% increase in monthly video views.

Meristation, the top video games portal in Spain and Latin America, has held on to its lead and ranked No. 1 in Spain in September. Biwenger, the fantasy football manager, was absolute leader in its category, as was Movistar eSports on [as.com](http://as.com).

Also in 2019, AS signed an agreement with Twitter to integrate a selection of content from the social network directly into the journalists content, including more multimedia content: photos, live videos and galleries. It means that the reader, in addition to actively participating in the sporting event through comments, scores or surveys, can quickly look up data and statistics (line-ups, results, rankings, real-time game data and team trends, in addition to the analysis prepared by [Football Data Suite](#)).

In November, AS reached an agreement with the Spanish Basketball Federation to organize the Spanish Basketball Hall of Fame, which will pay tribute to those players and coaches who have helped promote the National Team and clubs, in addition to honoring referees, teams, institutions, companies and people from any field who may have promoted the sport.

## CINCO DÍAS

PRISA's business and finance newspaper consolidated in 2019 its position as the business title of record for companies, professionals, investors, savers and policymakers. **Cinco Días** is adapted to all formats and devices, with special attention to mobile devices.

*Cinco Días*, Spain's veteran business and finance daily, forms part of the project EL PAÍS Economía, the largest business and finance content platform in Spanish, alongside EL PAÍS's *Economía* section and the digital transformation site, Retina.

The newspaper focuses on the activity of companies, markets and economic policy, while the *Fortuna* section, features lifestyle reports aimed at executives, managers and professionals. There's also a section that features content from *Retina*. The *Legal* section is prepared by Wolters Kluwer, the leading company for legal news and in-



The SDG Observatory

formation. The portal *Smart Life* looks at consumer technology, while *Territorio Pyme* (SME Territory), provides practical information for freelancers, entrepreneurs and small businesses.

Cinco Días has continued its consolidation as an open forum for dialogue on the economy, companies and investment. The observatory of economic trends **Foro Futuro** (Future Forum) has provided an essential space for debate on major economic issues.

Another of the paper's initiatives revolves around the UN Sustainable Development Goals, which seek to eradicate poverty and ensure global prosperity for all. With the event **Transforming goals into reality**, held in October, the newspaper launched the SDG Observatory, which provides detailed analysis, both in the newspaper's print and digital editions, of the progress being made on each of the 17 goals set out by the UN's 2030 Agenda, and looks at what Spanish companies are doing in this regard.

The transformative role of women in the economy and in business, the battle to bridge the gender gap and efforts to strike a better work/family life balance are three



The Futuro Forum



The Cinco Días Forum

key pillars in *Cinco Días*' editorial line. Indeed, women were the focus of the special issue published on the occasion of the 41st anniversary of the newspaper. Titled **The economic strength of women**, it was a complete and comprehensive study of the role of women in business in Spain. The 172-page magazine-format special featured more than 200 women entrepreneurs, directors and CEOs in a wide range of reports, interviews and articles. There was also a complete file with the profiles of all the female directors and CEOs of Ibx companies, and a broad survey of the main advances in the area of equality, as well as company initiatives to bridge the wage gap.

2019 saw not one but two general elections in Spain, as well as regional and municipal polls. Against this backdrop the newspaper fostered open public debate with the political authorities. The Minister of Economy and Business, Nadia Calviño, thoroughly analyzed the situation and presented her government plans at the **Cinco Días Forum**, a format broadcast live on the newspaper's website and on social networks.

Notable among the many debates, seminars and events organized by the newspaper in 2019 was the presentation of the project **Odismet**, which seeks to foster the integration of persons with disability into the labor market, conferences such as **The rail sector: liberalization and international markets**, events such as **Ideas for transforming your company** and **Discovering stories that transform**, taught

by the Roca brothers, who are among the most famous chefs in the world.

As the newspaper of record when it comes to analyzing the future of pensions, *Cinco Días* organized the **Fifth Pension Plans Conference in Spain**, this year with the slogan *Happy Longevity, a challenge for long-term savings*.

The newspaper successfully rolled out in 2019 the new format **tech talk** that examines technological trends in innovative areas, such as big data, artificial intelligence, augmented reality and the cloud, as well as new technological approaches to traditional activities such as legal advice.

*Cinco Días* also keeps its finger on the pulse of economic news with the **Cinco Días Newsroom Breakfasts**, which look at all the latest developments in the economy, as well as social responsibility and sustainability in companies.

The **Cinco Días Awards for Business Innovation**, which celebrated their twelfth edition in 2019, were handed out on June 26 at a ceremony presided over by the president of the CNMV (the National Securities Market Commission), Sebastian Albella, who revealed his plans for the future of the regulatory body. The closing speech was given by the prestigious scientist Margarita Salas, who died in November, on her research achievements.

## EL HUFFPOST

*El HuffPost* saw out the year as one of Spain's leading sources of news and among among the five most-read digital natives in the country. There was a special focus on the coverage of national and international political issues, and the news medium was honored with a number of awards, including the prize for **Journalism of Ibero-American Cities of Peace** (*Periodismo de Ciudades Iberoamericanas de Paz*). In addition, of all 12 editions of the American digital news outlet worldwide, the Spanish-language version is the one to enjoy the highest rate of reader loyalty.

2019 also saw the launch of a new section: **Life**, a trends and lifestyle section featuring in-depth, wide-ranging reports on 21st-century trends in matters of style,



The HuffPost team

fashion, leisure, health and culture. It aspires to attract that reader who, in addition to having an interest in current affairs, also seeks engaging and informative content about the world we live in today. *Life*, thanks to the issues it tackles, is also committed to attracting new advertisers.

2019, in short, represents a year of consolidation – marked by the profitability of the project and an increase in its relevance as a media outlet when it comes to being informed on what's happening in Spain and in the world.

## FACTORÍA PRISA NOTICIAS

The *Factoría PRISA Noticias* continues to clock up new projects and clients. In 2019, it once again won the bid for the Renfe magazine **Club + Renfe**, which is distributed on high-speed AVE trains. This is a 360° project that also includes digital versions in html and mobile apps.

At the end of 2019 Factoría PRISA Noticias won the Air Europa tender for the in-flight magazine **Europa** and, starting in 2020, the digital content of the website.

The Factoría has thus consolidated its position as a leader in the travel publications segment in Spain.

As specialists in content marketing, in 2019, Factoría PRISA Noticias began to design the content and social media strategy of the insurance company Caser, for which we had already been consulted with regard to the transformation of the company's social networks.

The objective is now to continue growing and leading the creation of multi-channel content strategies for brands.



## PRISA RADIO

### NUMBER 1 FOR RADIO IN SPAIN

For yet another year running, Cadena radio stations have ranked number one in the Spanish radio sector as well as reporting record figures for digital. Cadena SER closed 2019 as the absolute market leader among spoken-word radio broadcasters. In addition, LOS40 reconfirmed its lead and is, once again, the No. 1 entertainment radio brand in Spain, followed by Cadena Dial, the second most listened to radio station.

2019 was a year of wide-ranging change for the SER stations. There was new content, new talent – both on air and in the sales, marketing and digital areas – while new content distribution channels were opened and new event formats were developed. All this while maintaining our commitment to audiences and to continuing offering the very best in news, sports, entertainment and music through a powerful network of stations, mobile applications, content *on-demand* and events.

### Schedule changes, new voices and more humor at Cadena SER

In September, Cadena SER unveiled its new schedule for the 2019-2020 season, with a range of novelties and a complete overhaul of news programs: ***Hoy por hoy***



Journalists Angels Barceló and Pepa Bueno

was unified under the direction of Àngels Barceló, and Pepa Bueno took the helm of flagship show ***Hora 25***.

There were also changes at the top of three key teams: Nieves Goicoechea was named head of Politics, Pepa Blanes was put in charge of Culture and Javier Ruiz took over at Economics.



In 2019, SER also expanded its offer of comedy shows with a range of new programs: *La lengua moderna*, presented by Valeria Ros and Quequé; *Buenismo bien*, with Manuel Burque and Quique Peinado; *Si sí o si no*, with Jorge Ponce and Bob Pop; and *El Grupo*, with Silvia Abril and Toni Acosta.

## Absolute leader for digital radio

In December, [cadenaser.com](http://cadenaser.com) once again broke its own record with its best set of ComScore figures ever: 8,883,000 unique users, a monthly annual average of 17,395,845 audios on demand, and 21,031,593 video reproductions on platforms and social networks.

## LOS40 goes from strength to strength

If 2018 was the year of LOS40 Classic, a music station based on hits from yesterday, 2019 was a great year for Máxima FM, which in October became **LOS40**



Aitana picks up her prize at the LOS40 Music Awards Gala

**Dance.** The new station thus joins the growing LOS40 family and embraces an exciting range of different musical styles and cultures. Now, 2020, will see the transformation of KeBuena into **LOS40 Urban**.

Testament to the success of the LOS40 brand expansion are the great results from its big events. The LOS40 Music Awards 2019 registered an accumulated audience, according to Kantar Media, of 893 million, and the LOS40 Primavera Pop Festival registered 85 million. This success was thanks, in large part, to the participation of top national artists and international acts, such as Rosalía, Ava Max, Pablo Alborán, Aitana, the Jonas Brothers, Manu Carrasco and Laura Pausini, among others.

Beyond offering entertainment, LOS40's commitment to environmental causes was in evidence over the course of the year, notably so with the campaign "**Join Us Against Climate Change, #IDo**". Throughout the year, there were initiatives focused on our coasts and oceans, others aimed at promoting sustainable and responsible consumption, as well as protecting endangered species, all in line with several UN Sustainable Development Goals. More than 70 media outlets were involved in this campaign, singled out as Best Practice by the Spanish Global Compact Network. Since its launch, the campaign has reached more than 60,000 young people attending our events and almost two million users across social media. In addition, more than 60 performers have added their voices to LOS40's commitment to the fight against climate change.

LOS40 Music Awards 2019 also showed a firm commitment to urban culture, with the artist Okuda San Miguel asked to create the image for the event, under the slogan: "Music is in nature".

In December, [los40.com](http://los40.com) registered its best figure ever of 3,214,000 unique users, and established itself as the top-ranking online music radio station.

## DIAL, an engaging, feminine, and committed brand

2019 was a fantastic year for Dial, which unveiled its new brand identity at the event *Vive Dial* with the support of some of the best artists on the Spanish music scene. The new design was just the latest change to be embraced by the station



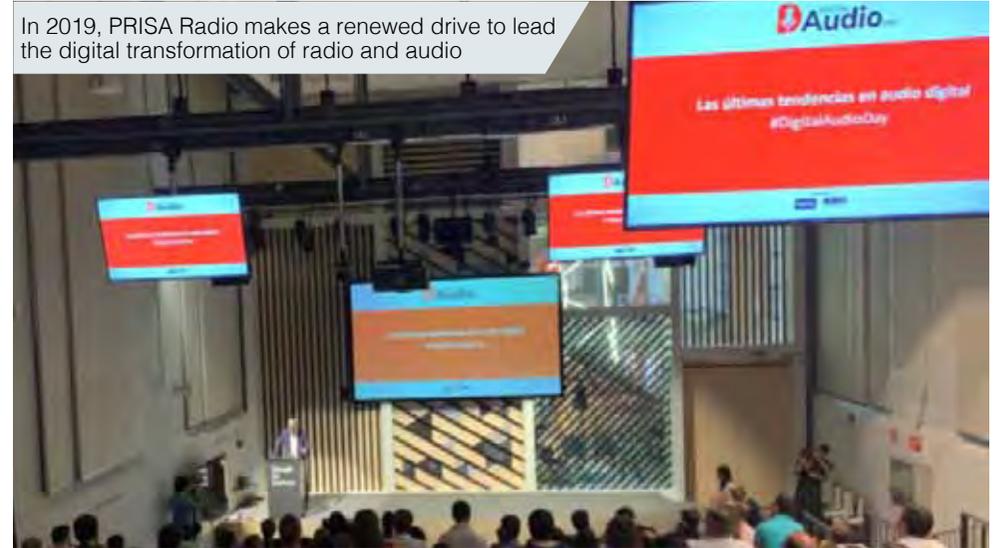
The winners of the Cadena Dial Awards

over the course of the year: new presenters, such as Luis Larrodera who anchors the station's most popular show *Atrévete*; events, such as *Únicas Dial* 2019, a concert exclusively featuring female artists; and the launch of a new app plus new program schedules.

This evolution of the brand was also reflected in its social responsibility strategy and the campaign *Sé Dial*. This initiative was launched in 2018 as a contribution to SDG 5, gender equality. To this end, both on air and on social networks, the station ran a number of initiatives to coincide with a range of events, including International Women's Day 2019, the Dial Awards 2019 (part of the proceeds of which went to FAMAL, a Tenerife-based NGO for Equality projects); Women's Mini Marathons 2019 or *Vive Dial* 2019 (part of the proceeds of which went to Mensajeros de la Paz for projects aimed at helping disadvantaged women).

## Radioplayer: the big networks work together

In 2019, an agreement between Spain's leading radio operators led to the launch of Radioplayer, a free radio aggregator with high quality audio endorsed by all the biggest players in the sector.



In 2019, PRISA Radio makes a renewed drive to lead the digital transformation of radio and audio

## Digital Audio Day, the digital audio event organized by SER

In June, Cadena SER organized, in collaboration with the IEBS Business School, its first **Digital Audio Day**, where experts in digital audio spoke to journalists, advertisers and other media professionals about the keys to the success of audio in digital business. The event was held at the Google for Startups Campus and was attended by professionals from SER, Google and Amazon, among others.

PRISA Radio continues apace with an ambitious plan that aims to transform the medium of radio in the digital sphere. The project is committed to audio as a format and to the development of new listener communities.

In 2019, a range of new audio apps were launched for products such as WRadio and Radioaktiva in Colombia and KeBuena in Mexico. Meanwhile the players of the different LOS40 brands were updated and standardized in Spain, Colombia, Argentina, Mexico, Chile, Paraguay, Panama, the Dominican Republic and Costa Rica, as well as those offered by other music stations: Tropicana, Oxígeno and

Radioaktiva in Colombia; KeBuena and Vox FM in Mexico; and FM Dos, Corazón and Futuro in Chile. There has also been a commitment to specific products for the consumption of audio on smart speakers: chiefly applications and skills for Alexa, for all audio products in Spain. In addition, the range of content has been expanded for streaming, podcast and digital channels.

This commitment to innovation has led PRISA Radio to work hand in hand with Google on an audio customization line, with the launch of the project **Tailorcast**, a real-time audio recommendation engine.

In addition, in recent years, the brand has set the gold standard for the production of original audio content for digital platforms thanks to Podium Podcast, which in 2019 was renamed Podium Studios as it expanded its role as a producer of premium audio content.

## Caracol Radio and Iberoamericana de Radio, the leading radio companies in Colombia and Chile

In 2019, PRISA Radio remained the undisputed leader of the radio market in Latin America, with the Group's stations, once again, setting the gold standard in the industry in the Spanish-speaking world, while developing numerous initiatives and maintaining its commitment to digital innovation.



In Colombia, Caracol Radio journalist Luis Enrique Rodríguez, reporter for the Ciudades (Cities) news segment, was honored by the Gabo Foundation as the best editor in Colombia. Rodríguez presents the weekly **Al campo** program, focused on Colombia's agricultural sector and promoting environmentally responsible practices and employment for farmers.

Caracol Radio and its program **Hora 20** threw their weight behind a project in Puerto Colombia to raise local and national awareness of the need to rebuild the pier and revitalize the surrounding areas. Puerto Colombia was, in the last century, Colombia's gateway to the world, a place of trade, a place which also welcomed many new influences and tends to the country – including football.

Caracol Radio also focused on its events business. Thus, in April, the broadcaster organized the food fair **Sabores Colombia**, in collaboration with the Ministry of Commerce, Industry and Tourism, the National Tourism Fund and the Colombian Association of the Gastronomic Industry. It took place within the framework of the Bogota Book Fair and did much to promote food from Colombia's nine regions. At the helm of the event was Leo Espinosa, the most important chef in the country. He runs the only Colombian restaurant to make the list of the 100 best restaurants in the world and is the top-ranking eatery on the 50 best list in Latin America.

During November and December, Caracol Radio organized the **Colombian Energy Summit**, a project on renewable energy supported by the Ministry of Energy, Ecopetrol and Naturgas. Its objective was to highlight the efforts being made in the field of renewable energy and to raise awareness of the potential impact on local communities. The initiative was promoted over the two months on local radio programs in Neiva, Medellín, Cali and Bucaramanga, and with a forum held at the Chamber of Commerce of Bogota.

In the last quarter of the year, in collaboration with the Secretariat of Health of Bogota, the weekly program **Conversaciones W** sought to provide assistance to people with problems associated with depression.

In Chile, Iberoamericana brought clients and media agencies together in March to unveil its new schedule and presenters: Rafael Araneda (Pudahuel), DJ Pape (Radioaktiva), Eliza Zulueta, Claudia Álamo and Andrés Vial (Concierto); Iván

Núñez and Fernanda Hansen (Imagina), Claudio Borghi, Claudio Palma and Patricio Cuevas (Futuro) and Aldo Schiappacasse (ADN), among others. Also in March, radio station Futuro launched *Futuro Fútbol Club*, a football program with top contributors such as Claudio Borghi (former world champion and former coach of the Chilean national team) and Claudio Palma (the country's most important broadcaster).

The music stations Rock & Pop, Futuro and LOS40 were the official broadcasters for the Lollapalooza Festival, held in Chile. They offered coverage of the event and live broadcasts of artists such as Rosalía, Arctic Monkeys and Lenny Kravitz.

In August, IARC organized the eighth edition of the ***Festigame Fanta 2019***, Chile's biggest games fair. It brings together the main videogame brands and is a showcase for all the latest developments in the field. LOS40 was the official radio station, offering listeners special coverage of the event, in addition to live broadcasts

At the end of the year, ADN received the *Premio Medio de Comunicación 2019* (2019 Media Communication Award) from the Fundación Iguales, for its commitment to sexual and gender diversity, and for bringing feminism to a wider audience through its program ***Agenda de género*** (Gender Agenda), which champions the role of women in society.



## MEDIA CAPITAL

In 2019, TVI completed the process of changing over all its broadcasts to high definition. Now, all of the network's channels in Portugal broadcast in HD.

In 2019, TVI completed the process of changing over all its broadcasts to high definition. Now, all of the network's channels in Portugal broadcast in HD..

Programs reached an average daily audience of 3.8 million people (2.6 million during prime time). The top-ranking programs were **Nightmare in the Kitchen**, **Valor da Vida**, **The Web**, **Dancing with the Stars** and **Jornal das 8**.

With regard to news and current affairs, *Jornal das 8* registered an average audience of 821,000 viewers (18.6% share), in a year that saw Ricardo Araújo Pereira and his humorous take on the news in the segment entitled **Gente que Não Sabe Estar**, draw in more than one million viewers.

2019 saw the return of **Pesadelo na Cozinha** (Nightmare in the Kitchen) to TVI. Back for a third season, it was audience-share leader once again, thus confirming the preference of the Portuguese public for this format. The program, presented by chef Lubomir Stanisic, obtained an average audience of more than 1.15 million viewers (23.4% share), way ahead of its nearest rival, making it absolute leader for the third consecutive year.

**Dancing with the Stars** also achieved excellent results by obtaining an average audience of more than 1.16 million viewers.

The 24-hour news channel, TVI24, ended the year as the tenth-most-watched station in the country: 1.4 million viewers tuned in daily (representing an average daily audience of 30,000 viewers). In addition, 22 of the 25 most watched programs to



be aired by the three Portuguese cable news channels are from TVI24. The post-match Champions League segments contributed significantly to this result.

Plural Entertainment maintains its position as one of the largest audiovisual producers in the Iberian Peninsula, and sets the gold standard for soaps, dramas and entertainment in Portuguese. In 2019 it was honored, once again, as the best television producer in Portugal at the Meios and Publicidade awards.

Media Capital Rádios is, once again, the most listened to radio group, and in 2019 it broke records. In the average of the five audience surveys published throughout the year, Media Capital Group radio stations registered an audience share of 36.5%, making it leader for the third consecutive year.

Rádio Comercial had an average audience share of 23%. M80 has a share of 8.9%, making it the third-ranking radio station nationwide, despite lacking full national coverage. Cidade FM maintained an average audience share of 3.25%, and was only surpassed by regional and national radio stations. Throughout 2019, audience figures continued to testify to the buoyant performance of MCR's formats, with the group, once again, positioned as the most listened to radio group.

# MAIN FIGURES

## REVENUE SOURCE

### Revenue source by region

	2019		2018	
	Millions €	Contribution	Millions €	Contribution
Spain	508	46%	513	47%
International	587	54%	586	53%
Brazil	195	18%	171	16%
Mexico	91	8%	85	8%
Colombia	92	8%	95	9%
Chile	54	5%	56	5%
Argentina	27	2%	46	4%
Peru	25	2%	25	2%
CAN <sup>1</sup>	29	3%	28	3%
CAS <sup>2</sup>	10	1%	10	1%
Ecuador	21	2%	21	2%
Dominican Republic	14	1%	9	1%
Puerto Rico	5	0%	8	1%
Uruguay	2	0%	2	0%
Bolivia	7	1%	6	1%
Paraguay	2	0%	2	0%
Venezuela	1	0%	1	0%
USA	4	0%	18	2%
Portugal	4	0%	4	0%
Revenue adjustments and other	4	0%		
<b>TOTAL</b>	<b>1.096</b>	<b>100%</b>	<b>1.099</b>	<b>100%</b>

### Revenue source by business area

	2019		2018	
	Millions €	Contribution	Millions €	Contribution
Education	628	57%	601	55%
Radio	274	25%	288	26%
Press	211	19%	221	20%
Revenue adjustments and other	-17	-1%	-11	-1%
<b>TOTAL</b>	<b>1.096</b>	<b>100%</b>	<b>1.099</b>	<b>100%</b>

1 CAN: Guatemala, El Salvador and Honduras.  
2 CAS: Costa Rica, Panamá and Nicaragua.

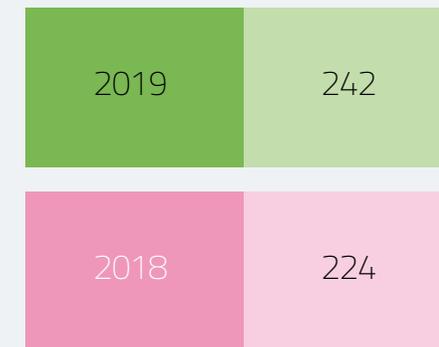
## EBITDA Geographical distribution

	2019		2018	
	Millions €	Contribution	Millions €	Contribution
Spain	81	33%	65	29%
Internacional	162	67%	158	71%
Brazil	50	21%	43	19%
Mexico	23	10%	16	7%
Colombia	23	10%	23	10%
Chile	19	8%	17	8%
Argentina	4	2%	16	7%
Peru	4	2%	5	2%
CAN <sup>1</sup>	11	5%	11	5%
CAS <sup>2</sup>	2	1%	3	1%
Ecuador	6	3%	7	3%
Dominican Republic	7	3%	3	1%
Puerto Rico	1	0%	3	1%
Uruguay	0	0%	1	0%
Bolivia	3	1%	3	1%
Paraguay	0	0%	0	0%
Venezuela	0	0%	0	0%
USA	0	0%	7	3%
Portugal	2	1%	0	0%
Revenue adjustments and other	5	2%	-1	0%
<b>TOTAL</b>	<b>242</b>	<b>100%</b>	<b>224</b>	<b>100%</b>

## Revenue source by Business Unit

	2019		2018	
	Million €	Contribution	Million €	Contribution
Education	175	72%	165	74%
Radio	63	26%	64	29%
Press	12	5%	6	3%
Revenue adjustments and other	-9	-3%	-11	-6%
<b>TOTAL</b>	<b>242</b>	<b>100%</b>	<b>224</b>	<b>100%</b>

## EBITDA in millions of euros



Source: internal data

The data are adjusted for all extraordinary effects (Ruling on Mediapro in 2019 and IFRS 16 in 2018)

<sup>1</sup> CAN: Guatemala, El Salvador and Honduras.

<sup>2</sup> CAS: Costa Rica, Panama and Nicaragua.

SANTILLANA

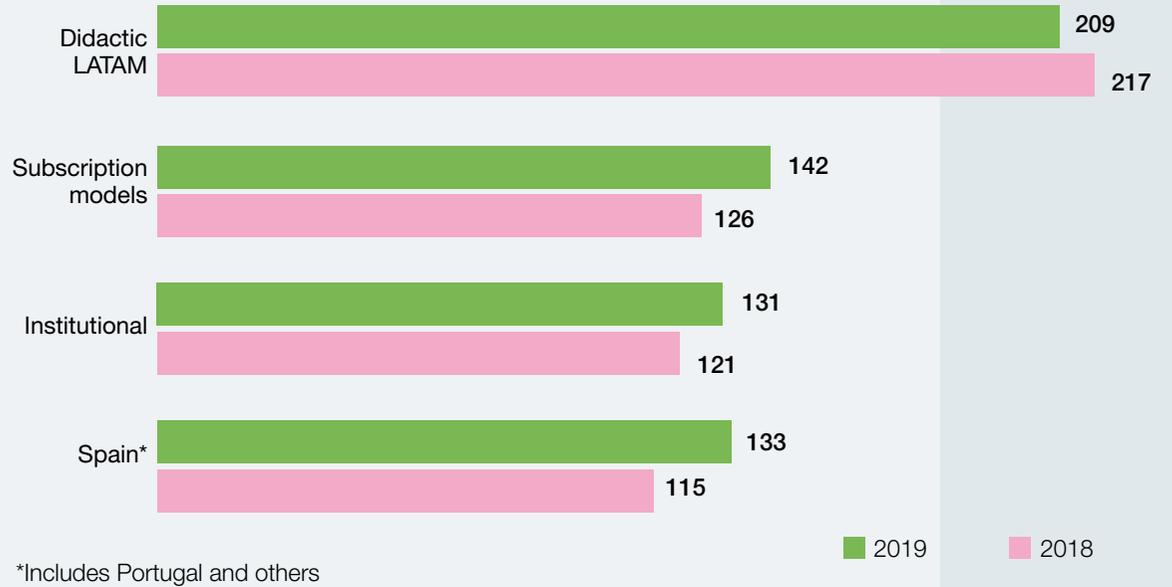
Sales by country or region

In millions of Euros

	2019	2018
Spain	129,4	111
Brazil	192,3	168,7
Mexico	88,0	81,4
Colombia	35,3	32,2
Argentina	23,1	34,3
Chile	27,7	31,7
Peru	25,0	24,4
Venezuela	0,8	0,5
Portugal	4,2	3,6
Rest Americas	89,9	90,8
TOTAL	615,7	578,7

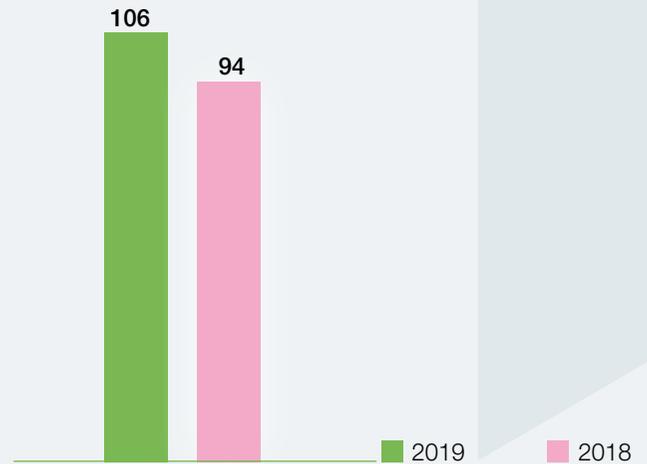
Sales by business line

In millions of Euros



Annual book sales

In millions of books



## Students and schools

### Students

	2019	2018
Flexible systems	946.822	875.015
Comprehensive systems	327.391	289.918
Subject-based systems	160.951	68.893
TOTAL	1.435.164	1.233.826

### Schools

	2019	2018
Flexible systems	2.484	2.324
Comprehensive systems	1.030	968
Subject-based systems	486	131
TOTAL	4.000	3.423

### Learning system users

	2019
Flexible systems	1.216.456
Comprehensive systems	485.692
Subject-based systems	162.313
TOTAL	1.864.461

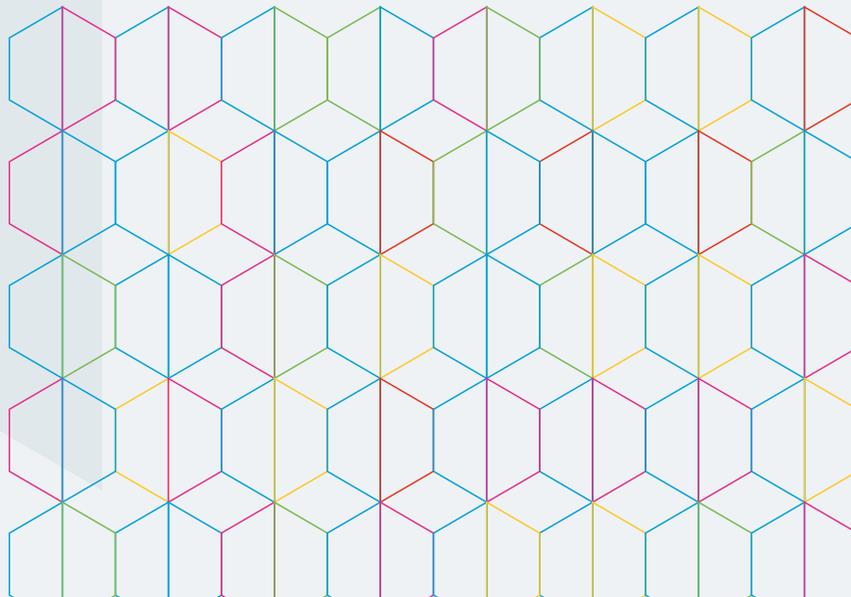
Number of countries	Flexible systems	15	Argentina, Bolivia, Brazil, Central America norte (Guatemala, El Salvador and Honduras), Costa Rica, Panama, Chile, Colombia, Ecuador, Mexico, Peru, Dominican Republic and Uruguay
	Comprehensive systems	3	Brazil, Colombia and Mexico
	Subject-based systems	11	Brazil, Central America norte (Guatemala, El Salvador and Honduras), Costa Rica, Panama, Colombia, Ecuador, Mexico, Peru, Dominican Republic

PRISA RADIO

PRISA Radio Audience by country

thousands of listeners

	Position market	Audience share	Listeners	Source
Spain	1	39%	9.436	EGM January-December 2019
Latin America			11.887	
Chile	1	40%	2.855	IPSOS January-December 2019
Colombia	1	26%	6.803	ECAR November 2018 / October 2019
Mexico	3	16%	1.548	INRA January-December 2019
Argentina	5	12%	681	IBOPE January-December 2019
Portugal	2	36%	2.341	Baremo Radio Olas en-dic 2019
TOTAL sin Portugal			21.323	



Radio audience in Spain

EGM T3 2018. millions of listeners

	Listeners 2019
Cadena SER	4.148
LOS40	2.839
Cadena Dial	2.109
LOS40 Dance	115
M80	504
Radiolé	454
Ke Buena	64
TOTAL	9.654*

	Listeners 2019	Share
SER	4.148	34,9%
Cope	3.124	26,3%
Onda Cero	1.831	15,4%
RNE	1.178	9,9%
Total listeners, general-interest	11.870*	

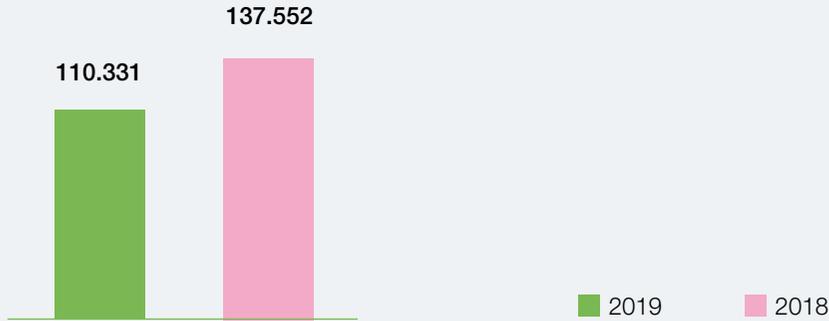
	Listeners 2019	Share
PRISA RADIO	5.821	43,1%
LOS40	2.839	21,0%
Cadena Dial	2.109	15,6%
LOS40 Dance	115	0,9%
LOS40 Classic	504	3,7%
Radiolé	454	3,4%
Ke Buena	64	0,5%
Cadena 100	2.104	15,6 %
Europa FM	1.281	9,5%
Rock FM	1.107	8,2%
Kiss FM	924	6,8%
Total listeners, music	13.494*	

\*Number of net listeners without duplications

PRISA NOTICIAS

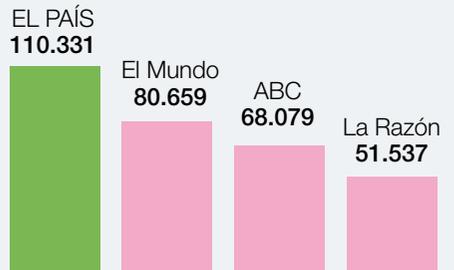
Circulation figures for EL PAÍS

number of copies



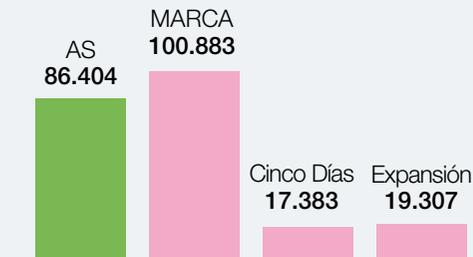
Circulation figures for leading Spanish general-interest printed newspapers

number of copies 2019  
Source: OJD

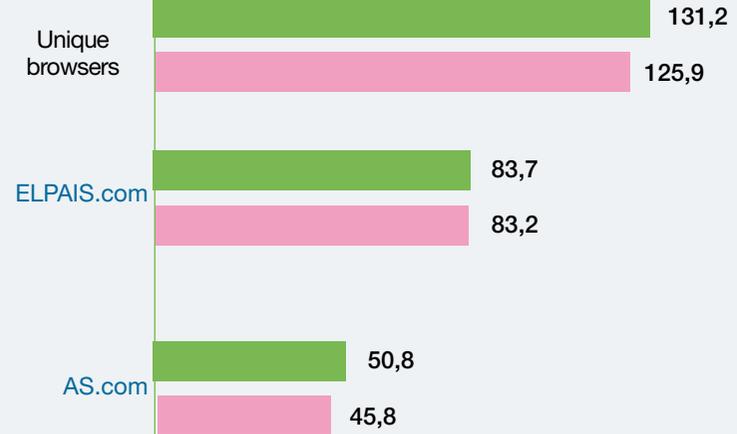


Circulation figures for leading Spanish sport printed newspapers

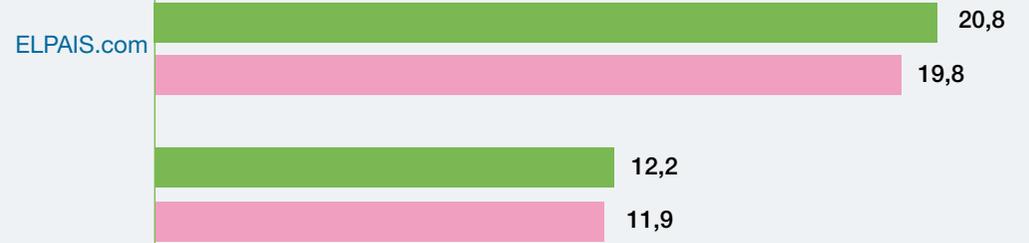
number of copies 2019  
Source: OJD



Browsers and multiplatform users PRISA Noticias



Millions of unique browsers. Averages.  
Source: Omniture



Total Mobility PC+ mobile Spain (Multi platform Spain)  
Averages. Millions of Unique Users  
Source: Comscore



Monthly average. Millions of unique users.  
Source : Internal data

## PRISA NOTICIAS

### Unique browsers by region

Thousands

	2019	2018
Spain	64.038	64.882
Latin America	53.120	49.749
USA	6.027	6.623
Other	7.484	4.690
<b>TOTAL</b>	<b>131.230</b>	<b>125.946</b>

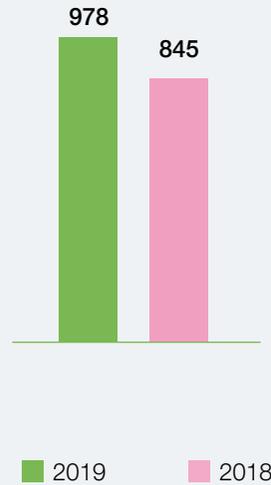
### Origin of traffic

Share and percentage

	2019		2018	
		CONTRIBUTION		CONTRIBUTION
Brand	100.585.270	35%	91.550.837	35%
SEO Keyword	108.711.077	38%	100.297.585	38%
Social media	61.641.508	22%	49.616.502	19%
Other	14.466.417	5%	21.687.566	8%
<b>TOTAL</b>	<b>285.404.272</b>	<b>100%</b>	<b>263.152.490</b>	<b>100%</b>

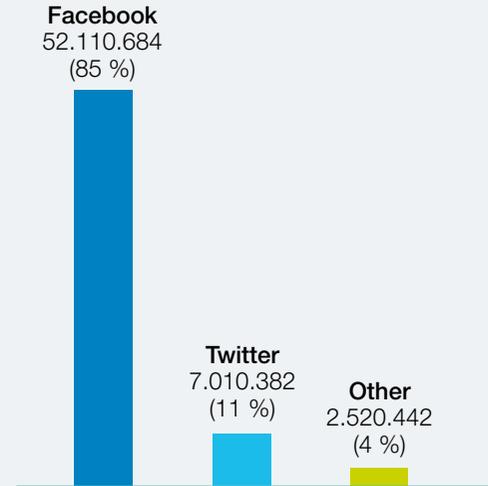
### Video starts

Millones



### Number of sessions

Año 2019



## MEDIA CAPITAL

### Television Portugal

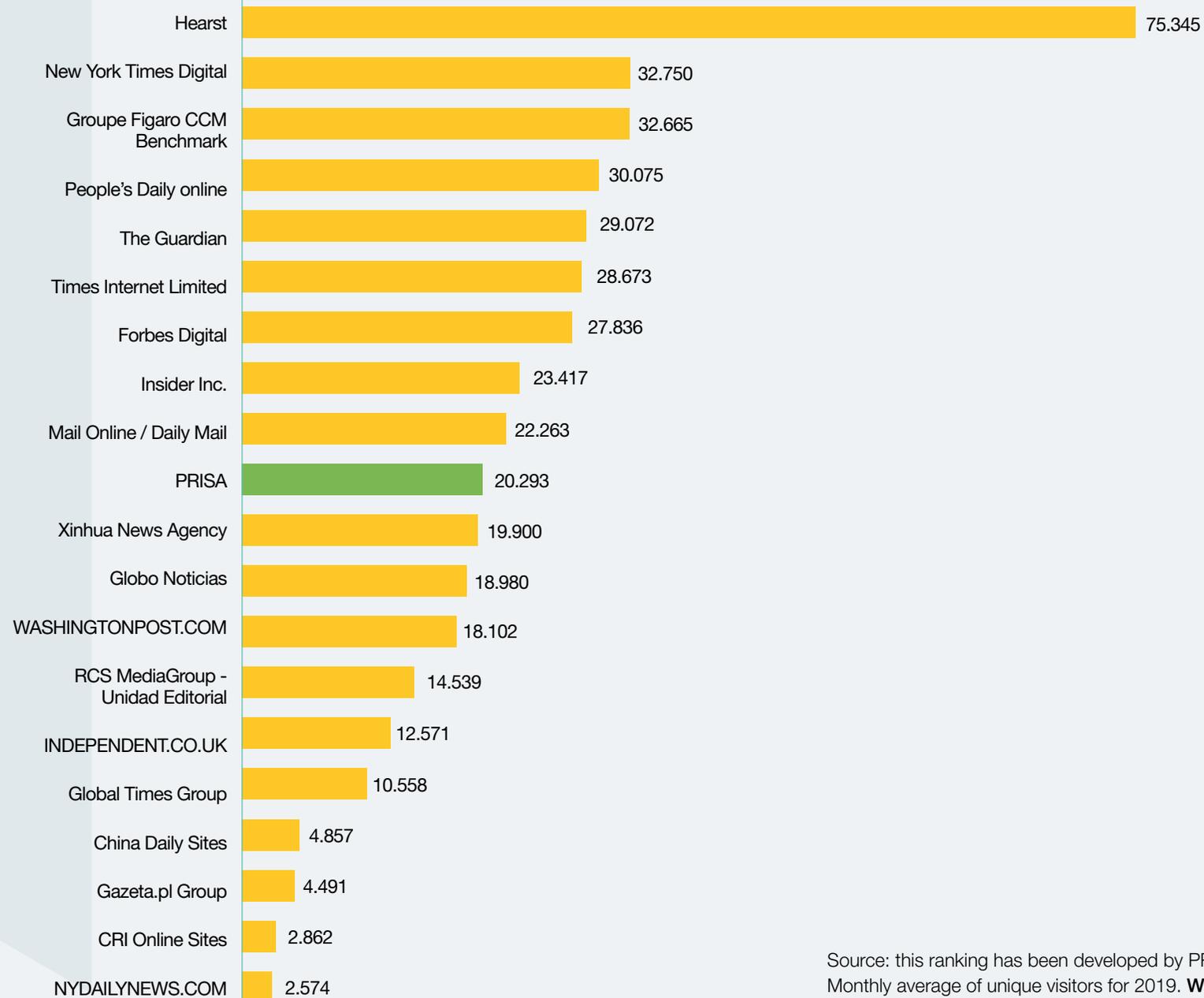
January - December 2019

	24 h	prime time
Grupo TVI	18,5%	21,4%
Grupo SIC	23,6%	25,6%
Grupo RTP	17,6%	17,7%
Other	40,3%	35,4%

Source: Omniture

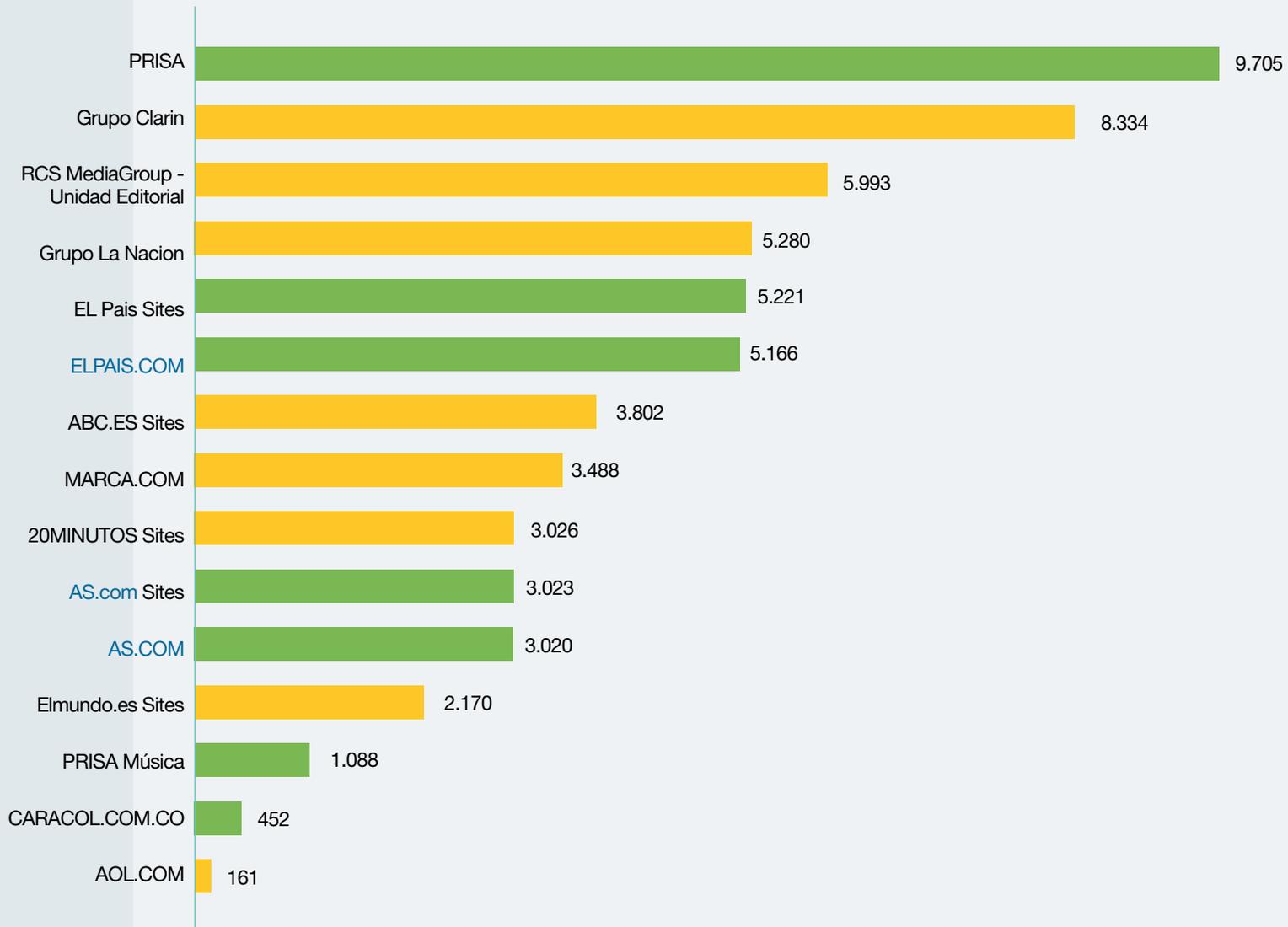
World

## Audiences for news sites (in thousands of unique users)



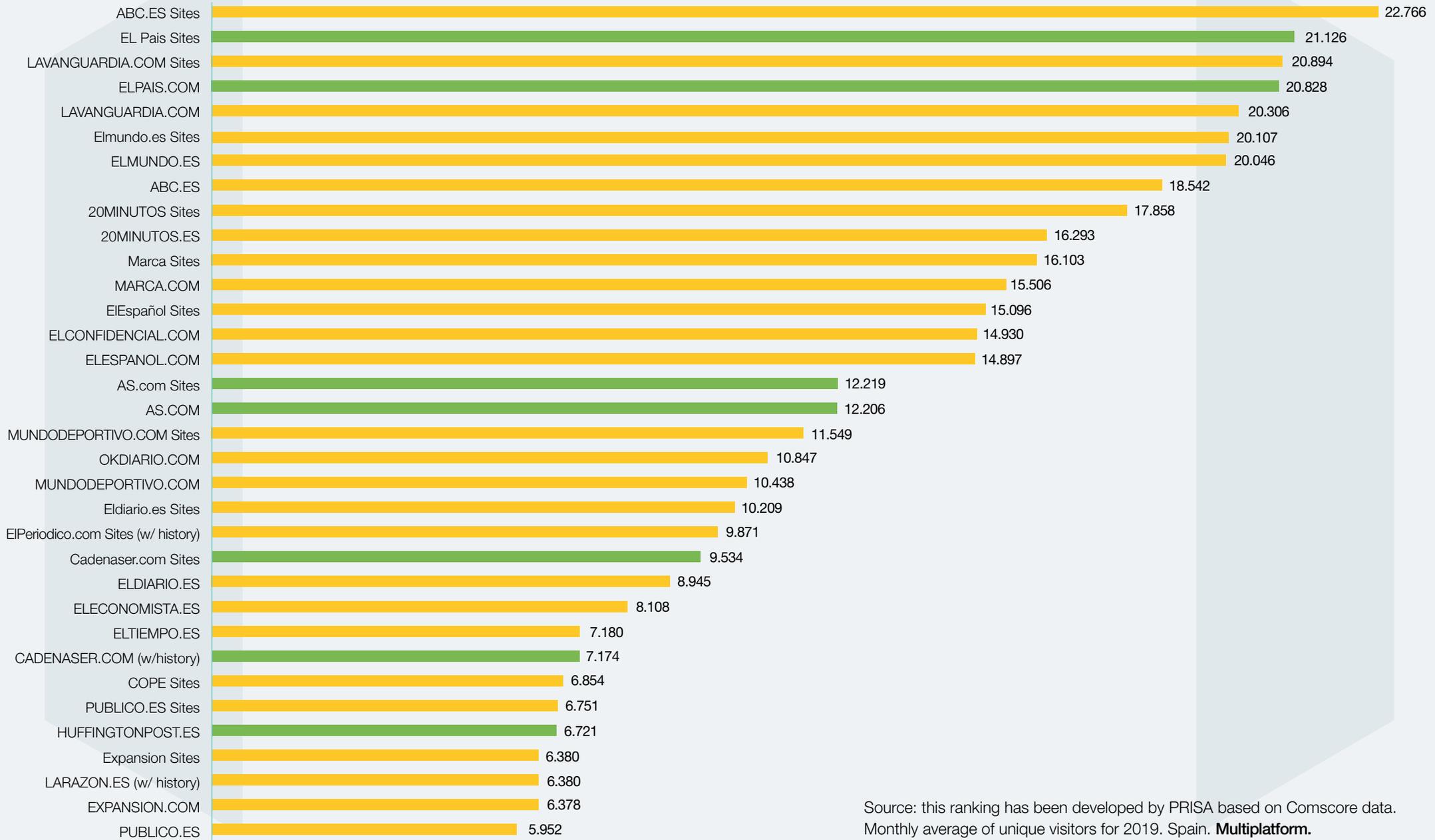
Source: this ranking has been developed by PRISA based on Comscore data. Monthly average of unique visitors for 2019. **Worldwide. PC.**

Latin American Audiences for news sites (in thousands of unique users)

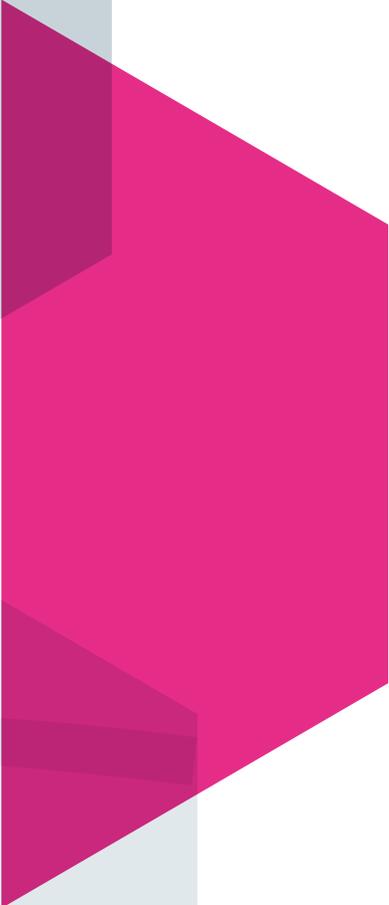


Source: this ranking has been developed by PRISA based on Comscore data. Monthly average of unique visitors for 2018. **Latin America (without Brazil). PC.**

## Spanish Audiences for news sites (in thousands of unique users)



Source: this ranking has been developed by PRISA based on Comscore data. Monthly average of unique visitors for 2019. Spain. **Multiplatform.**





2

# Sustainability at PRISA





# CORPORATE SOCIAL RESPONSIBILITY

The very nature of PRISA's business activity makes it an important contributor to the development and progress of people and society, to whom we provide quality education and truthful, independent and responsible news and information.

Education is the first step to achieve the society to which we aspire: a more diverse, more equitable society that believes in equality between women and men and strives to make this a reality; a more responsible society in terms of its relationship with the environment. Education has to both accompany and steer this evolution. That is why it is a key part of the Group's commitment.

Today we may well live surrounded by news, but receiving news and being truly informed are two very different things. The purpose of PRISA's media is to create a shared space where we can understand the world by providing objective news and information that places events firmly in context.

While clearly different, education and news are a key part of people's daily lives and both demand of us the same degree of social responsibility.

**PRISA's corporate social responsibility policy**, approved by its Board of Directors, establishes a frame of reference that will guarantee the responsible behaviour of the Group. The policy is available on PRISA's corporate website, [www.PRISA.com](http://www.PRISA.com)

The Group takes this responsibility seriously, not merely in how it manages and conducts its business,

PRISA is committed to education and news because that's how we can best contribute to the cultural development of people and to the progress of society.

but also through all its content and activities, in order to thereby raise awareness, promote and disseminate knowledge.

PRISA is committed to the Sustainable Development Goals (SDGs), which are a global initiative promoted by the United Nations (UN), within the framework of the 2030 Agenda for Sustainable Development.

This initiative seeks to eradicate poverty, protect the planet and guarantee peace and prosperity for all. The Agenda sets out 17 SDGs, which address issues ranging from hunger and food security to economic growth and climate change.

PRISA is keenly aware of the fundamental role that all companies have in meeting the goals of the 2030 Agenda, and we are likewise conscious of how companies, in their day-to-day operations, impact in one way or another on the SDGs.

Testament to this commitment, PRISA is an active member of the Spanish Network of the Global Compact, which has the mandate of the UN to work on the SDGs with the private sector. We are part of its Executive Committee, we actively support all its initiatives and we develop specific projects together to promote, debate and disseminate the Sustainable Development Goals of Agenda 2030. The Group is also firmly committed to the Ten Principles that this global organization promotes in the areas of human rights, the fight against corruption, labor rights and environmental protection.

PRISA's relationship with its stakeholders is key to its exercise of responsibility. Hence, its sustainability strategy is developed and nurtured in constant dialogue with all stakeholders through a variety of different communication channels.

# DIALOGUE AND COMMUNICATION WITH STAKEHOLDERS

S

## SHAREHOLDERS AND INVESTORS

**Reference shareholders, institutional investors, minority shareholders, analysts**

Shareholder meetings, National Securities Market Commission (CNMV), Corporate website, Investor Relations Department and Shareholder Services Office (meetings with shareholders and investors, conference calls on results, electronic mailboxes, phone and other communication channels).

E

## EMPLOYEES

Newsletters, intranet, blog, internal communications, trade union committees, internal complaints channel, suggestions mailbox, meetings on results, etc.

L

## OPINION LEADERS

Press releases, websites, e-mail, telephone, interviews, meetings, social networks, etc.

S

## SUPPLIERS

Corporate website, telephone, direct contact, conferences, meetings, e-mail, etc.

R

## REGULATORS, ADMINISTRATION AND AUTHORITIES

CNMV website, institutional relations, tenders, events, etc.

S

## SOCIETY

**General public, NGOs, associations, foundations, cultural and educational institutions.**

Collaboration agreements, debate forums, fairs and events, etc.

U

## USERS

**Readers, listeners, education community, students, etc.**

Websites, newsletters, social networks, interviews, contests, surveys, readers' editor, mailboxes, customer service, education portals, promotional material, etc.

**Customers, advertisers, advertising agencies, education sector**

Sales and marketing network, websites, telephone, newsletters, promotional material, meetings with advertisers and agencies, etc.

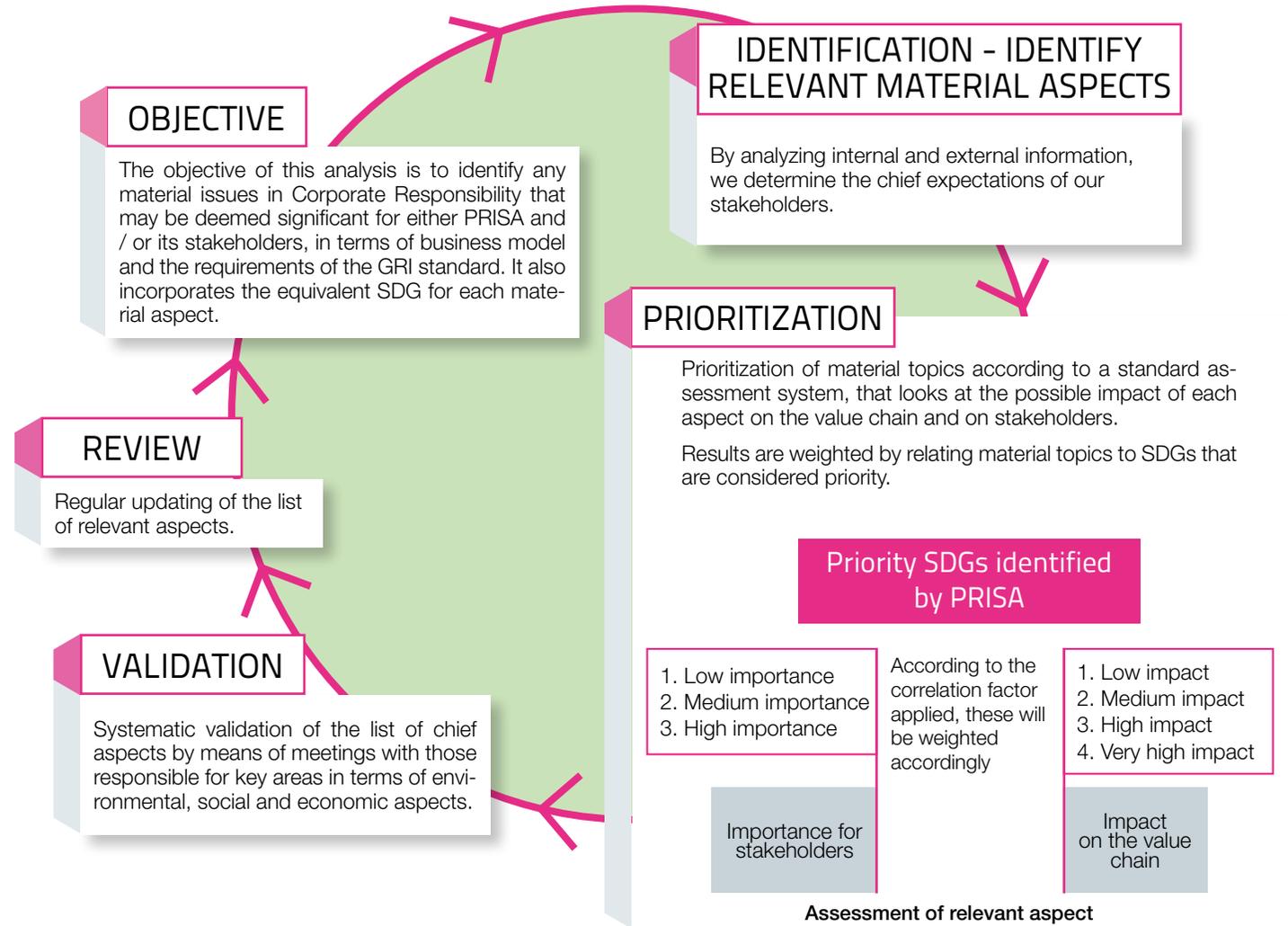


External complaints channel available to all stakeholders

# MATERIALITY ANALYSIS

This Social Responsibility and Sustainability Report has been prepared following the guidelines of the Global Reporting Initiative (GRI), taking into account the materiality assessment of PRISA. This report identifies all those environmental, social and economic aspects that are significant for both stakeholders and for the organization, based on their impact on the value chain. The Report has also taken into account the Ten Principles of the United Nations Global Compact in terms of human rights, labor, environmental and anti-corruption norms and legislation, and, wherever these are deemed to have an impact Sustainable Development Goals, this has been indicated.

## METHODOLOGY EMPLOYED IN THE MATERIALITY ANALYSIS



# RELEVANT AND MATERIAL TOPICS

15 relevant issues identified and classified according to the Sustainable Development Goals (SDGs)

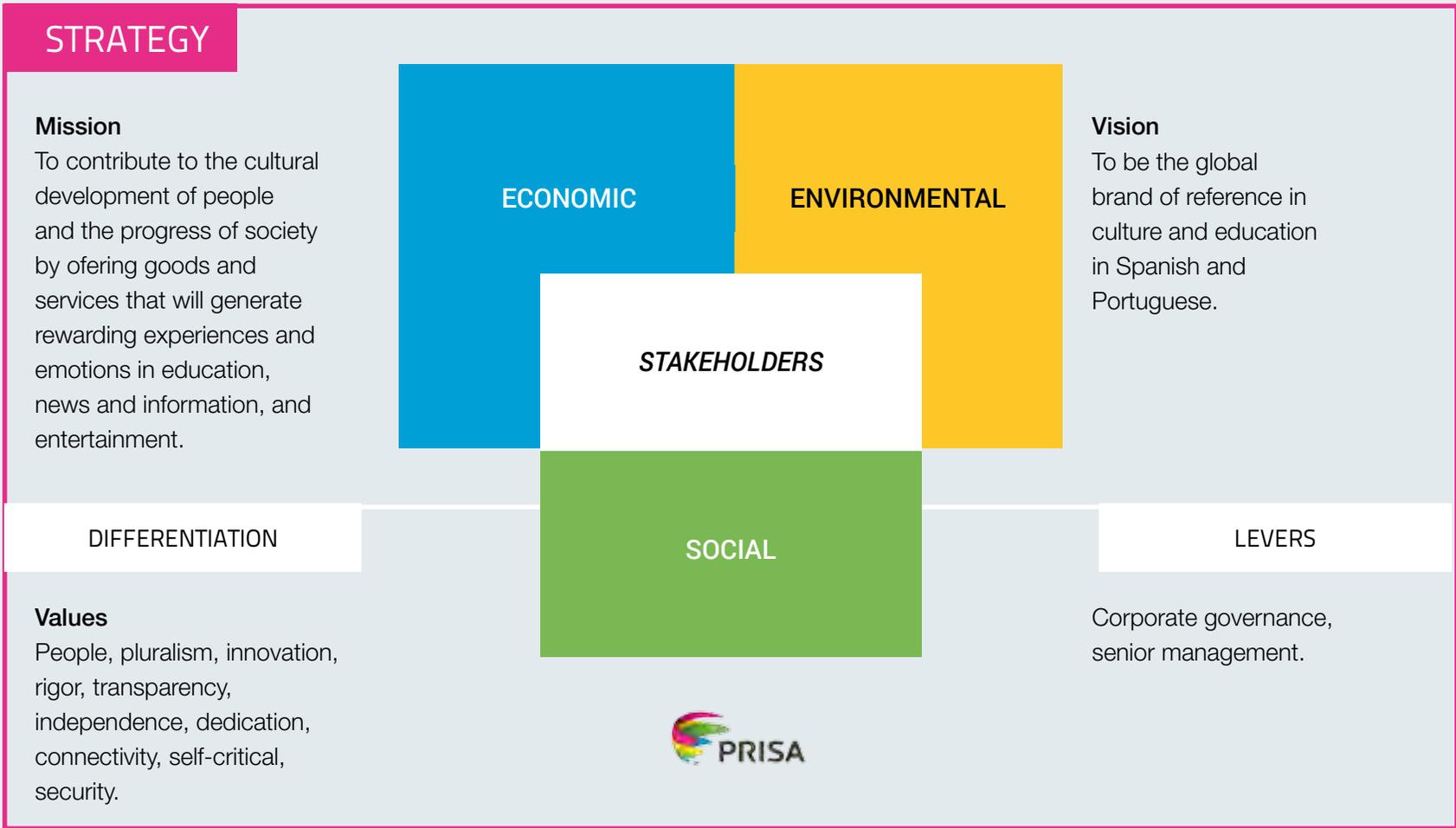
<p>1 Financial performance 8 12 17</p>	<p>6 Communication with stakeholders 12 17</p>	<p>11 Communities 1 2 4 5 6 9 10 11 16</p>
<p>2 Customer/user satisfaction and quality 12 17</p>	<p>7 Brand management 4 8 16 17</p>	<p>12 Responsible supply chain 5 6 7 8 9 10 11 12 13 14 15 16</p>
<p>3 Ethics and good governance 1 5 16 17</p>	<p>8 Employee motivation and recognition 5 8</p>	<p>13 Training and professional development 4 5</p>
<p>4 Company strategy 4 8 9 11 12</p>	<p>9 Responsible environmental management 3 7 8 9 10 11 12 13 14 15 16</p>	<p>14 Diversity and equal opportunities 4 5 10 16</p>
<p>5 Digital transformation in products and Innovation 4 9 12 13 17</p>	<p>10 Freedom of expression and pluralism 10 16</p>	<p>15 Attracting and retaining talent 3 8</p>



# OUR SUSTAINABILITY STRATEGY:

**OBJECTIVE**

Create value for our stakeholder groups, championing sustainability in the areas of media and education in Spanish and Portuguese.



**APPROACH**

**TRANSVERSAL AND INTEGRATED**



# SUSTAINABLE DEVELOPMENT GOALS

## AXES



### CREATION AND DISTRIBUTION OF CONTENT

- Press
- Radio
- Education
- Audiovisual

### RESPONSIBLE MANAGEMENT

- Of our shareholders and investors
- Of our professionals
- Of our consumers, users, readers and listeners
- Of digital transformation
- Of our suppliers
- Of the environment
- Corporate governance
- Compliance and risk management

### THE COMPANY'S COMMITMENT TO SUSTAINABLE DEVELOPMENT

- Sponsorship and strategic alliances
- Social initiatives
- Promotion of debate
- Promotion of culture, the arts and journalism



### PROACTIVE COMMUNICATIONS

ACTION PLANS

ANALYTICS

CHANNELS OF TRANSPARENCY AND DIALOGUE

CSR REPORTS

# OUR SUSTAINABILITY STRATEGY

## CREATION AND DISTRIBUTION OF CONTENTS

PRISA's overarching mission is to contribute to the development and progress of people and society at large by providing quality education and truthful, independent and responsible news and information.

In a world where it is becoming increasingly difficult to distinguish between what is true and what is not, where fake news and misinformation proliferate, the work of the media in the creation and distribution of content has become more urgent than ever before. PRISA offers its readers, listeners and users truthful and quality news daily – enabling them to better understand the world around them.

In order to guarantee the veracity and independence of the news and information that they publish, as well as the quality of all content, the Group's journalists are governed by guidelines and norms set out in the corresponding EL PAÍS, AS and Cadena SER style books. Each of these guides include a series of ethical principles that must be complied with by all those working in the respective newsrooms.

The EL PAÍS Style Book was the first to be published and has served as the basis for the subsequent two. The style books, together with EL PAÍS's pioneering Editorial Statute and the independent Readers' Editor, is the chief tool to safeguard professional ethics.

The EL PAÍS Style Book obliges its journalists to “correct any mistakes made as quickly and clearly as possible”. It adds that “rumors are not news. A journalist must give readers verified news and refrain from including personal opinions”. It also prohibits them from filing a story from a location if they are not physically present there, and forbids all manipulation of photographs that is not of a strictly technical nature. With regard to opinion articles, the Style Book establishes that these “will not be edited, except for reasons of space or in the case of flagrant errors”. In addition, “bloggers enjoy full autonomy with regard to their approaches and their writing.” As for journalistic independence, EL PAÍS rejects all pressure from any individual, as well as from political parties, economic, religious or ideological groups that might seek to put the news at the service of their interests.

In a world where it is becoming increasingly difficult to distinguish between what is true and what is not, where fake news and misinformation proliferate, the work of the media in the creation and distribution of content has become more urgent than ever before.

The experience of EL PAÍS inspired Cadena Ser to develop its own Style Book, released in 2017 with the title *En Antena*. It used the original as a point of reference while adapting it to the requirements of radio and is clear example of radio's commitment to its listeners. This commitment is expressly stated in the first chapter of this style book: "PRISA Radio journalists strive to present news and information of interest to their listeners and readers, news that is verified and complete. Such news will include all the relevant facts that will enable listeners and users to understand the world, while omitting any irrelevant facts."

Motivated by its rapid expansion, the Group's sports newspaper AS published, in 2018, the AS Style Book, which, like the previous ones, brings together the principles by which AS journalists should be governed, wherever they operate.

PRISA is thus in a position to offer truthful, complete, engaging, timely and high-quality news and information that enable readers to understand the world around them and to form their own opinions.

Meanwhile in 2018, in a move aimed at strengthening the trust of readers and users, EL PAÍS joined The Trust Project, along with 20 other media organizations. This project reinforces the transparency of media companies and provides readers with tools to help them determine if information comes from a reliable source. This is made possible thanks to a range of trust indicators that allow readers to recognize the type or genre of articles and reports, as well as to determine who is behind the story and to gauge the author's expertise.

PRISA media have also implemented a range of initiatives to improve the dissemination of content, both with regard to access as well as when it comes to protecting vulnerable audiences. These measures also seek to foster informed decision-making among audiences.

For instance media such as EL PAÍS, AS and LOS40 are all conveniently and quickly accessible through voice assistants. In addition, PRISA Radio music channels constantly strive to increase the quantity and quality of content with subtitles, both on their own and external platforms (YouTube or Facebook) to thereby improve accessibility for people with hearing impairment.

Regarding the protection of vulnerable audiences and informed decision-making, the EL PAÍS Style Book sets out a number of regulations:

- *News about suicide will be treated with the utmost sensitivity*
- *In reports on rape, the names of the victims and minors will be omitted*
- *Readers will be warned if the content of a video may be graphic or disturbing*
- *Unpleasant images will only be published when they add information to the story*
- *Journalists must ensure that photographs are not detrimental to the image of those who appear in them*
- *Journalists must never use words or phrases that are offensive to the general public*
- *Vulgar, obscene or blasphemous expressions are prohibited. As an exception, they may be published as part of a direct quote if they have been uttered by a significant or newsworthy person and they have been said in public*

EL PAÍS also translates articles of interest to the Chinese community in Spain into Chinese and has begun to publish news adapted to those with intellectual disabilities.

As the world's leading educational and publishing group in Spanish and Portuguese, PRISA, through the publishing brands Santillana and Moderna, believes

Loqueleo runs an easy-reading program called *Cuéntame lo fácil*, which is committed to inclusive reading by opening doors to communication and the participation of new readers.

that education is a vital tool for the development of the societies in which we operate and for the achievement of the Sustainable Development Goals. Thus, as well as our commitment to quality, innovation and service, we contribute to improving educational practice, and we have facilitated and fostered public debate on the future of education and learning systems throughout Ibero-America.

Meanwhile, Santillana contributes to teacher education and training through seminars, courses and workshops aimed at the educational community, addressing issues such as new methodologies, digitalization, leadership, and so on.

All Santillana content, whatever the format, is produced by professionals with proven experience, and who follow style guidelines to ensure that content is of the highest quality and that the language used is clear, inclusive and respectful.

Santillana maintains collaboration agreements with organizations such as ONCE, in Spain, and Tiflonexos, in Argentina, to provide accessible content for persons with visual impairments. It also participates actively in charity projects in this area, such as the initiative

*Libro sin barreras* (Books without barriers), developed in 2019 in Peru, which saw the publication of a book that alternates pages printed traditionally and in Braille to thereby foster greater tolerance and integration and to promote reading as a shared activity among children with different capacities.

In addition, in Spain, Loqueleo runs an easy-reading program called *Cuéntamelo fácil*, which is committed to inclusive reading by opening doors to communication and the participation of new readers.

Meanwhile, Santillana contributes to teacher education and training through seminars, courses and workshops aimed at the educational community, addressing issues such as new methodologies, digitalization, leadership, and so on. The company also offers resources and support materials that teachers can use in their classes, such as the guides and activities included in the #TieneTalento campaign. Finally, Santillana provides content and materials, such as those published on the blog SantillanaLab, on trends in the different areas of education to ensure that these reach a wider audience – thereby contributing to the revitalization of the educational community in the different societies where we are present.



# PRISA NOTICIAS

**Planeta Futuro** is the EL PAÍS section dedicated to sustainable development. At the time of its launch, in January 2014, it initially focused on the Millennium Development Goals (MDGs), established by the United Nations in 2000. The section subsequently embraced, as a framework, the Sustainable Development Goals (SDGs), adopted by the UN in 2015. This new framework significantly expanded its remit to other aspects of human development such as the effects of globalization, the enormous challenges in the areas of food, health, employment and education, as well as innovation and technology as drivers of development or climate change. Content is generated by dozens of journalists and collaborators from EL PAÍS from all over the world, as well as experts from numerous organizations that provide analysis aimed at enriching the public debate around crucial issues facing society



*Planeta Futuro* was first envisaged in 2013 after a partnership deal was signed between EL PAÍS and the Bill & Melinda Gates Foundation, which financially supports the project. The goal is to promote public debate on issues as varied as poverty and development, inequality, social justice and the sustainability of the planet. It seeks to foster egalitarian and participatory values, as well as solidarity, and gives a voice to both NGOs (in the section *Primera línea*), as well as experts and world leaders (in the section *Red de expertos*).

The partnership was broadened in February 2016, when the FAO and EL PAÍS signed an agreement aimed at improving news coverage of issues related to hunger, agriculture and food. Subsequently, new partners have been welcomed

aboard, such as UNICEF – to improve coverage of children’s issues and related challenges and opportunities – and the Inter-American Development Bank (IDB), with a view to raising awareness of progress and challenges in Latin America and the Caribbean. Thanks to these alliances, *Planeta Futuro* is a unique and pioneering product in terms of agreements with philanthropists and organizations when it comes to reporting on sustainable development – at all times under the strictest criteria of journalistic ethics, truthfulness and relevance. Since its inception, agreements have been signed and networks have been created with more than 200 organizations, NGOs and institutions. What’s more, it has also collaborated on events, courses, debates and conferences with the goal of promoting the UN 2030 Agenda.

**Retina** also hosts and organizes events and training workshops for professionals and the general public, such as Retina LTD and Retina Observatory, where future trends are analyzed. In addition, each month, *Retina* magazine offers more accessible content focused on digital transformation and the changes that technology is ushering in across business, economics, the arts and social relations. It is distributed with EL PAÍS on the fourth Saturday of the month, and can then be purchased at newstands the following Sunday.



The EL PAÍS **Sociedad** (Society) section covers the issues that most concern the general public or most directly affect society. It has quickly come to provide a vital platform and



voice to all those who most inspire us, and is carefully tuned into the demands and expectations of readers in the areas of human rights and freedoms. The issues covered include health, environment, transparency, public information, green employment, secularism, religion, education, social issues and communication.

In 2019, the **Gender** issues division also had a busy year. This newsdesk was created the previous year to plan and improve coverage given to issues related to equality and women. It operates transversely across all sections of the newspaper. In April 2019, it was visited by a group of subscribers eager to learn firsthand what this division does and to discuss how a gender-based approach can be integrated across the newsrooms.

**Materia** is a science, environment, health and technology news website that seeks to explain the latest research in biology, physics, paleontology and astrophysics in a clear, simple and rigorous way. In addition, it is active in defense of the environment and raises awareness of advances in new technologies and the Internet, and analyzes these in depth. It also actively covers research in health, and is constantly on guard against miracle products.

In 2019, it tackled issues such as pandemics, nutrition, biotechnology, development science, space junk, immuno-oncology, neglected diseases, regenerative medicine, artificial intelligence, science and social commitment, and neuroscience.



**Buena Vida** magazine is the news medium of record in Spanish on issues related to health and sustainable lifestyles. It comes free of charge with EL PAÍS on the second Saturday of each month, and is sold separately in kiosks starting on the second Sunday. It also has its own website, where it publishes daily content. In 2019, it addressed topics such as food and gastronomy, the environment, obesity, cosmetics, psychology, exercise, nutrition, travel and sports.

The **Fortuna** section of the business newspaper *Cinco Días* focuses on the situation of women in the workplace and the professional world. It produces exhaustive reports on discrimination and offers space in its pages to leading experts in the field. In 2019, it covered issues such as entrepreneurship, workplace harassment and trans people in the company.

In 2019, we continued apace with the project **Aprendemos juntos** (Let's learn together), a collaboration between EL PAÍS, Santillana and BBVA aimed at the whole community and at fostering the conversation on education with inspiring stories and new teaching methodologies. The project also creates practical learning experiences for teachers and parents to help their students and children acquire the skills they need.

To this end, the project gives free access to a wide range of videos – easy to view and share – that provide a greater understanding of new dynamics through the testimony and advice of teachers, psychologists, scientists and pedagogues. Guides are also made available with theoretical and practical information, as well as downloadable material to print and use as needed.



This initiative has a number of goals. It seeks to encourage adolescents to turn conflicts into opportunities. It also helps us gain an understanding of how children and adolescents might better learn to develop, manage and regulate their emotions with the help of teachers and parents – as well as express ideas fluently, all through an effective, simple and fun methodology.

The **Foro de Educación** (Education Forum) is an EL PAÍS initiative that hosts debates among the members of the educational community on the education system, its shortcomings, challenges and opportunities – all with the aim of enriching a field in constant transformation. A topic is posed every Monday and teachers, specialists and members of the educational community are invited to talk of their experiences. An email inbox is made available, and a selection of the contributions received is posted prominently on the web for the rest of the week.

In addition to dealing with the issue of education in general, this forum has also addressed more specific aspects such as the potential influence of the education system in tackling climate change, and how to improve learning and address school dropout rates.

A new section in the newspaper AS seeks to promote women's sports, and offers news and coverage of football, basketball, water polo and tennis, to name but a few. It also provides coverage and visibility for Spanish sports-women, and there's a special supplement every Friday. In 2019, the Women's Soccer World Cup held in France made headlines, with the Spanish team reaching the round of sixteen stage.



## PRISA RADIO

The weekly program **Punto de Fuga**, with journalist Pablo Morán, goes behind the world's big news stories to shed light on the disadvantaged, on those who've been forgotten or left behind in a globalized world – as well as issues such as social movements, migratory processes and minorities.



Widely acclaimed and much-lauded environmental journalist Javier Grégori presents **Espacio Eco**, which raises awareness on sustainable culture and the circular economy during its one-minute slots for the Cadena Ser program *La Ventana*. Content is transversal and is also made available to EL PAÍS, in collaboration with the Ecoembes Foundation.



The slot dedicated to business innovation, entrepreneurship and, chiefly, startups, is called **Estartapeando** and is a transversal show broadcast by Hora 25, *La ventana* and Hoy por hoy. It's presented by journalists Rafa Bernardo and Chevi Dorado.



**Empathy** is a weekly *Hoy por hoy* slot presented by the philosopher Cipriano Játiva, which looks at personal relationships, self-esteem and emotional well-being.



The philosopher José Carlos Ruiz collaborates with *Hoy por hoy* for his weekly slot, **Más Platón y menos What-sApp** (More Plato and less WhatsApp), where he takes a fresh, modern approach to philosophy. Concepts are explained in a way that is relatable to our daily lives, the





ultimate goal being to promote emotional well-being and intellectual activity, and help us to feel happier in a world undergoing enormous change.

The weekly **Be OK** program shares tips on taking better care of ourselves, with segments on food, exercise and attitude. Broadcast digitally, the show is presented by Angela Quintas and Isabel Bolaño.



**Carreteras secundarias** (Back roads), is a monthly segment that airs on the program *A vivir que son dos días*. It seeks to follow the lives and experiences of those who live in the so-called “Empty Spain”, the term given to under-populated rural areas facing challenges such as poor telecommunications, road, transport and healthcare infrastructure. This is a day-to-day account of those who make their lives there, presented in an in-depth format by Bru Rovira and Valentina Rojo.



The weekly *Hoy por hoy* slot **Ciudades** (Cities) looks at how we interact in the cities we inhabit, and is presented by the anthropologist Manuel Delgado.



The fortnightly *Hoy por Hoy* segment **Emergencia climática** (Climate emergency) is presented by science journalist Nuño Domínguez.



*Hora 25*'s weekly **Curso de ética política** (A course in political ethics) is presented by Manuela Carmena, former magistrate and former mayor of Madrid. Here, she analyzes the state of national politics and explores proposals to improve it.



At a global level, Santillana has continued apace with SantillanaLab, a virtual space that aims to raise awareness about the innovation and transformation taking place in schools and in the world of education in general, particularly in Spain and Latin America. Through the *Educadores por el mundo* program, it highlights inclusive social action projects that may serve as an example for the educational community.



**Set Veintiuno** is a Santillana initiative that provides students aged 6 to 16 with the skills they'll need to face the challenges of the 21st century. The initiative, through 10 transversal and systematized programs, deals with knowledge, skills and abilities linked to the development of self-awareness in relation to society and the planet; technology within the framework of learning; the fostering of an entrepreneurial spirit focused on social innovation; and reflection, analysis and the search for solutions to environmental problems.



Its active methodology places the student at the center of learning: a motivating question creates a challenge for which there is no single solution. What's important is the process itself – a process that integrates collaborative work, motivation, student autonomy, creativity and critical thinking. The ultimate goal is to achieve results and evidence which can then be shared with the educational community, as well as at events, on social networks and through other initiatives.



The *Set Veintiuno* programs are envisaged as contributing to social change through education, and thus pursue the SDGs, as exemplified by some projects: creating a robot for cleaning space, inventing a solar robot flowerpot, and sustainable consumption.

State-run, partially funded or fully private schools can all complement their classes with this program, which aims to help improve students' social awareness, foster sustainable entrepreneurship, improve relations with society and the environment, as well as students' future employability.

The innovative nature of *Set Veintiuno* has earned it, in 2019, the Quality Innovation Award, from the National Association of Centers for the Promotion of Excellence-CEX, in the category of education sector and at the national level.

**Compartir en familia** (Sharing as a family) is an informative website, aimed at parents, on educating children at home. It offers its own content as well as contributions from expert collaborators in a range of different formats (text, podcast, video, infographics) divided into four main blocks: emotions, learning, technology and healthy living.



**#Tientalento** is a campaign based on the idea that everybody has a special talent for something, and that teachers play an essential role in detecting, inspiring and helping to develop this talent, whatever it is. Aimed at the general public and teachers, this initiative offers a talent guide on the website [despiertasupotencial.com](https://despiertasupotencial.com) to explore how to detect hidden potential, a series of inspirational and motivational talent stories, and a range of dynamic talent activities to help teachers to awaken the potential of their students.



**IneveryCREA** is a portal that offers specific resources for innovative teachers. It is a community that fosters educational creativity for teachers and education professionals – who together create, develop and share innovative resources and ideas.



**Mujeres protagonistas** (Women protagonists), an editorial project with a clear objective: to document, make visible, vindicate and value the contributions of women to the history of knowledge and the construction of our world. It is aimed at general public and, more specifically, at high-school teachers and students. It works across three main areas of action: 1) **The role of women** is a collection of books that analyzes the historical and current role of women in different fields of knowledge, and looks at the most important figures in each field. 2) **Women's lives** is a comprehensive online database of prominent women with biographies – currently more than 200 biographies plus a further 800 in the pipeline – of women of all periods and fields (science, technology, literature, politics, etc.). It is available to the general public. 3) **Women's voices** is a compilation of organizations and entities that work for gender equality and female empowerment. Currently, about 100 organizations are indexed and referenced, with information available on their activities and initiatives.



The magazine **Ruta Maestra**, specialized in education, is published by Santillana Colombia. It features articles of interest to the educational community, and its main objective is to foster communication, knowledge and experiences among experts, organizations and education professionals on a wide range of relevant topics. Published quarterly, it has a print run of 3000 copies, and is distributed free of charge to school directors and teaching staff at schools and institutions or bodies involved in education in Colombia. Each issue is also available free in digital format (15,000 views), bringing content of interest and educational news to the community at zero cost. Contributors and partners have included Mario Alonso Puig, Andreas Schleicher, Carlos Ma-



gro, Alfredo Hernando Calvo, María Acaso and Javier Sirvent, among others, and institutions such as MEN, ICFES, IDB, OECD and UNICEF.

In Chile, Santillana supports the radio show **Creando conocimiento** (Creating Knowledge), at the Faculty of Science of the University of Chile, broadcast every Monday on the university station. Every week, it features students and teachers from Santillana user colleges, the aim being to awaken a scientific vocation among young people. The show also reports on all the latest advances in innovation, and technological and scientific development in both Chile and worldwide.



In collaboration with National Geographic, the Biodiversity Museum of Panama and CIMAR, the **Traveling Exhibition on biodiversity** has toured educational centers in Costa Rica and Panama that are using the Santillana Compartir learning system. Using information panels, it deals with the issue of global biodiversity and the challenges involved. It also features a role-playing board game, to raise awareness among students of the role of the community in protecting the environment.



On the occasion of the 60th anniversary of the Declaration of the Rights of the Child, Loqueleo, Santillana's children's literature imprint, published a selection of works related to each of the rights of children. This was an initiative aimed at teachers, and the choice of each work was explained. There were also reviews of each of the books, direct links to resources (reading guides, first chapters, synopsis, technical details, etc. ), suggestions for other related



reading material and ideas for activities as well as literary quotes related to each of the rights.

In January, Loqueleo published the book **Los corales mágicos** (The Magic Corals), by popular Costa Rican author Lara Ríos. It deals with the problems facing coral reefs in the Costa Rican Pacific, both causes and consequences, and action that the communities involved can take. A part of the proceeds has been donated to Raising Coral, a foundation dedicated to the recovery of coral reefs through their cultivation and subsequent transplantation to the ocean.



In Uruguay, **Leamos a la par** is a collection of books produced by the regional headquarters of Norma, to contribute to the construction of a society that integrates everyone, regardless of origin or gender. The project is aimed at elementary level students and allows each teacher to choose one or more literary works from among 12 selected titles in the catalog. These are accompanied by materials that encourage further reflection and dialogue on three aspects that will help children and young people to recognize themselves and others as unique, valuable and supportive of each other.



Also in Uruguay, through the collection, **Me! Humanity** the label Loqueleo introduces readers to essential topics for their growth and development, namely: emotions, self-esteem and values, which students are invited to reflect upon and talk about. A number of guides for the classroom have been developed.



In Peru, the project **Libros sin barreras** (Books without barriers), from Havas Worldwide Peru for Santillana and Megaplaza, seeks to promote the inclusion of children with visual disabilities through the classic Peruvian tale **El caballero Carmelo**, which includes the Braille alphabet. It thus uses reading as a tool to foster greater tolerance and integration.



Brazilian education is undergoing significant change in how schools are understood. The National Common Curriculum Base opened up a range of key topics for debate, and the Moderna label subsequently structured three series of webinars under the title **Vozes da Educação Moderna**, broadcast live on its Facebook profile. These were: 1) **Literary Café** – ten talks by leading specialists in Brazilian literature and renowned Moderna authors who discussed literary experiences, forming readers and reading habits inside and outside the classroom, as a way to popularize the literature, updating school resources, and literary trends. 2) **BNCC (National Common Curriculum Base) in practice**. There were ten events in this series aimed at discussing, with Brazilian specialists and educators, the challenges of public and private schools in light of the implementation of the Curriculum for Early Childhood Education and Basic Education. 3) **Innovative education**. This series was aimed at offering dynamic and interactive monthly training sessions to help schools implement new methodologies and teaching tools.



Also in Brazil, the collection **Students for Peace**, by Moderna, aims not only to teach English, but also to develop social skills with a focus on education for peace, tolerance, respect for diversity, empathy and cooperation. In addition, this edition of the collection meets the criteria of the



National Common Curricular Base of Brazil. It is aimed at students aged 11 to 14.

**Educatrix** is a magazine produced by the Brazilian publishing house Moderna, with content focused on teacher training and innovation in learning. It also provides coordinators with articles that are ready for use for teacher training purposes in schools. The publication is distributed free of charge to teachers in Brazil. The web portal was revamped in November and all content from previous issues will be uploaded and made available over the course 2020. Since the magazine addresses trends in education in Brazil and worldwide, *Educatrix* is widely used by pedagogical coordinators and managers for teacher training. To facilitate this task, free reports and workshops are also available for use in schools. These *Formaciones Educatrix* are available free of charge at the ModernAmigos portal upon registration.



in Puerto Rico a digital module was developed called **Hurricanes in Puerto Rico**. Its goal is to contextualize for students the reality of hurricanes in Puerto Rico from a current and interdisciplinary perspective and educate children about this meteorological phenomenon. All topics include audiovisual material and external links that enrich the content, help verify sources of information and allow students to deepen their knowledge of the subject. The module is free so as to reach as many educators as possible for use in their classes.



The initiative has been made possible thanks to partnerships with the National Oceanic and Atmospheric Administration (NOAA), the National Meteorological Service in San Juan (NWS) and EcoExploratorio: Science Museum of Puerto Rico.

# MEDIA CAPITAL

TVI's hit game show **Apanha se Puder** broadcast 14 charity specials, with the proceeds going to help 11 organizations. These included: Associação Casa do Artista, Associação Ajuda de Berço, Associação CASA, Associação Portuguesa de Apoio à Vítima (APAV), Associação de Fraternidade e Solidariedade de Riodades, Cruz Vermelha Portuguesa, Associação Santa Casa da Misericórdia de Pampilhosa da Serra, Associação Amigos do Hospital Santa Maria, Associação Chão dos Bichos and the Associação Joãozinho.



**A Tarde É Sua.** TVI signed a number of agreements over the course of year with a range of organizations on sustainability issues. One such partnership is with Orthos Paediatrics, which provided a wheelchair specially adapted for a child with cerebral palsy..



**Ver P'ra Crer.** In November and December, seven episodes of the show Ver P'ra Crer helped good causes, including: Liga de Bombeiros (League of Firemen), Terra dos Sonho, Make a Wish and Acreditar.



**TVI Charity Broadcasts.** Over the year, other TVI programs aired special episodes in aid of a wide range of good causes. For example, the Christmas special of *Pesadelo na Cozinha* (Kitchen Nightmares), featured a special lunch at the Ramada Community and Parish Center. And the year's last episode of the game show *Mental Samurai* helped out Missão Continente and its fight against childhood obesity.



# RESPONSIBLE MANAGEMENT

## OF OUR PROFESSIONALS

### INFORMATION ON SOCIAL ISSUES RELATED TO PERSONNEL

PRISA has a clear commitment to responsible management of its workforce. To this end, the Group fosters equal opportunities, non-discrimination and promotion based on merit, ability and professional performance. The Group encourages professional growth and personal development, and champions the principle of equal opportunities between men and women to jobs and career development. And the company favors measures to promote a better work-life balance for all company professionals.

PRISA's workforce is diverse – geographically and culturally, and in gender and age. As a leading company in the different sectors in which it operates, it is committed to making all the necessary efforts to attract and retain the best available professionals – people who share our commitment to quality education and news.

#### Employment

The number of Group employees at year end 2019 distributed by country, gender and type of contract is as follows:

	Employees by region, gender and type of contract.								
	Permanent contract + PSR (**)			Temporary contract and TSR (**)			TOTAL		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Argentina	183	257	440	22	17	39	205	274	479
Bolivia	24	19	43	0	0	0	24	19	43
Brazil	428	547	975	0	0	0	428	547	975
CAN(*)	71	75	146	0	0	0	71	75	146
Chile	236	173	409	8	1	9	244	174	418
Colombia	747	525	1.272	28	19	47	775	544	1.319
Costa Rica	27	29	56	14	3	17	41	32	73
Ecuador	71	53	124	0	0	0	71	53	124
Mexico	282	276	558	0	0	0	282	276	558
Puerto Rico	14	15	29	0	0	0	14	15	29
Panama	12	12	24	0	0	0	12	12	24
Paraguay	18	16	34	0	0	0	18	16	34
Peru	67	83	150	87	77	164	154	160	314
Portugal	492	345	837	168	126	294	660	471	1.131
Dominican R.	73	46	119	0	0	0	73	46	119
Spain	1.591	1.348	2.939	81	77	158	1.672	1.425	3.097
Uruguay	10	12	22	0	0	0	10	15	22
USA	18	15	33	0	0	0	18	15	33
Venezuela	6	7	13	0	0	0	6	7	13
<b>TOTAL</b>	<b>4.370</b>	<b>3.853</b>	<b>8.223</b>	<b>408</b>	<b>320</b>	<b>728</b>	<b>4.778</b>	<b>4.173</b>	<b>8.951</b>

(\*) Central America North: includes the following countries: Guatemala, Honduras and El Salvador.

(\*\*) TSR: temporary sales representative; PSR: permanent sales representative.

As can be seen in the above breakdown of figures, 92% of PRISA's total workforce are on permanent contracts, while temporary contracts account for 8% of the workforce (as compared to 93% and 7% in 2018). Men account for 53% of the total workforce while women make up the remaining 47% (the figures were 54% and 46% in 2018).

98% of the workforce at the end of the year was working full-time (in Spain this figure stands at 95%, the same as in 2018).

Distribution by gender and professional category for 2019 and 2018 is as follows:

	2019			2018		
	Women	Men	TOTAL	Women	Men	TOTAL
Senior management	127	240	367	110	255	365
Middle management	500	640	1.140	474	621	1.095
Other employees	3.546	3.898	7.444	3.316	3.704	7.020
<b>TOTAL</b>	<b>4.173</b>	<b>4.778</b>	<b>8.951</b>	<b>3.900</b>	<b>4.580</b>	<b>8.480</b>

The average age of male Group employees is 2.7% higher than the average age of female employees, bringing the Group's overall average to 42.8 years old. 11% of employees are under 30 years old, 65% are between 30 and 50 years old, and 24% are over 50 years old.

The comparison of average ages by gender between 2019 and 2018 is as follows:

	Men	Women	Total
Average age of the Group in 2019	43,3	42,2	42,8
Average age of the Group in 2018	43,1	41,9	42,5

The distribution of Group employees by region and average age is as follows:

	Average age
Spain	45,5
Latin America	41,1
Portugal	42,7
<b>TOTAL</b>	<b>42,8</b>

Distribution by age bracket and category:

	Under 30 years old	Between 30 and 50	Over 50 years old
Senior management	0 %	2%	2%
Middle management	0,2 %	8%	5%
Rest of workforce	11 %	55%	17%
<b>TOTAL</b>	<b>11 %</b>	<b>65%</b>	<b>24%</b>

The business areas with the largest workforces are Santillana (45%, the same as in 2018) and Radio (29%, 1% more than in 2018), with the following distribution by gender:

Distribution of employees by business area			
	December 2019		
	Men	Women	Total
Santillana	1.925	2.146	4.071
Radio	1.550	1.046	2.596
Press (PRISA Noticias)	599	440	1.039
Media Capital	657	466	1.123
Rest	47	75	122
<b>TOTAL</b>	<b>4.778</b>	<b>4.173</b>	<b>8.951</b>

The variation in the size of the Group's total workforce between 2019 and 2018 is 6% (with this rate being almost the same between Spain and other countries, at 5% and 6% respectively). The voluntary turnover rate (measured as voluntary redundancies as a proportion of the total workforce) is 6%, the same as in 2018, chiefly in Latin America, while the layoff rate stands at 4% compared to 5% in 2018 (measured as compensated severance or layoffs out of the total workforce), a figure chiefly associated with redundancies due to renewal of the workforce in most countries.

Men accounted for 49% of such layoffs, while women accounted for 51%. 64% were aged between 30 and 50 years old. 18% corresponded to managerial and middle management personnel, while 82% correspond to other personnel.

As for voluntary redundancies, men accounted for 48% of these, while 52% were women. 65% were employees between 30 and 50 years old.

The total average remuneration of the Group, averaged out across all professional categories is 32,000 euros. For men this figure was 35,000 euros (+ 9% compared to the average) and that of women was 29,000 euros (-11% compared to the average).

The company has carried out a study on the wage gap that exists between different professional categories. In these calculations, the average remuneration and the weight of each category have been relatively weighted, and an accumulated figure of 6.2% has been obtained.

Information regarding the remuneration of directors and executives is specified in notes 22, *Operations with related parties*, and 23, *Remuneration and other benefits of the Board of Directors*, of the consolidated report.

With regard to the integration of persons with disability into the PRISA workforce, in Spain the Group has signed collaboration agreements with special employment centers for the provision of certain services (such as cleaning) as well as other collaboration agreements set out in our legal system (donations to employment centers). Additionally, the number of people with a certified disability level of 33% or greater in the Group is 32 (37 in 2018), distributed by region as follows:

Geographical distribution of employees with disabilities		
	2019	2018
Spain	21	25
Rest	11	12
<b>TOTAL</b>	<b>32</b>	<b>37</b>

With regard to disability, in Latin America different regulations are applicable in each of the countries, and the Group complies with the regulations in force in each.

## Work organization

There are a range of initiatives aimed at enabling the Group to attract and retain the best professionals, although formally there is no policy as such, at a Group level, that specifically covers a worker's right to disconnect from work.

In Spain, the workforce has, in general, social benefits such as accident and life insurance, sick and disability coverage and maternity / paternity coverage. Group companies in Spain do not distinguish between full or part time employees, or between employees with permanent and temporary contracts with regard to these these benefits.

The flexible benefits and remuneration program, first rolled out in 2012, remained in place throughout Group companies in Spain in 2019 with the full range of products offered.

In Spain, almost all collective agreements applicable to our companies establish working days that are shorter than the legal maximum (40 hours per week) and only under exceptional circumstances is recourse made to request overtime.

Meanwhile, employees are offered flexible schedules, as well as the possibility of working intensive shifts at certain times of the year such as summer, Christmas and Easter. Any such arrangements with regard to schedules are made by agreement between the different departments and workers' legal representation.

In some companies in Spain, these measures aimed at favoring a balance between work and personal life have been maintained:

- Special voluntary leave with guaranteed readmission, financial benefits and social security contributions.
- Longer annual holiday with financial benefits and social security contributions..
- Longer weekend (4-day working weeks) while maintaining social security contributions.
- Leave for training, with help to cover costs as well as social security contributions.
- Reduced working hours without having to justify childcare or similar extenuating circumstances such as care for elderly or persons with disability.
- Flexible hours in those companies and areas not subject to shiftwork. For example, summer work schedules.
- Paternity or maternity leave paid at 100% of salary.
- Childcare vouchers through the Flexible Remuneration Plan for those employees who request to use this scheme.

In the case of Latin America, the most common practice in different countries is the application of flexible timetables.

Absenteeism rate and hours of absenteeism in the Group are as follows:

<b>Absenteeism rate <sup>(1)</sup></b>	2,3%
<b>Total days lost</b>	42,547

(1) Absenteeism rate: (Total number of hours of absenteeism / Total number of hours to be worked in theory) x 100

## WORKPLACE HEALTH AND SAFETY

PRISA remains committed to its objective of promoting a preventive culture throughout its businesses. Noteworthy in this regard is the Group's commitment to integrate risk prevention and workplace health and safety into the general management systems of companies.

In Spain, PRISA has a Department for the Prevention of Occupational Risks, reporting to Human Resources, and it continuously carries out in all companies a process for the identification of psychosocial risk factors that may pose a risk to the health of workers.

- Three regulatory audits in the area of prevention were carried out satisfactorily, where required.
- Quarterly meetings with all health and safety committees have continued, with the participation of management and workers.
- Registration of defibrillators in work centers and implementation of evacuation measures in case of emergency, as required by regulations.

Thus, the continuous improvement of working conditions has continued apace at all times. Most employees in Spain are represented in formal joint health and safety committees.

In 2019, in Spain, there were 47 work accidents (30 men, 17 women) compared to 38 in 2018. Outside Spain, the number of work accidents amounted to 67 (35 men and 32 women).

Throughout 2019, there were no recorded cases of occupational illness.

The main health and safety measurement indices of the Group are as follows:

	Severity rate <sup>(1)</sup>	Frequency <sup>(2)</sup>
Men	0,14	6,55
Women	0,11	5,47
TOTAL	0,13	6,04

(1) Severity rate (Number of. days lost / number of hours worked) x 1000

(2) Frequency rate: (Total number of accidents leading to absenteeism / Total number of hours worked) x 1,000,000;

## Social relations

Collective labor agreements offer improvements in working and employment conditions above and beyond the established minimum legal requirements of each country. In general, the procedures governing information, representation and consultation with workers are set out and regulated in the different collective agreements and are articulated through the appropriate labor representation bodies.

In all companies, staff enjoy freedom of association, and the Group fosters all social dialogue deemed necessary for the development of the businesses. All applicable labor regulations are complied with.

The broad geographic scope of our company means that the Group's employees may be subject to either negotiated, collective labor agreements in some countries or may merely fall under the umbrella of state-specific or local regulations in others. In Spain 97% of employees are subject to collective agreements, and only very specific senior management are excluded from agreements.

There were no incidents or disruptions to activity as a result of collective bargaining in 2019, nor were there any mass forced redundancy plans or employment regulation proceedings.

## Training

PRISA employees have access to a wide range of training opportunities, which are made available and are structured through different formats – both classroom based and online, via PRISA Campus.

On the online training platform, there are a wide range of training opportunities available to all the different companies.

In 2019, more than 46,430 teaching hours were taught (33,000 in 2018). 9% of training hours were aimed at management, 16% at middle management, and 75% at the rest of the workforce. 25% of the Group's training hours were invested in Spain.

## Equality

In the collective labor agreements applicable to our different companies in Spain, there are specific sections dealing with equal treatment and opportunities for men and women, protocols for action in the event of sexual harassment, as well as other measures designed to foster and promote equality in all areas.

Specifically, in the collective agreement at PRISA Radio, there is a section called *Equality Plan of PRISA Radio Group*, which includes measures aimed at promoting equal treatment and opportunities between men and women, both in terms of selection, promotion and professional development, as well as in training and work/ life balance. The El País collective agreement also contains a sec-

tion, called the *Equality and Work/Life Balance Plan*, which includes the goals of achieving a balanced representation of women in business and access of women to positions of responsibility.

Santillana, meanwhile, signed its own Equality Plan 2020-2024 on February 17, 2020, applicable to all its workers in Spain.

With regard to workplace harassment, the Group has a procedure in place for communication and action for dealing with psychosocial harm among the workforce. Likewise, the Santillana agreement also includes a harassment protocol that is complemented by the protocol on sexual or gender-based harassment.

PRISA's workforce is diverse – geographically, culturally, and in terms of gender and age:

- We have employees in 22 countries.
- There are 30 different nationalities working across the Group.
- By gender, the workforce at the end of 2019 is 53% men and 47% women.
- The average age of the workforce in 2019 is 42.8: 43.3 for men and 42.2 for women.



# RESPONSIBLE MANAGEMENT OF OUR CONSUMERS, USERS, READERS AND LISTENERS

Digital technology has definitively placed people at the center of each and every company's strategy and allows companies such as PRISA to learn more about their users' habits thereby enabling us to offer an improved and more complete user experience. This entails responsible management of our users that must first start with focusing on and preparing our professional teams to face the challenge of digital transformation.

Direct dialogue between the media and readers has long been embraced by the Group and this dialogue is supported by technology that allows the user to see the effect of their active participation both on collective opinion and on content creation.

This mission to be in alignment with the interests of users is embodied in PRISA Noticias' media through the close rapport that journalists have with readers on social networks. This brings diversity, plurality of opinions and enormous added value to the brands.

The Readers' Editor, meanwhile, was established to address complaints, comments and suggestions from readers regarding the contents of EL PAÍS, as well as any of the products or collections that sometimes accompany the paper. The Readers' Editor ensures compliance with the ethical rules governing the practice of journalism and that are laid out in the EL PAÍS Style Book. The existence of this figure and its continued activity over the years, demonstrate the commitment of the newspaper's management and the broader Group to the transparency of information and their respect for the ethical principles governing the profession.

In addition, PRISA Noticias newspapers regularly organize events that are open to the public. Users can register through the event website or via social media. EL PAÍS

+ Events, although restricted to beneficiaries of the EL PAÍS loyalty program, offers cultural experiences to subscribers and readers through online contests. There also online discussion forums for the newspaper, one on education and another on ecology, where readers themselves respond to questions and spark debate.

Children and young people from different schools in the Madrid region visit the newsrooms of the media almost daily in order to learn firsthand how news is produced. Thanks to our guided tours of our facilities, they get the chance to discover more about the daily life of a media outlet.



The El País newsroom



The Cadena Ser studio

Plural and participatory dialogue continues to strengthen the social role of PRISA Radio's broadcasters, where we have continued to give a voice to people through new technologies that complement the existing channels for interaction, such as traditional radio broadcasts.

At Santillana, an overarching concern for the educational community embraces every area of the company. The company is committed to active listening and dialogue as it strives to build a relationship of collaboration, transparency and mutual trust with stakeholders.

Santillana has implemented a range of methodological formulas that are an integral part of the current transformation of schools and where members of the educational community play a fundamental role. Santillana maintains a constant dialogue with this key community through its sales network, which is attentive to the needs of school directors and teachers. The company endeavors at all times to meet their expectations. Indeed, this is a key channel for learning more about their opinions as we strive to continue improving in product development.

Another form of communication is through events aimed at school principals, teachers and families, and where we share our plans and novelties for the coming

school year. In addition, Santillana has enabled a constant communication channel through the online portals for teachers, such as *e-vocación*, as well as call centers that provide information and answer queries.

At Media Capital, regulation, self-regulation, the TVI Editorial Board and other tools together shape the group's bodies that are responsible for social communication, chiefly at TVI. In addition, call centers provide feedback on the behavior of viewers, listeners and consumers.

## CONSUMERS, USERS, READERS AND LISTENERS

PRISA's businesses, activities and investments in the fields of television, education, radio and press are all subject to their respective and sector-specific regulatory frameworks. Except for the Press business and certain activities in Education, where there is a direct relationship with the end consumer or user, the General Law for the Defense of Consumers and Users is not applicable. (RDLeg 1/2007 of November 16, Law 3/2014 of March 27).

With regard to consumer complaint systems, apart from the complaints channel available for third parties and accessible via the corporate website, the business units each have specific channels to attend to complaints from all kinds of third parties, including readers and listeners, even if these do not have the legal consideration of consumers or users.

In Press, *El País*, *Diario As* and *Cinco Días* have a Customer Service Center that, through calls and emails, has dealt with a total of 12,283 incidents in 2019. The Customer Service Center resolves the issues directly or manages the resolution with suppliers of the services or products. When necessary, it passes incidents on to other departments, such as in cases involving data protection requests, which are referred to [privacy@PRISA.com](mailto:privacy@PRISA.com).

Santillana's activity of selling books – in all countries – involves schools, bookstores and distributors, not the end consumer, per se. There are channels of communication with these clients for dealing with complaints, chiefly of a logistic nature and / or related to the delivery of products.

In Spain, online training offered by Santillana under the Bejob brand is aimed at company employees and professionals. Incidents are managed by email or through online support available on the platform itself. In 2019, 42 incidents were dealt with. In Spain, Santillana also offers a website of digital products aimed at families and students, and incidents involving such products may be directly reported on said website. These incidents are managed internally in the standard JIRA system. In 2019, 196 incidents were reported.

Santillana companies in the Americas market digital products aimed at schools and students. Each country has communication channels for reporting incidents and complaints, which usually originate in schools. For example, in Brazil there are two ways of communicating complaints: *Reclame aquí*, an external web service, and *Fale conosco*, the company's own channel which takes complaints via telephone or internet. In Argentina, the Help Desk is aimed at attending to queries and complaints from schools.

## CYBERSECURITY AND DATA PRIVACY (CONSUMERS, COMPANY PERSONNEL AND SUPPLY CHAIN)

The protection of personal information has been and continues to be one of the priorities of the Group. Personal data has become a valuable asset and attacks on security breaches can cause considerable damage. Hence, one of the basic requirements for a digital society is to ensure adequate cybersecurity.

Ever since the publication of the General Data Protection Regulation (GDPR) in 2016, which came into force in May 2018, PRISA has been consolidating and perfecting its processes for the control and safeguarding of personal data, as well as consumer rights with regard to the potential use of such data.

The changes to European regulations have also provided an impetus for Group companies in the Americas to review their procedures for compliance with local data protection regulations. At Santillana Brazil, a project to adapt to the new Data Protection Law has been initiated, which will be applicable as of August 2020.

For the exercise of rights, users and individuals whose personal data are processed by the Group companies may submit their concerns or contact the Group's Data

Protection Officer by email at [dpo@PRISA.com](mailto:dpo@PRISA.com). Likewise, there is a specific postal address. Furthermore, the digital services of Radio and Press (PRISA Noticias) have also made available specific emails: [privacy@PRISA.com](mailto:privacy@PRISA.com).

From the point of view of cybersecurity, action has been taken at different technological levels so as to minimize any cybercrime risks inherent in the digital world, which could lead to information leaks, phishing, etc. Although PRISA already had different levels of cybersecurity, in 2019 a *Security Master Plan* was established in order to improve the safeguards that will enable PRISA to face the challenges and requirements of this new environment.

## RESPONSIBLE MANAGEMENT OF DIGITAL TRANSFORMATION

PRISA's different businesses are engaged in an ongoing process of innovation. All across the Group, there is constant experimentation and continuous implementation of projects in line with all the latest trends and technological changes sweeping through each sector. Each of the businesses participates actively in associations and forums, both nationally and internationally, which enables them to explore potential improvements or opportunities for innovation and development in their respective services, processes and management systems.

Santillana is committed to innovation in educational services with the goals of enhancing student learning, facilitating the work of teachers and school principals, connecting all those involved in the learning process and promoting transformation in the classroom.

The development of 21st-century skills and the application of new methodologies remain key to all the initiatives that the company promotes. The program **Set Veintiuno** is specifically aimed at promoting skills such as socio-emotional education, communication, maker culture, entrepreneurship, and so on. In 2019, this initiative was honored with the QIA-CEXI Prize, awarded by the National Association of Centers for the Promotion of Excellence, in recognition of the innovative nature of this project.

With regard to evaluation systems, the company embraces the most disruptive practices in order to offer a complete diagnosis of learning that allows teachers to detect strengths and areas for improvement in a simple and intuitive way.

In addition, Santillana education projects employ smart content that allows teachers to track learning thanks to digital analytics. Santillana is the most advanced

educational company in Latin America in this area, with tools such as the **Customer Relationship Management System** (CRM) and the Dashboard for school directors, that provides daily details on the use of the digital ecosystem among students at the school and allowing for greater customization of learning.

One of Santillana's most innovative initiatives is the development of comprehensive and integrated learning solutions, such as **Compartir** and **UNOi**, which now reach 1,400,000 users on the platform and enable schools to foster and nurture true learning ecosystems where a diverse range of innovations can coexist. The

Santillana is committed to innovation in educational services with the goals of enhancing student learning, facilitating the work of teachers and school principals, connecting all those involved in the learning process and promoting transformation in the classroom.

implementation of these systems in schools is flexible and simple, thanks to a network of coaches who support, advise and train teachers throughout the whole process.

In 2019, UNOi Mexico launched the initiative **Augmented Learning**, in partnership with Google, which will foster progress in new developments in virtual and augmented reality. In a similar vein, Santillana has promoted the augmented reality app *Vive Loqueleo*, which includes book trailers, animation and all the latest releases.

Learning systems that tackle a single subject (math, English ...) holistically are a growing trend, with projects like **WeMaths**, **Milenguaje** and **Richmond Solution**. These all use digital environments, a high component of play and supplementary reading material and so on.

In addition, Santillana fosters virtual spaces that promote innovation and educational transformation, such as **#SantillanaLAB**, a site for exploring and sharing the latest trends in education, with a focus on the situation in Spain and Latin America. The **SantillanaLAB observatory** has studied a dozen educational trends, including artificial intelligence in learning, the role of technology in teaching and the potential of podcasting as an educational tool, among others. Meanwhile, the new SantillanaLAB, space **Educadores por el mundo** (Educators around the world), brings together experiences from the most innovative educational centers in Spain and Latin America.

Santillana also runs **IneveryCREA**, a community for innovative education professionals and a forum that allows teachers to find and share educational resources, discover successful pedagogical experiences, explore the application of information and communication technologies in the classroom and participate in educational innovation projects. In addition, users can avail of a special tool, the *GPS of innovation in education*, which geolocates those education professionals with pedagogical projects that have had a significant impact, thereby facilitating and strengthening new networks and projects.

During 2019, PRISA Noticias's newspapers have maintained their commitment to innovation and new technologies. PRISA Noticias news media teamed up with Grupo Godó and Vocento to launch WEMASS Media Audience Safe Solution, Spain's biggest marketplace for programmatic advertising. This pioneering initiative in the development of programmatic advertising will leverage the publishers' quality audiences, the aggregated volume of their inventories of advertising spaces and high-quality editorial content.

One of newspaper EL PAÍS's most innovative initiatives has been the implementation of the ARC Publishing web editor, the digital platform designed by *The Wash-*

Santillana also runs **IneveryCREA**, a community for innovative education professionals and a forum that allows teachers to find and share educational resources.



*ington Post*. This state-of-the-art suite of tools improves the reader's experience while also speeding up the production and distribution of digital content. It is yet another step forward in the digital transformation process initiated some years ago by EL PAÍS.

In July, the Opinion section of EL PAÍS began offering exclusive content to registered users. Registered readers also benefit from special offers as well as invites to cultural events. It's a move that allows the newspaper to establish a channel of direct communication with readers, thereby getting to know them better and, as a consequence, be in a position to offer them better products.

The newspaper has also launched a new mobile app which offers readers the very best in digital content on their devices plus a range of other new features, such as offline reading mode or access to exclusive articles. The app delivers both open-to-all and exclusive articles.

EL PAÍS has also rolled out, in collaboration with Facebook Watch, the video format **Dale una vuelta**, making the newspaper the first media outlet in Spain to partner with the US company to launch a weekly news reports program.

Meanwhile, with the implementation of the tool Adobe Target, EL PAÍS is now equipped with an optimized testing plan for both images and headlines that will al-

In 2019 there has also been a commitment to specific products for the consumption of audio on smart speakers.

low the newspaper to closely observe user behavior. In addition, the newspaper has also implemented the **CMP Consent Platform**, a tool to store the types of permissions that consumers have granted for the use of their data.

Sports newspaper AS has signed an agreement with Twitter to integrate a selection of content from the social network directly into the journalists'

content, thereby delivering readers high-quality news and information, as well as a unique user experience.

PRISA Radio showed a firm commitment in 2019 to the development of “audio-first” products, which encourage users to consume audio content through the radio stations and their podcast producer. The emphasis has been on mobile products, and this has shaped the development of structures and interfaces that enhance the consumption of audio. User data, focus groups and customer needs – rather than purely technological criteria – have been used as a starting point for all design.

The players of the different LOS40 brands were updated and standardized in Spain, Colombia, Argentina, Mexico, Chile, Paraguay, Panama, the Dominican Republic and Costa Rica, as well as those offered by other music stations: Tropicana, Oxígeno, Radioaktiva, Ke Buena, Vox FM, FM Dos, Corazón and Futuro. The new player greatly enhances the streaming experience for local radio and podcasts.

In 2019 there has also been a commitment to specific products for the consumption of audio on smart speakers: chiefly applications and skills for Alexa, for all audio products in Spain – Cadena SER, Los 40, Cadena Dial, Podium Podcast and Radiolé – and with regard to streaming, podcasts and digital channels. The use of audio has been heavily promoted through these new distribution channels with outstanding results. Meanwhile, the scraping and aggregation of national and local news for distribution by Google Assistant has been automated, leading to a very notable increase in listeners. Progress has also been made on habit forming, with vertical products linked to prominent audio content, such as humor or history.

A commitment to innovation has also led PRISA Radio to work hand in hand with Google on an audio customization line, with the launch of the project **Tailorcast**, a real-time audio recommendation engine.

Finally, an agreement between Spain's leading radio operators led to the launch of Radioplayer, a free radio aggregator that enables greater control over distribution in both cars and on smart speakers.

At Media Capital, digital transformation can perhaps be best summarized with a number of milestones including the changeover of all TVI channels in Portugal to high definition (HD) and the strengthening of Media Capital's partnership with MSN, which allows Media Capital to distribute more than 60 million MSN network visits across its range of brands: TVI, TVI24, MaisFutebol, SELFIE and AutoPortal.

The partnership with The Weather Channel has been maintained to improve digital weather-related news. Likewise, the agreement with New in Town has been renewed and extended. This gave rise to the prize for the best new national talent, showcasing promising newcomers in ballet, music and cinema, among other arts.

The group also focused on developing internal solutions to increase the offer of digital video, especially geared towards the management of rights. This allowed for simultaneous availability on TVI and on TVI 24.

There has also been an increase in native videos for social networks. There was greater emphasis on digital format, and on more engaging, realistic material that brings viewers and Internet users closer to the action.

# RESPONSIBLE MANAGEMENT OF OUR SUPPLIERS

## SUBCONTRACTING, OUTSOURCING AND SUPPLIERS (RESPONSIBLE SUPPLY CHAIN MANAGEMENT)

Supply chain management has a major impact on job creation and local economic development. It is essential therefore that the supply chain be managed in a sustainable way. To this end, PRISA maintains an agile and transparent communication channel that provides an identifiable and effective management model for the acquisition of goods and services in accordance with the ethical, social, quality and environmental requirements established by the company.

### Consideration of social, gender equality and environmental issues in the procurement process

PRISA maintains a commitment to social issues and is keenly aware that its actions may indirectly, and through its supplier base, have an impact in this area. The corporate procurement department therefore makes clear at the beginning of any negotiations with potential suppliers its guidelines in this regard and so that all businesses incorporate these into their specific procurement and purchasing procedures. These have also been made available in the *General Procurement Conditions* on the suppliers' online portal.

### Relations with suppliers and subcontractors with regard to their social and environmental responsibility

The Group employs the procedure *PL-CO-01 Ed 1 Suppliers Approval* for the evaluation and control of the main suppliers to its different companies throughout the world. This procedure details an exhaustive range of aspects, including social responsibility, labor equality, tax, occupational risks and hazards, fraud,

corruption, as well as any environmental management systems that suppliers may have in force.

### Supervision and auditing procedure

No audit of the current supplier base is planned in the medium term. This is due, primarily, to the type of supplies required by PRISA's companies (increasingly focused on the provision of services), as well as the high percentage of local suppliers with whom we work in each country. Thus no significant risks have been detected that might require a more detailed inspection.

### Impact on local development

Payments to suppliers in 2019 totaled 806 million euros. PRISA is committed to using local suppliers in the countries in which it operates, meaning that 90.3% of our spend on procurement goes to local suppliers, i.e. they are registered for tax purposes in the country where the acquisition is made and paid for. In the case of the Group companies with the greatest international presence, Santillana and Radio, 85.9% and 96.7% respectively of their total spending was on local suppliers.

## RESPONSIBLE MANAGEMENT OF THE ENVIRONMENT

Our responsible business model and its alignment with the Sustainable Development Goals of the United Nations Organization lay the foundations for PRISA's commitment to the environment, as is described in the company's **Corporate Social Responsibility Policy**.

All potential environmental risks associated with our activity have been identified, and although the analysis carried out in this respect does not justify directly dedicating company resources to the management of these risks, the business units in each country have, and share, practices that help to reduce the environmental effects of our activity, which in turn contributes to sustainable development.

### AIR POLLUTION AND ENERGY EFFICIENCY

#### a) Pollution

After the evaluation carried out of Group company operations, it was found that employee use of vehicles was the main direct source of air pollution. Potential sources of acoustic or light pollution were not considered to be sufficiently significant to warrant evaluation and reporting.

The main measures that PRISA has taken to reduce vehicle-related carbon emissions have been:

- Vehicles that are made available to employees are rented under contract hire agreements from companies that are committed to the environment and which enable the measurement of the CO<sub>2</sub> emissions of each vehicle. Tips on efficient driving practices are also given. What's more, the optimal management of the

lifespan, mileage and maintenance of our fleet's vehicles is encouraged in order to comply with current regulations on air pollution and noise emissions.

- During 2019, Cadena SER in Spain began the renovation of its fleet of mobile units in five cities, and has opted for vehicles with hybrid technology, which are more efficient and more environmentally sustainable.
- At the Miguel Yuste headquarters, there have been four electric recharging points for vehicles in operation since 2018.

Additionally, PRISA encourages the use of more sustainable means of public transport by facilitating, for example, in Spain, through the Flexible Compensation Plan, the acquisition of monthly transport passes with corresponding tax advantages. At the Tres Cantos headquarters, where employees of Santillana Spain and PRISA Corporation are located, shuttle buses are available to transfer workers between the workplace and the local train station.

#### b) Energy efficiency at our facilities

Virtually all of the Group's businesses are located in rented facilities, where we promote the rational and efficient use of energy to reduce greenhouse gas emissions and to help mitigate their effects.

In addition to carrying out energy audits, which in Spain are regulated by Royal Decree 56/2016, we also have implemented the initiatives outlined below with the aim of reducing electricity consumption and emissions into the atmosphere:

- Standardization of the use of LED technology in different business units in various countries, accompanied by the installation of motion-sensor detectors on lights.
- As part of the remodeling that was started in 2019 at PRISA Noticias's facili-

ties in Madrid and in order to improve energy efficiency, there is a plan to install a photovoltaic plant of 900 m<sup>2</sup> for energy production that will result in a reduction of approximately 51 tons of CO<sub>2</sub> emissions to the atmosphere.

## CIRCULAR ECONOMY, PREVENTION AND MANAGEMENT OF RISKS

### a) Prevention measures

PRISA monitors and controls waste that is generated both as a result of its paper-based businesses (from sourcing with suppliers who meet responsible and sustainable management standards up to recycling) as well as waste that is a result of our day-to-day work at our workplaces. In both cases the Group strives to promote awareness of the need to reduce, reuse and recycle waste with authorized waste managers.

One noteworthy preventive measure was the campaign in Spain to reduce the use of plastic bottled water at our facilities. This initiative saw more than 2,200 employees provided with a stainless steel bottle instead.

### b) Recycling and reusing paper

A number of initiatives have been launched in the area of paper use. In addition to retrieving unsold publications or books – common practice among all Group companies worldwide – in order to give them a second use within the economic cycle, production processes and product design have also been optimized and there has been a reduction in the purchase of resources from forest environments.

More recent initiatives include:

- Recyclable business cards, which once used, can be allowed to germinate since the paper that they are made from is derived from residual cotton that contains seeds.
- Printing in a responsible office. A pilot project has been launched with two objectives: raising employee awareness about when it is really necessary to

print; and the effective reduction of paper consumption, estimated at 10% in the centers where this initiative has been trialed.

- Progressive implementation of digitization of processes in different areas, especially those related to financial administration – where there is traditionally a high volume of invoices and other documents.

### c) Waste management

Efforts in the various Group companies are aimed at reducing waste, as well as improving its separation for subsequent recycling. To this end, in 2019, we have collaborated with Ecoembes to provide containers at the two main Madrid headquarters (PRISA Radio and PRISA Noticias), thereby facilitating the selective collection of waste.

## SUSTAINABLE USE OF RESOURCES <sup>1</sup>

### a) Consumption and supply of water

2019	2018
130.094 m <sup>3</sup>	121.071 m <sup>3</sup>

Water used by all Group companies in 2019 was supplied by the local public network. PRISA does not have its own supply.

<sup>1</sup> In accordance with the new standardized structure used to collect information from all business areas (see section on Risk Management), the data reported in 2018 have been updated to make it comparable.

## b) Raw material consumption

Type of material	2019*		2018	
	Total consumption (t)	% renewable and sustainable	Total consumption (t)	% renewable and sustainable material
Total paper consumption	79.400		74.126	
Paper from renewable or recycled source	22.162	28%	29.881	40%
Paper from sustainable source (FSC or equivalent)	55.134	69%	3.020	4%
Cardboard	4.780	100%	317	100%
Plates	102	100%	112	100%

(\* In 2019 there was a notable increase in the purchase of paper (albeit from sustainable sources) mainly due to greater demand by Santillana in the Brazilian market.

## c) Electricity

The reduction in consumption in 2019 has been due to the decrease in industrial activity in the Press division (PRISA Noticias) after the sale of the printing business in Valencia, and, especially, to the progressive consolidation of the energy efficiency measures that are being implemented in all the countries where the Group operates.

	2019	2018
Renewable source	11,0 GWh	8,4 GWh
Non-renewable source	40,6 GWh	46,5 GWh
Total Consumption	51,7 GWh	54,9 GWh

## d) Other fuels

Natural gas		Diesel	
2019	2018	2019	2018
378.183 m <sup>3</sup>	462.888 m <sup>3</sup>	991.365 liters	1.132.315 liters

The lower use of these consumables is due to two factors: firstly, the reduction of industrial activity in the Press division (PRISA Noticias); and, secondly, the implementation of specific measures to improve heating in buildings, efforts to make the most of the energy consumed, such as replacing doors and structural elements with others that provide better insulation, and setting thermostat temperatures at eco values.

## e) Use of renewable energy

21% of the energy PRISA consumes comes from renewable sources (up from 15% in 2018). This is set to increase in 2020 when the photovoltaic plant at the Miguel Yuste facility enters production (scheduled for April).

# CLIMATE CHANGE

## a) Important factors in greenhouse gas emissions

The calculated direct greenhouse gas emissions derived from PRISA's activity due to the direct consumption of fuels (natural gas and diesel) and energy were:

	Emissions year 2019 (Tn CO <sub>2</sub> e <sub>a</sub> )	Emissions year 2018 (Tn CO <sub>2</sub> e <sub>a</sub> )	% variation
Scope 1 (natural gas and diesel)	3.722	4.316	-13,8 %
Scope 2 (electricity)	11.381	13.235	-14,01 %

Indirect greenhouse gas emissions derived from consumption of energy, according to Scope 3 of the GHG Protocol, which in our case involves business trips in vehicles that are not owned by PRISA (plane, rental cars, trains, etc.) and paper consumption, are as follows:

		Total emissions in 2019 (Tn CO <sub>2</sub> e <sub>a</sub> )	Total emissions in 2018 (Tn CO <sub>2</sub> e <sub>a</sub> )	% variation in emissions
Aircraft	Short-haul flights	4.135	3.648	13,4 %
	Medium-haul flights	1.062	1.050	1,2 %
	Long-haul flights	3.092	3.148	-1,8 %
Train		118	153	-23 %
Car	Diesel	2.158	2.712	-20,43 %
	Gasoline	3.523	2.829	24,54 %
Paper		38.228	35.688	7,1 %
<b>Total Scope 3</b>		<b>52.317</b>	<b>49.228</b>	<b>6,27 %</b>

## MEASURES TAKEN TO COMBAT CLIMATE CHANGE

As indicated above, in 2019 a range of energy efficiency measures have been implemented that have contributed to reducing the carbon footprint of our operations related to fuel and energy consumption.

But it is in the more mundane day-to-day activity and development of our businesses where the carbon footprint has a greater relative weight, and the main measures taken to offset our impact are:

- Paper. Both Santillana and Press (PRISA Noticias) are undergoing a process of digitizing content that will lead to a progressive decrease in paper consumption. Santillana, with its Edutech strategy, and Press (PRISA Noticias), with offices

such as Brazil (100% digital) or the discontinuation of Latin American print editions of El País, are examples of this.

- Travel. The Group is active in multiple countries, either through its locally established businesses or because of the need to cover significant or major events, etc. PRISA is fully aware of the environmental impact that its movements generate, and the Group has updated in June 2019 its *Representation and Travel Expenses Policy*, where, among other measures, employees are required to consider whether a trip is really essential or if it might be replaced with telematic communication methods such as videoconferences or calls.

<sup>2</sup> Indicators GRI-305-1 and 2

<sup>3</sup> Indicators GRI-305-3

## CORPORATE GOVERNANCE

### MAJOR DEVELOPMENTS DURING THE YEAR

One of the most significant developments to take place in 2019 was in April of that year when PRISA carried out a capital increase for a total effective amount (nominal plus issue premium) of € 141,228,699.18, with the intention of partially financing the acquisition of 25% of the capital of Grupo Santillana Educación Global, S.L.

Additionally, and in order to strengthen the financial structure of the Group, in September 2019 the Board of Directors of PRISA agreed to sell to Cofina SGPS, SA (Cofina) its entire stake in its subsidiary Vertex SGPS, S (Vertex), which in turn owns 94.69% of Grupo Media Capital SGPS, S.A. The execution of the operation is planned for the first quarter of 2020.

The main changes to the Board of Directors and management team of PRISA in 2019 were:

- *Succession of the non-executive chairman of the Board of Directors.* At the Board of Directors meeting held in December 2018, the succession of Manuel Polanco Moreno in his position as non-executive chairman of PRISA was set in motion. The Board appointed Javier Monzón de Cáceres (at that time non-executive vice chairman and coordinating director) to replace him as non-executive chairman of the Board of Directors. The said cessation and appointment took effect on January 1, 2019.
- *Non-executive Vice Chairman of the Board of Directors.* In April 2019, the director Joseph Oughourlian was appointed non-executive vice chairman of the Board of Directors.

- *Changes to the composition of the Board of Directors and the Board Committees:*

- In June and July 2019, Waleed Alsa'di and Francisco Gil ceased as directors and were, respectively, replaced by two independent directors: Beatrice de Clermont and María Teresa Ballester.
- The Board Committees (Delegate Committee, Audit, Risk and Compliance Committee and Appointments, Remuneration and Corporate Governance Committee) have been reorganized, with both the number of members and their composition adjusted.

- *Senior management.* There have been changes in the perimeter of senior management, with the replacement of the former CEO of Media Capital, Rosa Culler, by Luis Cabral, and with the incorporation of Jorge Bujía as director of Risk Control and Management Control.

### GOVERNING BODIES

An ongoing review of company performance in the area of corporate social responsibility informs and guides all the work of the highest governing bodies. This is in keeping with a strategy of sustainability and of enhancing corporate reputation – to the benefit not only of the shareholders and investors, but also company employees, suppliers and other stakeholders, all with a view to making PRISA a socially responsible and sustainable company that is accountable to society at large.

The General Shareholders' Meeting and the Board of Directors are the highest governing bodies of the Company.

## Composition and organization of the board of directors and responsibilities of the committees in financial, environmental and social matters

The Board of Directors of the company has a non-executive chairman, a non-executive vice chairman and a CEO, the latter being the Group's most senior executive.

The non-executive chairman of the Board is responsible for organizing the Board and promoting and developing the good governance of the company, as outlined for in the Board Regulations.

The CEO been delegated all the powers and duties of the Board that may be so delegated and is the Group's most senior executive.

Notwithstanding the powers delegated to the CEO, the Board of Directors has an Executive or Delegate Committee, to which have been delegated all the powers and duties of the Board that may be so delegated, in accordance with the law and with the limitations established in the Regulations of the Board of Directors.

In addition, the Board has an Audit, Risks and Compliance Committee and an Appointments, Remuneration and Corporate Governance Committee.

The CEO is supported by members of the Executive or Delegate Committee, whose members make up the senior management of the Company.

Senior managers and executives are appointed by the Board, on a proposal from the Chief Executive and subject to a report issued by the Appointments, Remuneration and Corporate Governance Committee. Senior managers report directly to the CEO.

The functions of the Board, as defined in the Board Regulations, and in accordance with the recommendations on Good Governance as issued by the CNMV, are chiefly financial, social and environmental in nature, such as the approval of the policy on Corporate Social Responsibility (which was approved in December 2018).

In addition, the various committees (the Executive Committee, the Audit, Risks and Compliance Committee and the Appointments, Remuneration and Corporate Governance Committee) also have responsibility for decision-making on financial / economic, environmental and / or social matters.

Specifically, the Audit, Risks and Compliance Committee, in addition to the powers provided for in the applicable legislation, also oversees the evaluation of all matters relating to non-financial risks of the company, including operational, technological, legal, social, environmental, political and reputational issues. The Appointments, Remuneration and Corporate Governance Committee, meanwhile has, among other duties and powers, those relating to strategy in the areas of corporate governance, corporate social responsibility and sustainability, and, in particular, is responsible for submitting this annual report on corporate social responsibility to the Board of Directors for approval.

The Audit, Risks and Compliance Committee and the Appointments, Remuneration and Corporate Governance Committee have issued their respective annual reports describing their functions and activities during 2019.

## Policy for the selection of board members and diversity

The *Annual Corporate Governance Report* (IAGC) details the composition of the Board of Directors. As of December 31, 2019, this was made up of 13 directors: 1 executive director, 5 proprietary directors and 7 independent directors.

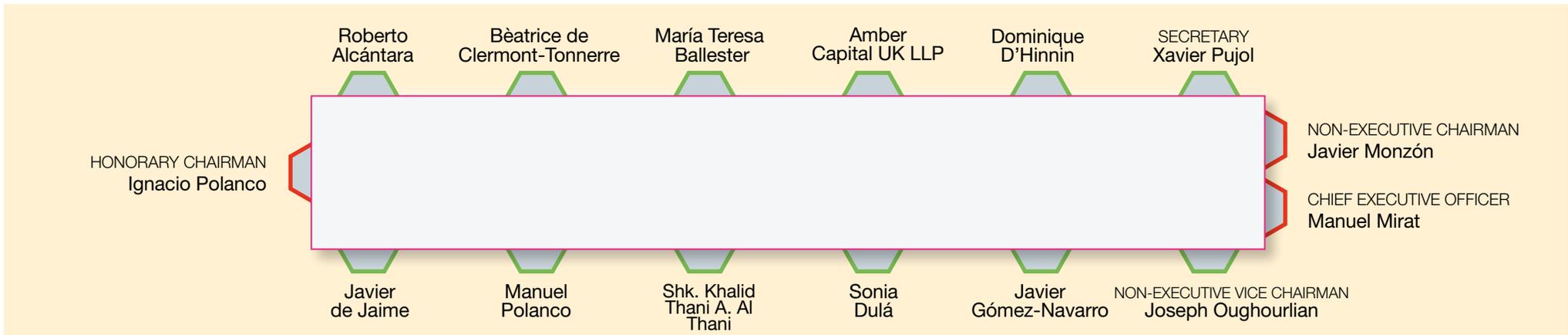
The Board of Directors is composed of reputable and highly qualified professionals, with skills from a wide variety of academic and professional backgrounds and sectors of interest to the Company: They are also from a range of different countries. Their profiles are available online at [www.PRISA.com](http://www.PRISA.com).

The company has a *Policy for the Selection of Directors*, whose principles and objectives can be summarized as follows: i) diversity in the composition of the Board; ii) proper balance throughout the Board as a whole that favors diversity of persons, knowledge, experiences, origin and gender; and iii) that by 2020 the number of female directors be at least 30% of all board members, in line with recommendations detailed in the CNMV's *Code of Good Governance*.

The Appointments, Remuneration and Corporate Governance Committee, at its meeting held on January 28, 2020, carried out its annual assessment of compliance with the company *Policy for the Selection of Directors*, and concluded that the composition of the Board is reasonably diverse in terms of profile, training,

# BOARD OF DIRECTORS AND BOARD COMMITTEES

## BOARD OF DIRECTORS



DECEMBER 2019

### Delegate Committee

<b>CHAIRMAN</b> Javier Monzón	<b>MEMBERS</b> Javier de Jaime Sonia Dulá Manuel Meirat Joseph Oughourlian Manuel Polanco
	<b>SECRETARY</b> Xavier Pujol

### Audit, Risks and Compliance Committee

<b>CHAIRMAN</b> Dominique D’Hinnin	<b>MEMBERS</b> María Teresa Ballester Sonia Dulá Fernando Martínez (Representing Amber Capital UK LLP)
	<b>SECRETARY</b> Xavier Pujol

### Appointments, Remuneration and Corporate Governance Committee

<b>CHAIRMAN</b> Sonia Dulá	<b>MEMBERS</b> Bèatrice de Clermont Tonnerre Javier Gómez-Navarro Joseph Oughourlian
	<b>SECRETARY</b> Xavier Pujol

experience and professional qualification, skills, age and geographical origin of the directors, there being a positive balance as a whole, with diversity improving over the course of 2019 with the appointment of two women to the Board of Directors. However, the Appointments, Remuneration and Corporate Governance Committee also considers that the degree of gender diversity is insufficient. There is, therefore, a proposal to appoint another female director to the Board in 2020.

During the selection processes for directors undertaken by the company over the course of 2019, diversity was a major consideration, especially gender diversity.

The company has three female directors, which amounts to 23.08% of the number of board members. Thus, one more woman needs to be appointed to the Board of Directors if the company is to meet, in 2020, its goals in terms of gender diversity.

The *Annual Corporate Governance Report* (IAGC) details the results of the study carried out by the CNRGC and its recommendations for future action to continue improving gender diversity. During the year 2020, the mandate of several board members will expire, so the CNRGC and the Board are working on a reorganization of the body that will facilitate the incorporation of more women onto the Board of Directors.

## Conflict of interest

The *Regulations of the Board of Directors*, the company's *Code of Ethics* and the *Internal Code of Conduct on matters relating to the Securities Markets* define the appropriate courses of action in order to avoid potential conflicts of interest.

## Evaluation of the board of directors and its committees

The Board of Directors conducts an annual assessment of the performance, functioning and operation of the Board and its committees including, among other matters, an evaluation of issues relating to corporate governance and so-

cial responsibility. This process is regulated by the Regulations of the Board and is detailed in the *Annual Corporate Governance Report* (IAGC).

This year, for the first time ever, the company carried out this evaluation (corresponding to the year 2019) with the assistance of an independent external consultant. The evaluation looked at the work and performance of the Board of Directors, its committees, as well as the performance of the Chairman of the Board, the CEO and the chairs of the different committees.

## Engagement with stakeholders

The Group has a tried and trusted, effective governance structure and rules, and is equipped with a corporate communications policy that facilitates, in every area of activity, the conditions for dialogue with stakeholders.

Specifically, PRISA has a *Policy for Communications with Shareholders, Institutional investors and Proxy Advisors*, which regulates the general principles and general information and communication channels for relations between the Company and its stakeholders. Likewise, the *Code of Ethics* outlines specific rules for action with regard to relations between PRISA and its different stakeholders.

The senior management of each of the business units adopt all necessary measures in order to ensure fluid communication with the plurality of interests and social trends in society at large. The Group's various media have made available permanent institutional channels to this end.

These channels receive and attend to suggestions, concerns and complaints, and regularly organize events such as visits to their facilities, in order to engage a wide range of social groups and remain attentive to the concerns of various stakeholders and to remain open to debate on ideas which serve to enrich society as a whole. Likewise, stakeholders may submit their queries, suggestions and complaints to the Corporate Center, through the Communications Department, the Investor Relations Department and / or the Shareholder Services Office.

In addition, senior managers of the different business units regularly inform the Board of Directors of the company about the performance of their respective companies, with updates on ongoing projects and dialogue with stakeholders.

## OPERATIONAL AND ORGANIZATIONAL PRINCIPLES FOR GROUP EDITORIAL GOVERNANCE

The very nature of PRISA's activities means that the usual frameworks of good corporate governance are not in themselves sufficient, particularly if the goal is to maintain a position of consistent leadership as the media publisher of record, based on rigor, integrity and credibility.

To this end, the Group strives to attract and retain top-level professionals and provide them with the appropriate tools and environment to carry out their work with full independence, all within the framework of the group's long-established ideology and editorial line:

- Independence is understood as the ability to act freely and without hindrance or pressure from individuals and / or political, ideological, economic or other interest groups that might seek to influence editorial content.
- Ideology and editorial line are based on a the continuous and systematic input and contrast of opinions of leading figures of recognized prestige and expertise.

Also crucial is the principle of avoiding excessive concentration of power (both among media editors and management as well as in bodies charged with support and oversight). As a further safeguard, a system of checks and balances is in place.

The Editorial Committee is governed by a range of operational and organizational principles approved by the Board of Directors.

The Board of Directors is not directly involved in the process of defining content, although its CEO, Manuel Mirat, and the board director Manuel Polanco are members of the Boards of other Group companies.

Some members of senior management of the company also serve on the Boards of the Group's business units or hold executive positions.

There is an Editorial Committee of PRISA, which reports to the Board of Directors, and whose mission is to support the Group's directors and media and to ensure that media managers carry out their their work after appropriate corroboration and debate on the selection of topics and the approach to be used. This committee is governed by its own *Principles of Operation* and Organization, which have been approved by the Board of Directors.

The Editorial Committee is composed of a minimum of sixteen (16) members and a maximum of twenty (20), including both internal and external members. Internal members always include the non-executive chairman of the Board of Directors of PRISA, the CEO of PRISA, the editor-in-chief of EL PAÍS and the managing director of Cadena SER. In addition to these members, the Committee will be made up of prominent opinion editors, writers or presenters and corporate directors and / or board members of group companies.

External members are leading figures of recognized professional expertise from the areas of politics and society, public service, academia, journalism, economics and business, culture, arts, science and technology. At all times, the Committee will seek to foster gender plurality and diversity.

The Editorial Committee meets weekly to analyze and discuss current issues and affairs that merit careful, joint reflection. Such meetings may include external experts from the relevant areas.

### EL PAÍS

The editor-in-chief is responsible for the editorial line of EL PAÍS, and is answerable to both readers and the judiciary, within the framework of the principles set out in the Editorial Statute. To this end, he or she retains the right of veto over all originals, including advertising. Likewise, the editor-in-chief organizes and coordinates all the work in the newsroom.

Before the Board of Directors of the publishing company appoints a new editor-in-chief for EL PAÍS, the chairperson or CEO must submit to the Journalists' Committee any proposed nominee. If two thirds of the total census of the Journalists' Committee oppose the nomination, by means of a written argument, the Board

The statute states that EL PAÍS rejects all pressure from individuals, political parties, and economic, religious or ideological interest groups or lobbies who might seek to make the news serve their own interests.

will take this opinion into consideration, although it is not binding.

Likewise, the appointment of deputy editors and section editors will be previously communicated to the Journalists' Committee by the editor-in-chief. If two-thirds of the Committee are opposed the measure, this opinion, though not binding, is taken into account. Their opposition will be presented in writing, laying out their arguments.

Meanwhile, the publisher of EL PAÍS has at its disposal an *EL PAÍS Editorial Statute*, approved by the general meeting of shareholders of PRISA, and its own Journalists' Committee, a body representing newsroom professionals. The statute governs the professional relationships between the EL PAÍS newsroom, on the one hand, and its management and the PRISA publishing company, on the other, independently of trade union and labor relations. The newsroom includes all journalists, regardless of the university degree they hold, who write content, and who have been on the staff for at least six months.

The statute states that EL PAÍS rejects all pressure from individuals, political parties, and economic, religious or ideological interest groups or lobbies who might seek to make the news serve their own interests. This independence, and the non-manipulation of news, safeguards the rights of readers, whose protection is the ultimate mission of the publisher.

The Statute of EL PAÍS states that the Journalists' Committee acts as mediator between the newsroom and the publishing company.

The editor-in-chief of EL PAÍS must convene, at least once a month, a meeting with the Journalists' Committee, to discuss initiatives and conflicts that may have arisen in the newsroom on professional issues. The Committee, in urgent cases, may request a special meeting with management.



The EL PAÍS newsroom

It is the responsibility of the Journalists' Committee to convene and preside over its own assemblies, delegating one of its members as chair (except in the case of trade union issues) following agreement with the management. At the end of its mandate, the Journalists' Committee shall organize the election of the new Committee which is to replace it. The Committee shall meet at least twice a year.

Newsroom professionals shall elect the Journalists' Committee annually from among their members. The Committee shall be composed of five members. The editor-in-chief and deputy editors and related personnel are not eligible. The quorum for any valid election is 50% plus one. The publishing company and management will provide the Committee and its meetings with all the necessary facilities for the performance of its mission. Committee members may not be penalized or dismissed for their activities as professional representatives.

## I CADENA SER

Cadena SER's *Style Book* sets out a number of principles that "are mandatory for all PRISA Radio professionals, both those working with content that is broadcast on air and those publishing content on Internet media, including advertising content on

Cadena SER's Style Book publicly sets out a range of principles that are mandatory for all PRISA Radio professionals and which ensure nothing but the highest standards of radio journalism.

both platforms ". These ethical principles apply to all PRISA radio stations.

The goal of these ethical principles is to ensure the broadcast of truthful news and information, the appropriate treatment and correction of errors, and plurality. These principles also deal with potential incompatibilities of PRISA Radio journalists, conflicts of interest and all matters related to privacy, honor, intellectual property, the treatment and coverage of issues that affect minors, gender violence and the protection of minorities.

Strict compliance with all these principles is expected of all Cadena SER professionals. The general management of Cadena SER is entrusted with overseeing and coordinating such compliance among newsrooms and employees.

In the case of our radio operations in Latin America, the independence and diversity of our media is guaranteed by legislation that guarantees freedom of expression, freedom of the press and the right to information. Although circumstances regarding respect of fundamental freedoms often leave much to be desired in certain countries in the region, PRISA Radio currently operates in markets where, despite the constraints placed on a highly regulated activity such as radio, there is respect for autonomy and the editorial freedom of news media companies.

Meanwhile, good journalism and quality entertainment are guaranteed by the culture and heritage of the Group, which is reflected in the choice of professionals, both in strictly business areas as well as in journalistic areas. That's what endows all our spoken-word and music networks with coherence and consistency in terms of rigor, independence, respect, plurality and diversity. All this, logically, in line with the characteristics of each product or brand. This is thanks to the work of the managing directors and CEOs, of those in charge of the radio networks, of the directors and anchors of the programs and of all the workers, on air and off, who safeguard

the independence of the newsrooms and the decision-making processes – decisions that are transparent and in keeping with the editorial line of the group in all the countries in which it is present.

One aspect that notably helps to improve our independence and rigor is the existence of a *Style Book* that is mandatory for all our radio stations. This is a publicly available set of rules, that ensures that all those who work at PRISA Radio are committed to the principles of good radio journalism. The *Style Book* is by no means a strait jacket, but, rather, should be seen as a contract between PRISA Radio professionals and their listeners and digital users. It is a guarantee not of our infallibility, but of our commitment to rigor and independence.

## I MEDIA CAPITAL

With regard to Media Capital, in Portugal editorial independence is protected by law in matters affecting the work of journalists and the news and information they produce (though not content of a different nature). Such guarantees are set out in the Constitution, as well as in laws and statutes covering the different sectors (TV, press, radio), and Editorial Statutes, all overseen by a regulatory authority for media (ERC). It is forbidden by law for managers or board members to interfere in the editorial line or in journalistic content, these being matters reserved for the news editor, who is responsible for the guidance and supervision of journalistic content. Penalties are severe and set by law. There is no single committee, therefore, at Media Capital that specifically addresses journalistic content or news outside the scope of the news directors or newsroom professionals at TVI / radio / press.

## I SANTILLANA

With regard to Santillana, the contents of all books published by Grupo Santillana worldwide are conditioned by the curricula set by the governments or administrations of each country and for each school subject. The contents offered and how they are taught in schools are key to the learning process and, therefore, are a vital part of our work. Our challenge, our duty and our aspiration should be, therefore, that of interpreting the curricula of the countries where we operate, responding with quality teaching and learning projects that provide teachers with a range of

The contents offered and how they are taught in schools are key to the learning process and, therefore, are a vital part of our work.

different working methods, while presenting content across new media platforms that facilitate the digitization of education.

Wherever Santillana publishes books and learning materials, there are corporate, global and national committees which meet regularly and continuously, to make decisions regarding the editorial process: basic projects, publishing plans, innovative educational targets,

business, sales and company strategies, and goals in the areas of creation, communication, innovation etc. At each Santillana publishing house there are editorial committees for dealing with the content to be published, as well as all aspects of a scientific, graphic, editorial or production nature. These committees meet regularly at a national level (management, editorial, sales and marketing) and at a global level (with individual countries or regions of countries sending a representative, or countries running a certain program participating). The corporate center coordinates the committees and ensures compliance with the rules and laws of each country.

## COLLABORATION WITH RELEVANT ASSOCIATIONS AND INSTITUTIONS

PRISA and its companies are members of some of the most important national and international professional associations and organizations, and they participate actively in different bodies within the sector in order to foster and promote best practice and to exchange information and ideas in all the countries where they operate.

For example, PRISA is a member of the Spanish issuers association, Emisores Españoles, whose main objectives include: i) to promote measures to strengthen legal certainty in all matters relating to the issuance of listed securities and to participate in the development a better legal framework at both a national and European level, ii) to contribute to the development of high standards of corporate governance, iii)

to promote communication between companies and their shareholders and iv) to maintain a relationship of dialogue and cooperation with the Administration and, in particular, the Spanish National Securities Market Commission (CNMV).

In the area of education, Santillana is an active member of a range of associations in both Spain and across Latin America. In Spain, the company is a member of the Spanish National Book Publishers and Teaching Material Association (ANELE), the Federation of Spanish Book Publishers (FGEE), the Madrid Publishers Association, and the Spanish Center for Reprographic Rights (CEDRO). In the Latin American countries where the company operates, it also belongs similar sector associations. In addition, at an international level, Santillana is a member of the International Group of Educational Publishers (IGEP) and belongs to the World Wide Web Consortium (W3C) and the IMS Global Learning Consortium and other associations in the education sector.

With regard to Press, EL PAÍS is active in the Leading European Newspaper Alliance (LENA), which champions and promotes quality journalism through the exchange of news and information and collaboration on technological projects with other member newspapers including *La Repubblica*, *Le Figaro*, *Die Welt*, *Le Soir*, *Tribune de Genève* and *Tages Anzeiger*. EL PAÍS is also a member of the Spanish Association of Publishers of Cultural Magazines (ARCE), which pools resources and tools for the promotion of cultural and business projects, as well as the Spanish Center for Reprographic Rights (CEDRO). All the Group's media in Spain are signed up to the Association for Self-regulation in Commercial Media (Autocontrol) and, in the area of intellectual property rights, to CEDRO (Centro Español de Derechos Reprográficos), which defends and collectively manages the intellectual property rights derived from secondary uses (reproduction, distribution, public communication and transformation) of authors and publishers of books, magazines, newspapers and sheet music. EL PAÍS is also a member of the World Association of Newspaper and News Publishers (WAN-IFRA), which represents more than 18,000 publications, 15,000 websites and more than 3,000 companies in more than 120 countries, and the Online Publishers Association Europe (OPA Europe), which represents the interests of quality Internet news publishers with regard to the advertising community, the press, all government and European institutions and the general public.

EL PAÍS, AS and Cinco Días are members of the News Media Association (AMI, formerly AEDE), which has been representing the interests of more than 80 associated Spanish newspapers for more than 35 years to a range of national, European and international institutions. All three newspapers are also members of the Association for Media Research (AIMC), made up of 160 media management companies and responsible for the audience data study Estudio General de Medios (EGM).

In the area of radio, Cadena SER is a member of the Spanish Association of Commercial Radio Broadcasters (AERC), the AMPE (Association of Advertising Media in Spain), the Spanish Association of Advertisers (AEA), the Association for Media Research (AIMC), the Association for Self-regulation in Commercial Media (Auto-control), and PROMUSICAE, whose main purpose is to represent and defend the interests of the Spanish music industry.

In Portugal, Grupo Media Capital is a member of the Portuguese Social Media Platform (PMP), which brings together companies from the press, radio and TV sectors, APDC (Portuguese Association for the Development of Communications), CAEM (Commission for media research and analysis), ACEPI (Association of digital economy and e-commerce businesses), AIABP (Interactive Advertising Bureau), the Association of Publishers of Musical Works (AEOM), the Association for the Distribution and Management of Rights (AUDIOGEST), APR (Portuguese Association of Broadcasters), GEDIPE (Association for the Management of the Rights of Authors, Producers and Publishers), the Movement against Piracy (MAPINET) and of the Institute for Self Control of Commercial Communication (ICAP).



Cadena SER team

# COMPLIANCE AND RISK MANAGEMENT

## COMPLIANCE: CODE OF ETHICS, COMPLIANCE UNIT, COMPLAINTS CHANNEL

PRISA is committed to rigorously complying with all applicable regulations and with the principles and standards of conduct included in its *Code of Ethics*, which is the pillar on which the Group's entire compliance model is built.

PRISA's *Code of Ethics* encompasses a range of principles and rules of conduct that govern the actions of both the companies that form part of the Group as well as its professionals, in order to ensure ethical and responsible conduct in all business activity. This Code is available in Spanish, English and Portuguese on both the PRISA corporate website and the Group intranet, and is included in the welcome pack given to all new employees.

The Code sets out general ethical principles on matters such as human rights and civil liberties, professional development, equal opportunities, non-discrimination and respect for people, health and safety at work, as well as environmental protection.

Likewise, the company has a Compliance Unit, an independent body responsible for ensuring and promoting the ethical behavior of employees, associates and members of the Group and identifying, managing and mitigating compliance risks.

The Compliance Unit is endowed with the functions of the Criminal Prevention Body foreseen in the Criminal Code. It reports regularly to the Audit, Risks and Corporate Governance Committee on all incidents and decisions related to the *Internal Code of Conduct regarding the Securities Markets* (RIC), as well as the Code of Ethics and its development policies, so as to enable this Committee to assess compliance with corporate governance rules and accordingly make the necessary proposals for improvement. PRISA's Compliance Unit is ultimately entrusted with

PRISA's **Code of Ethics** encompasses a range of principles and rules of conduct that govern the actions of both the companies that form part of the Group as well as its professionals.

the interpretation of the *Code of Ethics* and the *Internal Code of Conduct* (RIC) and must resolve any doubts or questions that arise with regard to their application and content, as well as any other matters related to internal regulations and compliance.

Meanwhile, the main Business Units of the Group have their own respective compliance units, which report to the PRISA Compliance Unit, and with which they coordinate. What's more, some Group companies, due to their

importance or because of legislative requirements in the countries in which they operate, have specific compliance units or may have a designated compliance officer. There are such officers or compliance units in companies in Brazil, Portugal, Mexico, Ecuador, Colombia and El Salvador.

Additionally, PRISA has made available a complaints channel. Details with regard to its management and functions are included in the *Annual Corporate Governance Report*.

To make inquiries related to the Code of Ethics and other matters regarding internal regulations and compliance, the company's employees may avail of the compliance mailbox ([cumplimiento@PRISA.com](mailto:cumplimiento@PRISA.com)), managed by the PRISA Compliance Unit.

Likewise, there are also compliance mailboxes for the compliance units of each business, which redirect doubts and concerns regarding the Code of Ethics and

other matters, as well as allegations of improper behavior, to the PRISA compliance mailbox. The treatment of any such communications is identical to that of the main complaints channel.

In 2019, 33 complaints were received, 3 more than in 2018. Of these, 23 were classed as unsubstantiated, 4 involved corruption, 1 was with regard to workplace harassment, 3 were classified as other, and 2 are in the process of being analyzed.

## I RESPECT FOR HUMAN RIGHTS

The PRISA Code of Ethics includes general ethical principles with regard to respect for human rights. PRISA is committed to respecting and protecting such rights and civil liberties. As the Group strives to meet this commitment, the overarching goal is, at all times, to foster respect for human dignity.

Likewise, all procurement processes take into account social, gender equality and environmental considerations, and these are made clear to our suppliers in the general procurement conditions available on our corporate website.

Of the total complaints received and addressed in 2019, 11 were related to human rights, specifically workplace harassment. Once analyzed, it was concluded that only one had any real basis.

## I FIGHTING BRIBERY AND CORRUPTION

The *Code of Ethics* sets out basic principles in terms of internal control and prevention of corruption, regulating aspects such as the reliability of information and the control of all records, as well as covering bribery and measures against corruption, the prevention of money laundering and irregularities in payments.

Over the course of 2019, all the Group's employees have been given access (through the corporate intranet) to the Compliance Guide, which, in straightforward language and by using practical examples, goes over some of principles and rules of conduct established in the *Code of Ethics*, including, among others, those relating to fair labor practices, anti-corruption issues such as irregular payments and money laundering, as well as relations with management and suppliers.

The **Code of Ethics** sets out basic principles in terms of internal control and prevention of corruption, regulating aspects such as the reliability of information.

Also, in 2019, a specific section on the Compliance Unit was created on the intranet of the Group where employees can learn more about the main functions of this Unit. This section also provides direct access to some of the more important policies in this area, including the *Code of Ethics* and the aforementioned *Compliance Guide*. To communicate the availability of this new section and the Compliance

Guide, interstitial and banner ads were displayed on the corporate website.

Additionally, in 2019, all Group employees received the new edition of the *Code of Ethics*, approved by the Board of Directors on April 29, 2019.

All principles on internal control and prevention of corruption are reinforced by a series of basic regulations and policies such as the *Anti-corruption Policy*, which establishes guidelines, precautions and procedures that must be observed by all the professionals and companies of the Group in the exercise of their business activity.

Likewise, PRISA has also issued specific guidelines that aim to reinforce measures to prevent and avoid, among PRISA companies, the laundering of money proceeding from criminal or illicit activities.

As a further measure to prevent bribery and fight against corruption, PRISA also has a *Gifts Policy* that aims to serve as a guide for PRISA professionals and bodies to help them make the right decision with regard to the offer of gifts or other services, within the framework of PRISA's business relations.

As well as the *Code of Ethics* and the basic standards outlined above, another of the pillars on which the compliance model is built is the *Crime Prevention and Detection Model*. This is a set of essential risk and crime controls specifically aimed at the prevention and detection of corruption and bribery. The resulting model undergoes a continuous process of verification and is regularly updated to ensure its effectiveness and the correct operation of said controls.

Of the 33 complaints received and analyzed in 2019, seven corresponded to corruption – compared to the ten complaints of the same nature addressed in 2018. Of the corruption complaints dealt with in 2019, four were substantiated, compared to two in 2018. As in the previous year, the corresponding corrective measures have been adopted.

Meanwhile, the Group has at its disposal another set of policies and procedures as additional measures to prevent bribery and combat corruption, among which the following are notable:

- Procedure for engaging with public administrations.
- Policy to foster protection of fair competition.
- Restrictions and limits on powers within the corporate structure.
- Procurement and business expenses policy (revised in June 2019).

With regards to the protocol for action in cases of corruption, bribery or laundering, the complaints channel and compliance mailboxes are made available to all employee and third parties. In addition, employees may consult their direct superior or Human Resources. The company fosters a culture of “complaints without fear” by prohibiting in the *Code of Ethics* any type of retaliation against an employee who reports in good faith any infractions or potential misconduct.

## RISK MANAGEMENT

PRISA constantly monitors the most significant risks that might potentially affect the main companies that make up the Group.

The Group’s System for Risk Management operates by business unit, and is then consolidated, in turn, at the corporate level through a comprehensive management model, among other specific tools. A risk map is used as a tool for the graphic representation of the risks inherent in the Group. It is used to identify and assess any risk affecting the development of the activities of the various business units.

The identification of risks is carried out by the managing bodies of the business units and by the corporate center. The managing bodies of the respective busi-

nesses are entrusted with determining who shall be responsible for managing each risk and for the action plans and associated controls to be implemented. Periodically, the Internal Audit aggregates and standardizes the risks identified by each business unit, in order to prepare the Group and specific business unit risk maps, which are reported to the Audit, Risk and Compliance Committee. The *Management Report* gives details of the Group’s main risks.

Meanwhile, it should be noted that the Group has a model for internal control of financial reporting (ICFR hereinafter), initially developed under the COSO 1992 Control Framework. In 2014 this system was adapted to the new COSO 2013 Control Framework.

Likewise, for the management of criminal risks, PRISA has a *Crime Prevention and Detection Model* in Spain and is developing regulatory compliance models in its other chief markets: Brazil, Mexico and Colombia. In terms of compliance models, an analysis is carried out for environmental, labor relations, corruption and bribery risks that might potentially be associated with different business activities and operations. For each of these risks, the Group defines controls that mitigate risk exposure, based on the impact on business.

Additionally, the Group takes into account its non-financial risk maps, both at a corporate level and for the Education, Radio and Press business areas. The risk map for these key areas is considered strategic as this, firstly, **involves a**

**wide range of management areas** of the company **at the corporate level** and, especially, **the Business Units**, and, secondly, requires the company to reinforce company risk management in terms of performance and non-financial aspects.

This process began with the definition of non-financial risks and the identification of those that might have a potential impact on the current business model of the Group regardless of activity or region.

The Group’s System for Risk Management operates by business unit, and is then consolidated, in turn, at the corporate level through a comprehensive management model.

Corporate managers determined which of these would be relevant or not, with regards to PRISA's activities.

As a result, 20 relevant risks were identified, which were then assessed and prioritized in terms of impact (repercussions on economic results, on reputation, business continuity or financing capacity, and so on) and probability of occurrence (the possibility of the risk having a real impact within the existing control environment). For the assessment of the present control environment, the existence of available policies, procedures and controls to mitigate or correct risks were taken into account, many of which were already included in the *Crime Prevention Model*.

As a final result of the analysis, a matrix and map of non-financial risks was obtained for the Group, whose risks fall into five broad categories aligned with those described and outlined in Law 11/2018 on Non-Financial Information and Diversity. Some of the risks that have been identified for each of the categories are detailed below:

- Environmental management: risks in terms of sustainable or responsible supply of raw materials and risks involving waste generation and the circular economy.
- Social and personnel management: risk in the ability to attract and retain talent, risk in the development and training of talent, risk in the promotion of equality, risk with regards to corruption and bribery.
- Society: risk of affecting consumers and risks in terms of cybersecurity and information / data privacy (among personnel and / or consumers and across the supply chain).
- CSR performance: risk of lack of transparency in the accountability process.
- Supply chain: risks involved with associating or linking with third parties without an adequate approval process

Finally, a list of performance indicators has been identified in order to monitor the evolution of risks. These indicators have been linked to the information submission forms in order to facilitate their monitoring and so as to guarantee a minimum annual review by those responsible for the different areas, both at the level of business units and at a corporate level.



# SHAREHOLDERS AND INVESTORS

## SHAREHOLDER STRUCTURE

On January 1, 2019, PRISA's share capital amounted to € 524,902,482.24, represented by 558,406,896 ordinary shares, all of which belonged to the same class and series, each with a par value of EUR 0.94. Subsequently, in April 2019, a capital increase was carried out, with preferential subscription rights, for a total amount of € 141,228,699.18, in which 150,243,297 shares were issued and subscribed, each with a par value of EUR € 0.94. Share subscription price was set at € 1.33 (€ 0.94 nominal value and with an issue premium of € 0.39 each).

Consequently, as of December 31, 2019, the share capital of PRISA amounted to € 666,131,181.42, represented by 708,650,193 ordinary shares, all of which belong to the same class and series, each with a par value of EUR € 0.94, all fully paid up and with identical rights. These shares are listed on the Spanish stock exchanges in Madrid, Barcelona, Bilbao and Valencia through the Spanish Stock Exchange Interconnection System (SIBE).

At year-end 2019, the most significant shareholders in the share capital are Amber Capital, HSBC, Telefonica, Rucandio, International Media Group, Consorcio Transportista Occher SA, Banco Santander, Carlos Fernández, Inversora de Carso SA, Melqart Opportunities Master Fund Ltd and Polygon European Equity Opportunity Master Fund. The company's *free-float* is around 21%.

## CHANNELS OF COMMUNICATION WITH SHAREHOLDERS AND INVESTORS

PRISA has a policy of communication with shareholders, institutional investors and proxy advisors, which regulates the broad principles and general information and

communication channels for relations between the Company and these groups. The main communication channels are:

### Comisión Nacional del Mercado de Valores (CNMV) and other government agencies.

The website of Spain's National Securities Market Commission, CNMV, is one of the main channels for information about the company.

### Corporate Website.

The corporate website publishes all the information that the company makes available to shareholders and the general public. It is therefore a key tool for strengthening communication between the Group and market players. Said website provides in-depth information on all of the Group's areas of activity and its geographical presence, as well details of the Group's social and cultural initiatives. It also publishes press releases.

In addition, the corporate website includes a special section for shareholders and investors which provides all the information required by the *Ley de Sociedades de Capital* (Companies Act) and by market regulations, and which is continuously updated as follows:

- The Company publishes all information disclosed to the CNMV and other official bodies.
- Also published are all documents required under current regulations concerning the convening and holding of general meetings of shareholders.
- All other information that might be required and which is deemed appropriate or useful is also disclosed.

- This section of the web site provides Company financial information and presentations to analysts, indicating the share performance and value. Furthermore, the website contains all information submitted to the CNMV, information on Corporate statutory norms and regulations (Statutes, Regulation and Policies), information about the Board of Directors, the Delegate Committee, and all the other Committees. Information about Shareholders' Meetings, as well as the Corporate Governance Reports issued by the Company, is also available online.

## Meetings with shareholders and investors.

The Company regularly attends road shows in national and international financial centers to provide information on the performance of the Group, as well as any other aspects that might be of interest to analysts and institutional investors. It also attends events organized by investment banks to meet with institutional investors and national as well as international business meetings hosted by other organizations. The company also organizes a quarterly conference call with the management team to discuss in detail the most significant aspects of the financial results published by the Company.



General Shareholders Meeting 2019

At these meetings and events, the company attends to requests for information, unless this is confidential, and at all times any such information will be subject to strict compliance by the Company with the principle of equal treatment of all shareholders.

## Investor Relations Department and Shareholder Services Office.

The Company has two permanently open and transparent communication channels with shareholders and institutional investors: the Investor Relations Department and the Shareholder Services Office, which deal with queries, questions and requests for information. In all such interactions, precedence is given to general social interest and respect for the law and the rules of corporate governance of the Company. In compliance with rules on insider trading, in no event will information be provided that might provide a privilege or advantage over other shareholders.

- The Investor Relations Department, integrated into the Office of Investor Relations – and which reports, in turn, to the Finance Department of the Company – primarily serves analysts and institutional investors (both debt and equity), and the information it provides is fundamentally linked to the management and financial performance of the company and its performance in the markets. It also addresses any issues raised by retail/minority shareholders in relation to the share performance. The department may be contacted at the email address [ir@PRISA.com](mailto:ir@PRISA.com) and on the telephone number +34 91 330 10 85.

PRISA attends various types of meetings with shareholders and institutional investors, organized by national and international business banks, including:

- a) Roadshows: National and international, at a range of financial centers.
- b) Conferences organized by investment banks and other institutions.
- c) Occasional breakfast and group meetings.

As a priority, the Investor Relations Department strives to maintain and improve the flow of communication with shareholders, investors and financial markets, and endeavors to increase the transparency of all information provided. There

was an even greater need, in 2019, to interact with shareholders and investors, due to a range of factors:

- A climate of political uncertainty in Spain and in the main Latin American countries in which the company operates.
- The irregular behavior of Latin American currencies
- The execution of the capital increase.
- Changes to the shareholder structure.
- Agreements for the sale of non-strategic assets.

In 2020, it is intended to continue providing the necessary information for a better understanding of Group's business among the investment community by boosting transparency and undertaking all necessary actions to achieve greater coverage of the Company's value.

In 2020, it is intended to continue providing the necessary information for a better understanding of the Group's business among the investment community by boosting transparency and undertaking all necessary actions to achieve greater coverage of the Company's value.

Additionally, a liquidity contract, signed in 2019, will remain in effect, and is aimed at increasing liquidity and reducing volatility.

- The Shareholder Services Office is integrated into the General Secretariat of the Company and caters mainly to minority shareholders and provides information related to matters of corporate governance of the Company (availability of information, guidance on the corporate website, questions relating to general meetings of shareholders, etc. ). The office may be contacted at the email address [ia@PRISA.com](mailto:ia@PRISA.com) and telephone number +34 91 330 11 68.

## Annual General Meeting of Shareholders.

With regard to the Annual General Meeting of Shareholders of the Company, the Board of Directors is committed to encouraging the informed and responsible participation of all shareholders, and to take all appropriate measures and safeguards to enable the General Meeting to effectively exercise its functions, as stipulated by law and the Company's corporate governance rules.

The Annual General Meeting takes place during the first half of the year and gives the Chairman of the Company and its CEO the opportunity to explain matters of corporate governance, the annual financial results of the Company and to review the business situation and market that the Group faces. Additionally, in specific cases, PRISA may organize Extraordinary General Meetings to discuss specific issues which require the approval of the shareholders of the Company.

In the period between the notice to convene the Meeting and until it is held, the Shareholder Services Office will inform shareholders about the various procedures that are available to them so that they may exercise the rights to which they are entitled, especially with regard to information, voting and representation. Shareholders may attend the General Meeting or confer their representation to another person, granting them the right to exercise their vote.

During 2019, PRISA maintained constant and fluid communication with all its shareholders through the communication channels outlined above. The Ordinary Shareholders Meeting was last year held in June.

# THE COMPANY'S COMMITMENT TO SUSTAINABLE DEVELOPMENT

A commitment to society is at the very core of PRISA, and the Group's mission is to contribute to the development and progress of people and society by offering quality education and truthful, independent and responsible news. This commitment has enabled PRISA to set the global gold standard in both education and news in Spanish and Portuguese. While clearly different, these two sectors are a key part of people's daily lives and both demand of us the same degree of social responsibility.

Ongoing dialogue with society means we have our finger on the pulse with regard to the expectations and interests of the communities where we operate, and this enables us to participate actively in these communities' development. The framework for all such dialogue is set out in the *Social Responsibility Policy* and the PRISA Code of Ethics, as well as in more detail in the *Social Responsibility and Sustainability Report* published by the Group each year.

PRISA's corporate social responsibility policy, approved by its Board of Directors in December 2018, establishes the general framework to ensure responsible engagement with its main stakeholders. All these documents are available on the corporate website of PRISA, [www.PRISA.com](http://www.PRISA.com).

PRISA's commitment to sustainable development is put into practice not only through the Group's business operations, but also via a wide range of different company initiatives and projects. What's more, the Group actively participates in key social associations and organizations that promote our values in local communities.

Testament to this commitment, PRISA is an active member of the Global Compact of the United Nations through its Spanish network. The Group is firmly committed



Campaign: And what do you think?

to the Ten Principles that this global organization promotes in the areas of human rights, the fight against corruption, labor rights and environmental protection. PRISA also collaborates with the Global Compact to promote the UN's Sustainable Development Goals (SDGs). To this end, PRISA has participated in the #aliados-delosODS campaign to raise awareness of the 2030 Agenda. In addition, it has outlined a range of commitments and good practices to help achieve the SDGs.

PRISA is part of the group of companies that together make up the Fundación SERES. In 2019 the Group was actively involved in the dissemination of the work carried out by the foundation and in offering coverage of the SERES Awards, which honor strategic and innovative initiatives that generate value for both society and for companies. PRISA has also actively participated in said Foundation's LabS initiative. These are laboratories that work with companies in order to share experi-

PRISA is an active member of the Global Compact of the United Nations through its Spanish network. The Group is firmly committed to the Ten Principles that this global organization promotes in the areas of human rights, the fight against corruption, labor rights and environmental protection.

ences, analyze national and international trends and identify opportunities for collaboration, all while taking into account social impact.

In the field of education and culture, in 2019, PRISA renewed its sponsorship of an event of exceptional public interest: the bicentenary of the Teatro Real opera.

PRISA sits on the Board of Trustees of the Knowledge and Development Foundation (CYD), which analyzes and promotes the contribution of universities to the economic and social development of Spain, and the Board of the Princess of Girona Foundation, which

supports young people in their professional and personal development.

The Group collaborates with the Foundation for Assistance against Drug Addiction (FAD), of which we are founding trustees and where we work actively on its Media Committee to promote its activity in the areas of awareness and prevention of drug use and other risky behaviors that might impede the personal and social development of adolescents. The Group also actively participates in the **(In)formate** project, developed in conjunction with Google. This initiative aims to promote education in online media and information consumption, and promotes media literacy and critical thinking among teenagers aged 14 to 16. Some 2,500 young people and 370 teachers have participated in the project.

In the field of innovation, research and development, PRISA is the founding patron of the Pro CNIC Foundation (National Center for Cardiovascular Research, founded and directed by Valentín Fuster) and is active in the dissemination of the Foundation's initiatives and campaigns. Yet another year running, PRISA supported the day **VIVE 2018**, organized by the Pro CNIC Foundation to promote healthy habits among children

As part of its commitment to the fight against climate change, the Group collaborates with the World Wide Fund for Nature Conservation (WWF), the largest independent international organization dedicated to the defense of nature and the environment. Since 2008, PRISA has lent its support to **Earth Hour**, the world's largest citizen initiative against climate change.

PRISA forms part of the Emergency Committee, which brings together different NGOs (Acción contra el Hambre, ACNUR Spanish Committee, Doctors of the World, Oxfam Intermón, Plan International and World Vision) and which jointly coordinates public response to humanitarian crises.

PRISA also actively promotes journalism, culture, innovation and sports by sponsoring a series of prestigious awards. In journalism, the Ondas Awards and the Ortega y Gasset Awards pay tribute to the work of the very best professionals and work in radio, television, music and advertising. In innovation, the Cinco Días Awards recognize initiatives in the field of business, universities, social responsibility and entrepreneurship. Finally, the AS Sports Awards honor the sporting achievements of the biggest players in sport.

## PRISA NEWS

As a clear sign of its commitment to ongoing dialogue with society, in 2019, El País launched the campaign **Y tú qué piensas?** (And what do you think?) in order to connect with readers and the general public, and invite them to participate in the public debate on issues such as climate change, equality, education and immigration. Readers participated through a range of different open channels for this project as well as by directly interacting with content. 97% of readers saw the campaign and 90% rated it positively. The campaign, which was active for seven weeks, obtained 16 million views in outdoor advertising, 56 million in press, and significant exposure in public spaces.

In October, El País organized the fourth edition of **Retina LTD**, an annual event for leaders of digital transformation, who are keen to gain a deeper strategic, global outlook, and speed up the pace of change in society. Participants also looked at future challenges in the environmental field and new economic models and their social impact.

El País also organized several meetings open to the public and which were broadcast via streaming to enable the wider public follow debates such as: **Stereotypes are there to be broken**, which explored the current state of gender stereotypes; **Depression and suicide: the silenced reality**, an event that brought together professionals from the field of mental health to address these issues; and the series of events **#eCoche**, to discuss the future of the electric vehicle as a paradigm of sustainable transit. Both these latter events were held in collaboration with Cadena SER.

Cinco Días promoted the project **SDG Observatory**, with the aim of exploring how the 17 sustainable development goals of the UN 2030 Agenda might become tangible realities that will benefit society. The initiative, which brought together leading experts from across Spain for a number of meetings, aims to foster societies with more inclusive economic growth, greater cohesion and social justice, and a sustainable environment.

Among the many initiatives organized by PRISA Noticias to promote local employment, is the project **El País con tu futuro** (*El País with your future*), a careers-guidance fair aimed at young people and focused on the world of work and professional development. In 2019 it was attended by 3,000 young people. The

Cinco Días promoted the project **SDG Observatory**, with the aim of exploring how the 17 sustainable development goals of the UN 2030 Agenda might become tangible realities that will benefit society.

UAM-El País School of Journalism, created in 1986, belongs to a non-profit foundation made up of the Autonomous University of Madrid and El País. The School's main initiative is the **Master's in Journalism**. More specific courses and workshops are also taught with the aim of allowing the general public to learn more about journalism, culture and communication over the course of a few days and learn new skills using an eminently practical method.

The company also collaborates with universities and schools to develop

internships for Intermediate and Advanced Vocational Training students, enabling them to acquire experience and greater expertise.

PRISA Noticias sponsorships include the Human Age Foundation – to promote the employability of groups at risk of social exclusion, Reporters Without Borders – to support freedom of information, Action Against Hunger, and the Spanish Foundation for the Promotion of Research into Amyotrophic Lateral Sclerosis.

## SANTILLANA

Santillana is the leading company for educational content and services in Spanish and Portuguese. It is committed to delivering inspiring student-centered education that empowers the teacher and drives educational improvement. The company provides service and support to schools, involves families, and is firmly committed to innovation and creativity as the cornerstones of learning.

By virtue of its main activity, Santillana has an enormously positive impact on local development: on the graphic industry and on printers, on sales channels (bookstores / e-commerce), on logistics and distribution and in the digital industry (platforms). It stimulates employment among professionals, such as authors, designers, editors, proofreaders, illustrators, etc. And thanks to the congresses and training initiatives that it organizes in each country, it also contributes to the revitalization of all those industries that revolve around the events sector.

In Spain, in particular, Santillana contributes to the employability of people through its online training portal, Bejob, which offers courses open to the general public and aimed at training in all those skills demanded by digital transformation. One outstanding training program is called **DesArrolladoras**, aimed at encouraging 1,000 women to pursue careers in the world of programming, a sector with excellent future job prospects.

Santillana also shows its commitment to society through a wide range of different social action initiatives that it carries out in each country.

In Spain, it collaborates with a number of NGOs through the e-vocación program **Ayúdanos a ayudar** (*Help Us to Help*). In 2019, support was given to projects such **Summer Canteen Scholarships**, run by the NGO Educo, and **Join**

Santillana has an enormously positive impact on local development: on the graphic industry and on printers, on sales channels (bookstores / e-commerce), on logistics and distribution and in the digital industry (platforms).

**the fight against plastic in the sea**, a WWF initiative.

Santillana Argentina has an annual collaboration agreement with Tiflonexos, an association that works to extend access to reading and information through the use of technology and thereby promote greater autonomy among people with disabilities.

In Brazil, Santillana collaborates with different non-profit organizations. For example, the publisher Moderna supports ***Todos Pela Educaçao*** in the publication of the ***Brazilian Education Yearbook***, a

compilation of the main statistical data on Brazilian education.

Santillana Chile actively collaborates with several non-profit organizations. It is currently part of the multi sectoral alliance UPPI (Network of United Enterprises for Children), created to foster dialogue on the importance of childhood in the development of people, and to ensure that children's and teenagers' rights are respected. Santillana's role is to promote, within the annual program, actions aimed at promoting inclusion and equity for the most disadvantaged.

In Colombia, Santillana, the Pies Descalzos Foundation and Lenovo have teamed up to integrate technological solutions into the education initiatives of the Foundation, thereby transforming the quality of teaching-learning spaces of the children. With this initiative, the company contributes to society positively by promoting quality education and ensuring that disadvantaged students in participating schools can access state-of-the-art digital content for training and development.

In Mexico, for the second consecutive year, the company sponsored the robotics contest **MakeX-CreativaKids 2019**, in which students aged 6 to 18 were challenged to solve social problems through the use of technology and the develop-

ment of programming and robotics skills. This contest prepares students to face current and future challenges.

In the Central America North area, Santillana collaborated with non-profit bodies throughout the region. In Guatemala, for instance, the company worked with the Rotary Club and Ensenyants Solidaris, as well as with Inclusión Down 502 and the Guatemalan Autism Association. In El Salvador, the company partnered with Educo, and in Honduras the FEIH Foundation.

In Puerto Rico, in 2019, books were donated to hospitalized children and teacher training was offered.

## PRISA RADIO

PRISA Radio is all too aware of its impact on the process of social transformation. The company endeavors to be a responsible and sustainable company, and to be seen as such, and our reputation and how we are regarded by society are key when it comes to planning our activities, whether these be our own initiatives or those we undertake in partnership with third parties.

PRISA Radio develops initiatives aimed at engaging with the wider community, such as World Radio Day, which Cadena SER stations celebrate every year with an open doors day, inviting listeners to get to know our work in situ and participate in the network's programs.

The World Climate Summit 2019 was held in Madrid, and LOS40, LOS40 Classic and LOS40 Dance threw their weight behind the event through coverage on air, across social networks and the web. LOS40 also aired messages and appeals from big names from the worlds of music and culture on climate change. The following week, Cadena SER Chain carried out an internal initiative to involve employees in sustainable actions every day, such as recycling CDs and DVDs, collecting books to donate, recycling plastic and handing in glass bottles, recycling batteries, pens and paper.

Colombia's Caracol Radio broadcasts the show ***Al campo***, a weekly program presented by Luis Enrique Rodríguez that aims to highlight best practice in Colom-

bia's agricultural sector especially with regard to environmental responsibility and job creation.

In Chile, the ADN radio station organized the campaign **Help Valparaíso**, in which food, toiletries and new clothes were collected for those affected by the fires.

The positive impact of PRISA Radio on society is also reflected in initiatives such as the **Congresos del Bienestar** (*Wellbeing Conferences*), a series of events that initially emerged in 2012 in the midst of an economic crisis. These events aim to engage people with ideas and concepts that produce a sense of wellbeing, and are conceived as a space for bringing together leading media figures, specialists in each field and the public from all over Spain to explore key issues.

**Actua** is a festival that seeks to foster and promote local art, music and culture. It has been held for more than 30 years in the main European capitals, and is a chance for new artists to showcase their talent in their city.

In Bilbao Cadena SER organized the event **Smart Cities and eco transit solutions**, to explore the progress cities are making in terms of their sustainability plans and future challenges with regard to the sustainability of cities.

The LOS40 Music Awards gala, the biggest music awards in Spain and Latin America, featured top names and acts from the national and international music scene. Part of the proceeds went to the Jane Goodall Institute and the World Wide Fund for Nature (WWF) to help endangered species, under the auspices of the LOS40 campaign for the environment "Join Us Against Climate Change, #IDo".

Part of the proceeds of the 23rd Cadena Dial Awards went to the Federation of Women's Associations Arena and Laurisilva (FAMAL), an umbrella group for women's organizations that pursue equal opportunities and which are active in the fight against gender violence and any form of discrimination against women and girls. Other funds went to the Escuelita del Hospital Universitario Nuestra Señora de la Candelaria, a classroom aimed at hospitalized children that ensures sick children continue to enjoy school activity while in a hospital environment.

The beneficiary of the Gala of the Radiolé Awards was Manos Unidas, which will now be able to finance an educational project that gives access to secondary edu-

The World **Climate Summit** 2019 was held in Madrid, and LOS40, LOS40 Classic and LOS40 Dance threw their weight behind the event through coverage on air, across social networks and the web.

cation and clean drinking water to 200 young people.

In Colombia, Caracol Radio developed a renewable energy content project with the support of the Ministry of Energy, Ecopetrol and Naturgas. Its objective was to highlight the efforts being made in the field of renewable energy and to raise awareness of the potential impact on local communities.

Caracol Radio, in collaboration with Novo Nordisk laboratories, lent its support to the **Obesity Forum**, with the aim of raising awareness about obesity in Colombia. The station's programs dealt with the problem of obesity from a range of different angles, including sports, health and lifestyle, and culminated with a forum in which representatives of the government, the pharmaceutical industry, the medical community and affected patients participated.

Radioactiva Bogotá hosted, in December, **Jingle Bell Rock**, a concert that collected gifts for disadvantaged children. A total of 35,000 gifts were donated and subsequently distributed among different foundations.

Contributing to employment and local development is also among the objectives of PRISA Radio, and the company promotes events such as **Branding Days**, which bring together entrepreneurs, students and any professional or individual interested in marketing and communication. Over the course of the one-day event, experts help attendees to develop their businesses and understand the importance of communication as a key tool for success.

The SER **Forums and Events** deal with a wide range of current hot topics for citizens and businesses and are aimed at finding solutions to key issues through discussions and presentations by experts. In 2019, these events were held in 25 cities throughout Spain, and focused on matters such as education of the future, the so-called silver economy, SDGs, urban planning and sport.

Tropicana Colombia holds a quarterly activity called **Trabajo se escribe con T de Tropicana**, whose objective is to encourage access to employment by providing information on job opportunities that the station receives.

PRISA Radio's sponsorships focus on promoting culture. There are important agreements with the Guggenheim Museum, the Botín Foundation and the Almagro Classical Theater Festival. The company also supports charity events such as the Nuevo Futuro charity fair and market and various social causes for women's equality such as the Women's Mini Marathon or the **Malas Madres Race**.

In Chile, PRISA Radio is involved with organizations and projects such as the Planetarium of the University of Santiago, the Orchestra of the University of Chile, the project **Santiago in 100 words** of the Plagio Foundation, the Authors and Interpreters Fair and the Fundación Mujer Impacta.

## MEDIA CAPITAL

Media Capital develops a wide range of initiatives in areas of social inclusion, and the leading figures from its different business units regularly throw their weight behind the company's messages and initiatives, with special attention given to issues involving minority communities and natural, social or economic disasters.

The television show **Apanha se pudeser** continued, in 2019, to fulfill its mission to entertain while also helping those in need through the TVI network. The proceeds from 14 special broadcasts went to 11 charities in Portugal. Seven episodes of the game show **Ver P'ra Crer** helped good causes, including: Liga de Bombeiros (League of Firemen), Terra dos Sonho, Make a Wish and Acreditar.

TVI's afternoon program **A Tarde É Sua** established a number of collaboration agreements with a range of different charities and organizations. The show that aired on August 27, for example, helped Orthos Paediatrics, which provided a wheelchair specially adapted for a child with cerebral palsy.

TVI and the Calzedonia teamed up to support Portuguese firefighters with the sale of socks by the popular brand. Part of the proceeds went to the purchase of firefighter suits, vehicles and other materials.

The Group's TV and radio stations also participated in the 16th edition of the charity fair and market **Feria de Solidaridad Rastrillo**, as well as in the initiative **Todos Mozambique**, which raised money for the victims of typhoon Idai.

With regard to education, collaborations and protocols were developed with schools, universities and other institutions, such as the protocol between Plural and Universidade Lusófona, which facilitated the visit of students to the production company's facilities and the sharing of stage materials with students from film schools.

A range of study visits to Plural and TVI have been set up in order to motivate students and future workers at schools, universities and other institutions. In 2019, in collaboration with Casa Pía de Lisboa, Media Capital supported the training of students, offering help with classes and making its facilities available so that students from local schools, as well as workers from the area, could use them, and thus facilitate access to a career in the sector.

Media Capital group is socially committed to the promotion of culture and the arts, and actively collaborates with key institutions, foundations and cultural associations in Portugal such as Teatro da Trindade, Casa da Música, Fundação Francisco Manuel dos Santos, LRS Loures Câmara Municipal, Direção-Geral da Saúde, Serralves and the Teatro Nacional de São Carlos.

In 2019, Grupo PRISA made contributions totalling 1,698,010 euros to 53 foundations and non-profit organizations.

# THE COMPANY'S COMMITMENT TO SUSTAINABLE DEVELOPMENT

## ALLIANCES

### SOCIETY AND CULTURE

GLOBAL COMPACT SPANISH NETWORK  
 200th ANNIVERSARY TEATRO REAL  
 GUGGENHEIM MUSEUM FOUNDATION  
 REINA SOFÍA MUSEUM  
 UNIVERSIDAD AUTÓNOMA FUNDACIÓN UAM FUNDACIÓN  
 SERES FOUNDATION  
 FAD  
 FUNDACIÓN PRO CNIC  
 FUNDACIÓN CEDE  
 EDUCO  
 ACTION AGAINST HUNGER  
 HUMAN AGE FOUNDATION  
 REPORTERS WITHOUT BORDERS

Presence at Fairs:

ARCO, FIL, CILE, FERIA DEL LIBRO DE MADRID

### ECONOMIC DEVELOPMENT

FAO  
 UNICEF  
 FUNDACIÓN PRINCESA DE GIRONA  
 SPAIN INVESTORS DAY  
 FUNDACIÓN CYD

Professional associations:

AMI, LENA, ARCE, AUTOCONTROL,  
 CEDRO, WAN-IFRA, AIMC, OPA, AERC, AMPE, PROMUSICAE, AEA,  
 AIMC, PMP, APDC, CAEM, ACEPI, AIABP AEOM, APR, ANELE, FGEE,  
 W3C, IMS, IGEP, AUDIGEST, APR, GEDIPE, MADINET, ICAP

### ENVIRONMENTAL DEFENSE

WORLD WILDLIFE FUND (WWF)  
 EARTH HOUR  
 JANE GOODALL FOUNDATION  
 GREENPEACE  
 SURFRIDER SPAIN



## INITIATIVE

### INSTITUTIONAL AWARDS

ORTEGA Y GASSET  
 ONDAS  
 CINCO DÍAS  
 LOS40  
 CADENA DIAL  
 AS SPORTS

### PROMOTION OF EDUCATION

EL PAÍS CON TU FUTURO  
 EL PAÍS DE LOS ESTUDIANTES  
 GRANDES PROFES / GREAT TEACHERS  
 FUNDACIÓN **SANTILLANA**  
 21ST-CENTURY SKILLS FORUM  
 LATIN AMERICAN EDUCATION FORUM

### SOCIAL DIALOGUE

Forums and debate:

EL PAÍS RETINA  
 ECONOMIC FORUMS  
 FORUMS AND SEMINARS ON SUSTAINABILITY  
 CINCO DÍAS NEWSROOM BREAKFAST MEETINGS

### COMMITMENT TO CULTURE AND COMMUNICATION

FUNDACIÓN **SANTILLANA**  
 MASTERS IN GOVERNANCE AND HUMAN RIGHTS  
 CULTURAL AND CREATIVE INDUSTRIES  
 CULTURAL JOURNALISM CONGRESS  
 FORMENTOR LITERARY CONVERSATIONS  
 UAM-EL PAÍS SCHOOL OF JOURNALISM



Retina LTD Event



SDG Observatory



Forum on depression and suicide

# PRISA NOTICIAS



The Journalism School



Forum: Stereotypes are there to be broken



Planeta Futuro Project: 'A year in Saint-Louis'



EL PAÍS with your future

# PRISA NOTICIAS

## UAM-ELPAÍS SCHOOL OF JOURNALISM

Founded in 1986, the UAM-EL PAÍS School of Journalism has as its chief mission the teaching of the values of quality journalism and awakening a passion for the craft. To this end, the School endeavors to train journalists who will be in a position to collaborate in achieving a better model of society and in strengthening democracy. Journalists trained at the School learn to base the exercise of their profession on ethics, rigor and honesty – all with the ultimate goal of creating informed public opinion and ensuring that citizens enjoy the right to freedom of expression.

The School belongs to a non-profit foundation made up of the Universidad Autónoma de Madrid (UAM) and the newspaper EL PAÍS. The School's main initiative is the Master's in Journalism, the oldest such postgraduate degree in the Spanish language for training journalists. The course lasts 22 months – 12 of which are practical training in newsrooms or via remunerated work experience at PRISA media outlets.

The School of Journalism has been quick to adopt new technologies over the past three decades and is a cutting-edge laboratory where we try out new ways of telling the news using all the latest technological advances. – all without losing sight of the spirit with which the School was first conceived: to be, above all, a training ground for journalistic content.



## Event: EL PAÍS con tu Futuro

3,000 young people gathered in Madrid for the fifth edition of the event *EL PAÍS con tu Futuro*, a careers-guidance fair focused on the world of work and professional development. The event was aimed at helping and guiding Year Two Baccalaureate students when it comes to choosing their own future path and featured around 60 talks by recognized professionals from a wide and varied range of sectors, in addition to workshops on effective communication skills, leadership, teamwork, creative thinking, and other skills for personal development. There were also face-to-face meetings where professionals shared their experiences with the students, explaining how they got where they are in their careers.



## EL PAÍS de los Estudiantes

*El País de los Estudiantes* is a free, widely acclaimed, pioneering, school newspaper project aimed at teachers and students alike, with a focus on those students at ESO and Baccalaureate level, and Vocational Training students. An innovative initiative, with both recreational and educational value, it promotes multidisciplinary learning, teamwork and the personal development of each student. Taking full advantage of the benefits of new technologies for teaching and learning, the program asks students to design their own newspaper, both in print and in digital formats. This learning tool helps students to develop a range of skills, such as critical thinking, writing, analysis and structure, as well as creativity.



## RetinaLTD event

Retina LTD is the annual event for leaders of digital transformation, aimed at managers who are keen to gain a deeper strategic, global outlook, speed up the pace of change in their organizations and keep up to date with all the latest technological trends.

The fourth edition, held in Madrid, brought together influential leaders in their sectors, as well as executives and CEOs, who discussed a wide range of issues that impact organizations: strategy, organization and technology, as well as future challenges in the environmental field, policies aimed at change, and new economic models and their social impact.



## SDG Observatory

The SDG Observatory is a project developed by *Cinco Días* to explore how the 17 sustainable development goals of the UN 2030 Agenda might become tangible realities that will benefit society and contribute to a change of model.

This journalistic initiative aims to identify what might be done to achieve each of the goals and what medium and long-term decisions must be taken to ensure actual balanced growth in companies.

The Observatory thus has the mission of informing about the leading players, and the ideas and best practices that are being developed – all with the ultimate aim of convincing companies and the general public alike to make the sustainable development goals their own – and commit to a better future for all.



## #ECoche event series

The series of events titled #eCoche was organized jointly by Cadena SER, *El País* and *Cinco Días* at a time when experts argue that electric vehicles are set to be the solution for short- and medium-term sustainable transport.

Transport has emerged as one of the key issues in the debate on the climate emergency, and we urgently need to address how we all get about.

Two forums – *The challenges of the electric car* and *The next car: 100% ECO* – were held to discuss the future of the electric vehicle as a paradigm of sustainable transit. The events also explored the challenge of adapting the automotive industry and the economy to a new, more sustainable model.



## Journalism workshops at the Seventh International Congress of the Spanish Language

500 students, aged between 8 and 12 from schools in Córdoba (Argentina), benefited from the journalism workshops offered by EL PAÍS within the framework of the Seventh International Congress of the Spanish Language, in collaboration with the Ministry of Education of the province, the Córdoba municipal authorities and Santillana.

The workshops seek to bring journalism to elementary students in a fun way and explain, with examples adapted to their age group, how the media works and what news is. They then design their very own newspaper front page.



## Forum: 'Depression and suicide, the silenced reality'

Organized by *EL PAÍS* and Cadena SER, the forum *Depression and suicide: the silenced reality* brought together leading experts, including doctors, psychiatrists, journalists and

authors, to discuss and grapple with the taboo surrounding these two issues. The format of the event consisted of presentations, debates and interviews with professionals in the field of mental health, all aimed at fostering open dialogue that will facilitate prevention and treatment.



### Forum: 'Stereotypes are there to be broken'

This event, organized by *EL PAÍS*, explored the state of gender stereotypes and looked at solutions and initiatives being implemented in different areas of society.



### Forum: 'The new masculinity'

Leading experts in medicine and the social sciences came together at the forum *The new masculinity*, organized by *EL PAÍS* and Cadena SER, to tackle issues such as the influence of age-old male archetypes on the physical and mental health of men, as well as to address the importance of exploring new approaches to specifically male diseases, such as prostate cancer.



### Forum 'Future: observatory of economic trends'

Cinco Días organized this observatory for economic research to explore a range of diverse issues such as the reforms that the labor market needs, the future of financial activity, the monetary situation in Europe and phenomena such as zero inflation and zero interest rates.



### Planeta Futuro Project : 'A year in Saint-Louis'

The rejection of 'the other' and the poor, racism, xenophobia and populism: all are growing at an alarming rate, worldwide. The best way to combat this trend is through knowledge of

the other and via dialogue. With this *Planeta Futuro* project, *EL PAÍS* brought Spanish readers the real Africa, offering special coverage on everyday life in the city of Saint-Louis, in Senegal.



Reporters from *Planeta Futuro* and other sections of *EL PAÍS* spent a year looking at the future of the city, exploring development and progress, challenges, dilemmas, traditions and innovations, across all sectors and from every possible perspective.

This was a true team effort, featuring journalists, bloggers, students of Spanish, NGOs, intellectuals and other citizens of Saint-Louis, who every week, through articles, reports, videos and content on social networks, helped portray Saint-Louis, and bridge the gap between the two shores of the Mediterranean and the Atlantic.

PRISA NOTICIAS



Interview with the crew of the Arctic Sunrise



Fighting climate change

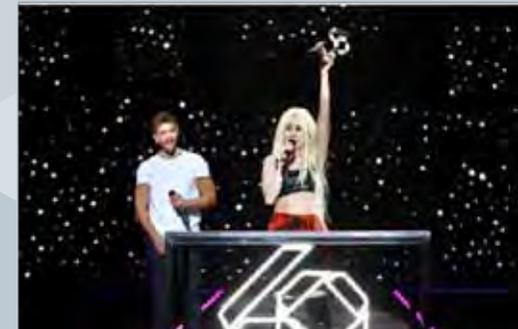


The 23rd Cadena Dial Awards Gala



5th Annual Radiolé Awards

# PRISA RADIO



LOS40 Music Awards Gala



LOS40 Primavera Pop Gala



The Vive Dial Gala 2019



LOS40 Music Awards Gala

# PRISA RADIO

## Join Us Against Climate Change, #IDo

90% of LOS40 listeners are worried about climate change. And LOS40 is just as concerned. That's why, in 2019, the station launched the campaign "Join Us Against Climate Change, #IDo", aimed at raising awareness and funds for organizations that champion the environment.

LOS40 and planeta\_LOS40 sought to involve listeners and users in a range of initiatives, all developed in collaboration with non-profit organizations – from WWF to Greenpeace, and Surfrider Spain to the Jane Goodall Institute – who provided the knowledge and expertise in issues as varied as sustainable consumption, the protection of our oceans and endangered species.

## The LOS40 Music Awards

The gala for the *LOS40 Music Awards*, the largest music awards in Spain and Latin America, was held on November 8 at the WiZink Center in Madrid. The event featured top acts from the national and international music scene, including Rosalia, Lola Indigo, Manuel Carrasco, the Jonas Brothers, Amaral and Laura Pausini.

Proceeds from the gala went to the Jane Goodall Institute and the World Wide Fund for Nature (WWF) to help endangered species, under the auspices of the LOS40 campaign for the environment "Join Us Against Climate Change, #IDo".



## LOS40 Primavera Pop. Protect the oceans

*LOS40 Primavera Pop* is a festival aimed at young audiences and brings together major national and international performers. The 13th edition was held in Madrid, Barcelona and Málaga. In Madrid, the only event to charge an admittance fee, part of the proceeds went to Surfrider, an organization dedicated to the protection of our oceans. This was also an initiative organized as part of the LOS40 campaign for the environment "Join Us Against Climate Change, #IDo".



## Climate Week at SER

The World Climate Summit 2019 was held in Madrid, and LOS40, LOS40 Classic and LOS40 Dance threw their weight behind the event through coverage on air, across social networks and the web. LOS40 also aired messages and appeals from big names from the worlds of music and culture on climate change, such as Los Javis, Anna Castillo, Aitana, Miriam, Miguel Bernardeau, Annita, Yolanda Ramos, Ester Expósito, Don Patricio, Lola Índigo and Taburete

The following week, SER celebrated Climate Week, an internal initiative to involve employees in sustainable actions, such as recycling CDs and DVDs, collecting books to donate, recycling plastic and handing in glass bottles, recycling batteries, pens and paper, and bringing a cactus to the workplace to make it greener and more pleasant.



## Sé Dial, Cadena Dial for Equality

In 2019 Cadena Dial rolled out a new image for its campaign for equality between men and women: #SÉDIAL (Be DIAL). The slogan reflects the four attributes (in Spanish) of the Cadena Dial audience: Decisive, Equal, Active and Combative. Specifically, the Dial woman is independent, active, sporty and likes music and concerts. Throughout 2019 the station has encouraged its listeners to get involved in actions in favor of equality and social change, such as on Women's Day, at the Vive Dial Festival and the Dial Awards, and at women's mini marathons held across Spain.



## 23<sup>rd</sup> Cadena Dial Awards

The Cadena Dial Awards, the only awards in Spain to honor the world's top songs and artists from the Spanish-language music scene, celebrated their 23rd edition in Santa Cruz de Tenerife. The night's big winners included Laura Pausini, Pablo Alborán, David Bisbal, Vanesa Martín and Marta Soto. There were special prizes too for Malú and Pedro Guerra, and performances from Aitana, Bustamante, Marta Sánchez, Carlos Baute and Ana Guerra.



Part of the proceeds went to the Federation of Women's Associations Arena and Laurisilva (FAMAL), an umbrella group for women's organizations that pursue equal opportunities and which are active in the fight against gender violence and any form of discrimination against women and girls. Other funds went to the Escuelita del Hospital Universitario Nuestra Señora de la Candelaria, a classroom aimed at hospitalized children that ensures sick children continue to enjoy school activity while in a hospital environment.

## Vive Dial 2019

Vive Dial, the top festival for music in Spanish, was held on September 6 at the WiZink Center in Madrid and featured performances by Aitana, Beret, Camila, Cepeda, Edurne, Estopa, Fangoria, Hombres G and India Martínez.



The station used the festival to promote equality between men and women. In addition, part of the proceeds went to the Asociación Mensajeros de la Paz del Padre Ángel, which works to alleviate inequalities, especially among disadvantaged women.

## Únicas Dial

The Auditori Forum CCIB of Barcelona hosted the show *Únicas* (Unique), organized by the program *Dial tal cual*. It was an unforgettable event that featured unique performance by top female artists India Martínez, Edurne, Pastora Soler, Chenoa and Merche, among others. All of them, and the thousands of people who attended, thus threw their weight behind the campaign #SeDial, with which Cadena Dial promotes equality among its listeners.



## 5<sup>th</sup> Radiolé Awards

The fifth edition of the Radiolé Awards took place at the Palace of Congresses and Exhibitions in Seville. Among the winners were artists such as Dyango, Kiko Veneno, Camela, Estrella Morente and Diana Navarro. The prize for outstanding lifelong musical career went to Raphael, while Manolo Escobar and Enrique Morente were honored with posthumous awards. There were also performances from top acts such as DeMarco Flamenco, Rosa López and Manu Tenorio.



Proceeds went to Manos Unidas, which will now be able to finance an educational project that gives access to secondary education and clean drinking water to 200 young people.

## Support for the Aladina Foundation

The premiere of the film *Los Rodríguez y el más allá* (The Rodríguez and the Far Side) raised funds for the Aladina Foundation. SER created a dramatized documentary with scripts based on real-life experiences of children with cancer, who also actively participated. The content was broadcast by *La Ventana*, with Carles Francino, which also aired an interview with the film's producer and one of the participating children.



mission to promote *Let's sing another story*, an initiative to collect musical instruments in good condition that will be donated to groups and institutions in disadvantaged areas. More than 300 instruments were collected.

## Copa Soñadores (The Dreamers' Cup)

Caracol Radio in Cali (Colombia) organized the Copa Soñadores (The Dreamers' Cup), a children's soccer championship played at the Aviation School of the Colombian Air Force, with the aim of collecting donations of sports kits for underprivileged children. As a result, 400 young people received a kit each, consisting of boots and uniform.



## Todos por el muelle

Puerto Colombia was, in the 20th century, Colombia's gateway to the world, a place of trade, a place which also welcomed many new influences and trends to the country – including football.



Caracol Radio and its program *Hora 20* threw their weight behind a project to raise local and national awareness of the need to rebuild the pier and revitalize the surrounding dockland areas, through a promotional campaign that reminded listeners of the importance of the pier. It climaxed with a forum in Fuerte San Felipe that was attended by the minister of transport as well as representatives from local government.

## Cantemos otra historia (Let's sing another story)

Caracol Radio and its programs *Hoy por hoy* and *A vivir que son dos días* teamed up with the 24-0 Foundation, of musician and activist Cesar López, the UN and the Truth Com-





Inspiring Girls Club



Santillana at Liber



The Santillana Master's in Publishing

# SANTILLANA



Cosechamos Educación initiative



Grandes profes! Event



Don't stop learning: award for the best campaign



The "I am Loqueleo" competition, Peru

# SANTILLANA

## ARGENTINA

### Maker space for future educators

In Argentina, Santillana invited students of education sciences and mathematics to a workshop on so-called maker culture. The aim was engage them, during this crucial teacher training stage, with practices that develop 21st-century skills: collaborative learning, meaningful learning, flexibility, frustration tolerance, programming, robotics, etc.



### Collaboration with Tiflonexos

Tiflonexos works to extend access to reading and information through the use of technology and thereby promote greater autonomy among people with disabilities. Santillana collaborated in 2019 by providing books in PDF format, which Tiflonexos converts into accessible digital books. These are then made available at Tiflolibros, the first Spanish-language Internet library for people with visual disabilities. Access is free, and the library now boasts more than 55,000 books in text files that are readable from a computer or mobile device.



### Collections and donations on Children's Day

On Children's Day, Santillana encouraged employees to donate toys, school kits and books for disadvantaged children.



This year's donations were sent to the Hogar Amparo Maternal, a nonprofit association that helps homeless mothers, and promotes their reintegration into society and work.

## BRAZIL

### Educators Project

In 2019, Santillana's publishing label in Brazil, Moderna, teamed up with Two Sides, a global NGO that raises awareness among people and institutions about the sustainable use of paper. This partnership focused on fostering awareness among educators from all over Brazil with regard to the paper production chain, from raw materials, through reforestation and recycling, to job creation. The *Educators Project alliance* included Two Sides – as promoter – International Paper and Chamex – as paper providers – Editora Moderna– as producer of content – and Ogra Graphic – the printer. The initiative consisted of producing 30,000 sustainable posters showing the sustainable life cycle of paper for distribution among 12,000 schools throughout the country, as well as events and other activities run by Santillana. Work was also done on training and awareness with teachers and educators.



## Seed pencil for Compartir families

The families of children at Brazilian schools using Compartir received a special gift from Santillana related to sustainability: the so-called seed pencil, which can be planted after use. This had the aim of raising awareness about the environment and boosting the role of parents in the education of their children. Families were encouraged to get involved on social media with the #FamiliaCompartilha hashtag.



## Support for two refugee families

Celin and Lamar, aged 5 and 7, escaped the horrors of the war in Syria with their mother, Rama. They are just three of the more than 5.6 million refugees displaced by eight years of conflict. The Portinari College, which uses the Compartir learning system, will look after monthly fees until Celin and Lamar conclude Basic Education. Moderna, in turn, will take care of all the necessary teaching material during that period.



## CHILE

### Choose to reuse

Santillana joined the campaign of the Municipality of Providencia (Chile) to promote the use of reusable bags, given out at the Espacio Santillana store. It thus becomes one of the first companies in the sector to obtain the Green Seal.



### School Coexistence Network

Santillana Chile collaborated in the bullying prevention program KIVA through two specific awareness-raising initiatives: *I forgive you and Contigo Fest*, both as a direct result of the



company's participation in the 2019 School Coexistence Network, whose objective is to promote the importance of emotional development from early childhood onwards as a crucial factor for school coexistence in the learning processes of children in the Metropolitan Region.

## COLOMBIA

### Partnership with the Pies Descalzos Foundation and Lenovo

Santillana Colombia, the Pies Descalzos Foundation and Lenovo have teamed up to integrate technological solutions into the education initiatives of the Foundation, thereby transforming the quality of teaching-learning spaces of the children throughout the country. The partnership was developed within the framework of the project *A question - Lenovo*, one of the Foundation's programs. Its objective is to promote inquiry, research and conversation based on Lenovo's solutions for education and on digital educational content developed and donated by Santillana.



### Teacher training program

As part the Loqueleo training program, teachers were invited to reflect on the relationship between reading, writing and neuroeducation. Throughout the program, questions were asked such as: What is the most appropriate age for children to learn to read and write? What should we teach about reading to those who haven't learned to read yet? How do we read the images in a book? How can a book foster emotional education among children and young people? How should we plan conversation in the classroom based on student readings? The event was attended by leading experts



such as Carola Díez, Alejandra Jaramillo, Francisco Montaña, Albeiro Echavarría, María Fernanda Heredia and Jordi Sierra i Fabra.

### Inspiring educators

This is the name of a contest whose objective is to give greater visibility to the innovative practices of teachers in Colombia. These inspiring educators were invited to share the learning strategies they use at their schools that have led to improved student learning outcomes, and, consequently, have raised the academic level of their institutions.



## COSTA RICA

### Sports Festival 'My Soccer Dream Cup'

Santillana sponsored the charity sports festival of the My Soccer Dream Association, a non-profit organization that promotes football in disadvantaged areas. The goal was to raise funds for the development of social development projects, aimed at socioeconomically disadvantaged children and young people.



### World Day Against Childhood Cancer

To mark World Day Against Childhood Cancer in Costa Rica, Santillana participated at a special Fun Day with storytelling, puppeteers, flamenco and book signings, all aimed at young patients of the National Children's Hospital. The event was supported by the Embassy of Spain, the Paulino Peralta Flamenco Company, the writer Dionisio Cabal and the Vice Ministers of Culture and Health.



### 1000 corals in Costa Rica

The campaign #1000 corals in Costa Rica seeks, through the dissemination of a documentary, to raise awareness of the problems facing coral reefs. It is complemented by environmental education workshops in schools and the sale of the book *Los corales mágicos* (The Magic Corals), by popular Costa Rican author Lara Ríos and published by Loqueleo. It is an initiative of the Pelagos and Raising Coral foundations, in collaboration with the Center for Research in Marine Sciences and Limnology (CIMAR) of the University of Costa Rica, and seeks to raise funds to finance the cultivation of coral in a nursery environment and its subsequent transplantation to the ocean in order to aid the recovery of coral reefs.



## ECUADOR

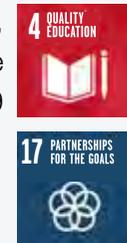
### Support for the Johann Strauss Robotics Group

In Ecuador, Santillana supported five students from the Johann Strauss Institution Robotics Group at the Robotics World Cup held in Dubai.



### Literary contest for children 'Yo cuento'

Organized by the Cultural Section of the Embassy of Spain, and with the participation of Santillana, the third edition of the literary contest for children *Yo Cuento* was dedicated in 2019 to the Prado Museum on its bicentennial.



## EL SALVADOR

### Collaboration with Educo

Educo is a global NGO with more than 25 years of experience working for children and in defense of their rights. The project Textbook Donation is aimed at helping schools via a range of ongoing initiatives to ensure access to quality education for 385 girls, mainly in early childhood.



## SPAIN

### Grandes Profes! / Great teachers! event

*Grandes Profes!* has established itself as one of the key events of the year for the educational community, a special day designed to pay tribute to the world of learning, and especially to teachers. The theme of this sixth edition, organized in collaboration with Atresmedia, Samsung and the International University of Valencia, focused on talent, with the 1,700 teaching professionals in attendance availing of a range of talks on the subject.



### Help us to help

Through the portal for teachers E-vocación, Santillana has been working actively since 2014 with a wide range of NGOs (Acnur, Educo, WWF and Entreculturas, among others) on campaigns to foster and promote the improvement of education and offer help in those tasks that impact directly on children's quality of life. Registered teachers were able to exchange points for "solidarity money" that could be converted into basic necessities that were allocated to an NGO in their name and that of Santillana.



### Inspiring Girls Club

Bejob, Santillana's online training company, and the Inspiring Girls Foundation were behind the *Inspiring Club*, aimed at girls between 10 and 15 years old. The goal is to foster vocations in new technologies at an early age through practical activities (workshops on technological skills and their application in key professional sectors). The girls also receive inspiring talks from professional women in the technology and innovation sectors. Areas addressed included coaching, digital marketing, digital communication, web development, app design, programming, animation and content – all applicable in the environmental, social, economic and technological sectors.



### DesArrolladoras (Bejob)

*DesArrolladoras* is a training project aimed at encouraging 1,000 women to pursue careers in the world of programming, a future with high employability. Bejob acted as a provider of content and training for the program, created for Samsung within the framework of its corporate social responsibility strategy.



### 'Monsters only in stories', A campaign against bullying

Loqueleo, Santillana children's literature imprint, promoted the campaign *Monstruos, solo en los cuentos* (Monsters – only in stories), which showed that literature is an excellent vehicle for training in skills such as listening, respect for oth-



ers, emotions, self-control and assertiveness. The initiative included the contest *Say no to bullying. Everyone's a winner*, whereby students were asked to come up with proposals to combat bullying.

### Mujeres protagonistas (Women protagonists)

*Women protagonists* is a Santilana editorial project whose goal is to document and make visible the contributions of women to the history of knowledge and the construction of our world. It works across three main areas of action: 1) The role of women is a collection of books that analyzes the historical and current role of women in different fields of knowledge, and looks at the most important figures in each field. 2) Women's lives is a comprehensive online database of prominent women, complete with biographies – currently more than 200 biographies plus a further 800 in the pipeline – of women. 3) Women's voices is a compilation of organizations and entities – currently 100 – that work for gender equality and female empowerment.



## GUATEMALA

### International Book Day

Santillana Guatemala celebrated International Book Day with 50 children from communities associated with ChildFund Guatemala, an association that seeks to empower rural communities. The children visited the facilities of the publishing house during a morning full of activities, including creating their own stories, and drawing characters. There was also a storyteller on hand, who told stories from books published by the Loqueleo label.



## HONDURAS

### Sembramos con el ejemplo, cosechamos educación (We sow by example, we reap education)

In collaboration with the San Miguel Heredia Rotary Club and the Association of Hills and Parks of Tegucigalpa, 500 trees were donated and planted on the hill known as Juana Laínez, one of the lungs of the Honduran capital.



## MEXICO

### Recycling in exchange for smiles

In 2019 Santillana Mexico donated the recycled paper from discontinued books to a private foundation that then sold it to raise money for surgery for disadvantaged children with malformations and congenital deformities.



### Make X - Robotics Competition

Santillana Mexico promoted this international robotics competition, in which elementary students were challenged to solve social problems through the use of technology. By using programming language and building robots, students contributed to combating environmental pollution, bolstering food security and fighting viral infections.



## PERU

### I am Loqueleo Contest 2019

The contest *Soy Loqueleo* (I am Loqueleo) is a Loqueleo initiative in Peru whose purpose is to promote and reward read-



ing habits among Peruvian children and young adults. Over the course of five months, participants are asked to register on the website and meet the challenge set according to the book they have chosen.

## PUERTO RICO

### Alliances for the professional development of school principals and teachers

Santillana Puerto Rico has renewed collaborative agreements for the development of projects that strengthen knowledge of Spanish, science, social studies, history and geography in schools, and that enable the development of research skills, events, courses, materials and educational services as key tools in these disciplines. Ten professional development events were held for school principals and teachers.



## VENEZUELA

### Honoring excellence in teaching

Santillana Venezuela sponsored the Sixth Seminar on Quality Education and its awards that pay tribute to excellence in teaching. Almost 70 teachers from 27 schools throughout the country were thus honored. Organized by the Andrés Bello Catholic University School of Education (UCAB), the accolades were awarded in four categories: learning management, guidance and counselling, teacher leadership and promotion, and proactivity aimed at finding solutions. The winning educators were chosen by their school communities, through a public process run by UCAB.



SANTILLANA



Fifth Cultural Journalism Congress



Philosophy Festival



Ibero-American Education Forum

# FUNDACIÓN SANTILLANA



The VivaLectura Contest



Seminar: Education for Life

# FUNDACIÓN SANTILLANA

2019 was yet another busy year of educational and cultural activity for the Fundación Santillana / Santillana Foundation in Latin America and Spain. Among the notable highlights of the year were the launch of the ED21 Program in Spain, Colombia, Brazil and Peru, and the Fifth Annual Congress of Cultural Journalism.

PRISA Group's Santillana Foundation was created in 1979 to promote innovative educational and cultural projects, establish cooperation links between Spain and the Americas, foster and promote forums for the exchange of ideas and to sponsor initiatives related to the world of publishing, information and education.

The Santillana Foundation's educational project is guided by the 17 Sustainable Development Goals, and it is committed to promoting the development of social, technological and environmental innovation.

In the **area of education**, the Santillana Foundation seeks to become a true laboratory of ideas, thereby actively contributing to debate and reflection on education for life and to the adaptation and reinvention of our schools.

Everything about the worlds of learning and education is in flux. How does this fact affect the mission of education? What should schools be teaching today? Why? And how? To achieve real change in education, we're going to have to talk more about students than teachers, focus more on learning than teaching, more on skills than knowledge, more on experiences than theories, more on innovation than on improvements, more on challenges than goals, more on questions than answers, and more on collaboration than individuality.

If they are to successfully face the future, citizens need the relevant skills, competencies, knowledge and values that will equip them for their personal, social and professional life projects. The Foundation aims to contribute to this, ensuring that the educational model is in a position to respond to the expectations of citizens of the 21st century and the opportunities that the knowledge society promises.

In 2019, the most important milestone was the launch of the ED21 Program, which is based on the following pillars:

- **Education 21.** Anticipating the future may seem an impossible task – but it's a necessary one, all the same. But how do we train people for an uncertain future? What kind of knowledge and skills will make sense and hold their value in the future? So while the outlook is certainly ever-changing, uncertain and complex, it is also, at the same time, challenging and exciting. At the Foundation we want to work for a better, more inclusive and participatory education, one that's fairer and more equitable, one that responds to the diversity of our societies and helps us overcome the current detachment from learning. In this changing world, our schools must help students build up the required mental, emotional and social resources if they are to enjoy the challenges of the future and be equipped to cope with uncertainty and complexity.

In the area of education, the Santillana Foundation seeks to become a true laboratory of ideas, thereby actively contributing to debate and reflection on education for life and to the adaptation and reinvention of our schools.

- **The role of Skills 21.** What we should be learning and, consequently, what we should be teaching in school are hardly new questions, nor are they especially disruptive ones. Yet they remain as urgent and as important as ever, indeed increasingly so. In fact, it's safe to say that these remain the big questions facing education. This is because, in short, to ask about 'what we should learn' (and therefore 'what we should teach') is to ask about the very meaning (or lack, thereof) of school itself. To ask what children should be learning is to ask why children and young people should go to school in the first place. It's about wondering what it's all for. It is to define the skills that the school needs to teach

Our students all learn in their own specific context, with their unique problems and opportunities, their own special interests and needs.

if we are to have active and participative citizens, citizens with self-confidence, who are autonomous and curious, who can adapt to change and promote innovation.

- **Ibero-American Region.** Our students, located as they are in 21 Ibero-American countries, all learn in their own specific context, with their unique problems and opportunities, their own special interests

and needs. The Santillana Foundation fosters and promotes reflection on the future of these more than 112 million Latin American students, leveraging its unrivaled influence and scope to publicize proposals, new ideas and experiences, as well as challenges and concerns over education, as we strive to ensure a 21st century of progress and the success of the 21 countries.

The Santillana Foundation is active in 21 Ibero-American countries, with headquarters in seven (Spain, Brazil, Colombia, Argentina, Mexico, Chile and Peru) and a presence in 14 others (Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, Venezuela, Bolivia, Ecuador, Puerto Rico, Dominican Republic, Portugal, Paraguay and Uruguay).

In the **area of culture**, the priority of the Santillana Foundation is to promote and disseminate quality and cultural responsibility in the fields of philosophy, literature and journalism. The most prominent milestone of 2019 was the Fifth Annual Congress of Cultural Journalism, which brought together professionals and the media to address the dangers and threats of the video game industry.

## EDUCATION

**Presentation of the ED21 Program.** With the ED21 Program, the Santillana Foundation plans to establish a broad framework that will help determine what students should be learning in school today. The initiative explores what skills are required for the 21st century, and launches open, collaborative projects that bring together a wide range of different perspectives that will serve to inform the global debate, with special emphasis on education in Ibero-America.

The presentation event was held on September 23 in Madrid and brought together specialists and representatives from different sectors: education, politics, culture, entrepreneurship, etc., who discussed the present and future of education.

**Launch of the ED21 blog.** In 2019, the Foundation launched this blog to foster and bring together ideas, reflections, proposals, as well as the aspirations of all those who believe that Ibero-America needs a change of educational model that is better suited to the region's needs in the 21st century.



Attendees at the EnlightED event

**EnlightED 2019.** The Santillana Foundation joined EnlightED as its chief partner in 2019 with the aim of promoting debate on education in the digital era. The event, also organized by Fundación Telefónica, IE University and South Summit, was held in October in Spain, Argentina, Mexico and Venezuela.



Participants in the VivaLectura Contest

**Vivalectura Award.** The Santillana Foundation collaborates with the Ministry of Education of Argentina and with the Organization of Ibero-American States for Education, Science and Culture in the organization of this event, which pays tribute to the most outstanding experiences in the field of reading promotion. In 2019, it beat its previous record for registered participants: 467 projects from schools, libraries, cultural centers, NGOs, companies, etc. were presented.



**Presentation of the book *I accept the conditions. Uses and abuses of digital technologies.*** The book, by Cristóbal Cobo, was presented in February in Madrid, Barcelona, Montevideo and Buenos Aires, in an event conceived as a space for dialogue between

the author, the Foundation and the attendees on the issues and challenges outlined in the book.

Presentation of the book *I accept the conditions*

**Presentation of the OECD report *Skills to build a better future.*** During this event, held on June 17 in Madrid, a range of experts debated the development and strengthening of skills from an educational perspective today.



Presentation of the Report on Skills

**Fourteenth Annual Latin American Education Forum.** The event was held on July 1 and 2 in Argentina under the title “Redesigning the school – for and with the skills – of the 21st-century”. The forum brought together panels of specialists with extensive experience in the national and international education sector, following the presentation of the white paper by its author, Lila Pinto.



The 14th annual Latin American Education Forum

**First Seminar on 21st-century Skills, the future of education.** Held on September 26 in Bogotá, this event brought together opinion leaders and leading players in education to debate this key issue. The seminar was based on the document “*What should we be learning today? From the school of answers to the school of questions*”, prepared by Axel Rivas.

**Forum: Transforming Peruvian education.** The Foundation continued its activities in Peru in November with this major education forum held in Lima, which brought together specialists and representatives from different sectors: education, politics, culture, among others, both from Peru and from across Ibero-America.



Forum on transformation of education in Peru

**Modern Education Congress.** Organized by the Santillana Foundation together with Moderna and Moderna Compartir, this congress was held in several cities in Brazil between May and August. It looked at how to go about reinventing ourselves to transform education from the perspective of the new National Common Curricular Base (BNCC), as well as digital technologies, skills and the transformation of the world of work.



Moderna Education Congress

**Seminar: Educação para a Vida: ¿Por onde caminha a Educação?** The Santillana Foundation organized this seminar on 21st-century skills on October 29 in São Paulo, coinciding with the presentation in Portuguese of Axel Rivas' book . *What should we be learning today?*

## CULTURE

**Master's in governance and human rights.** *The Master's in Governance and Human Rights*, in collaboration with the Jesús de Polanco chair of Ibero-American Studies, and created by the Santillana Foundation and the Autonomous University of Madrid, is one of the most dynamic study programs of its kind on campus, where it is now the master's program with the greatest number of enrolled students, many of them from Latin America. The start of the academic year and the graduation ceremony are now major dates in the university calendar.



Eighth edition of the Master's in Governance and Human Rights

**Creative Industries Network (RIC).** Since 2019, the Spanish Network has been part of the Creative Business Network, the largest network of creative industries in the world, based in Denmark, which organizes every year the most important event worldwide in the field of entrepreneurship in the creative sector.



Creative Industries Network



Ignacio Polanco, Luis Cueto and Carlos Andrad at the Third Philosophy Festival

**Third Annual Philosophy Festival.** The Third Annual Philosophy Festival, organized together with Madrid City Council and the Complutense University, was held across the city's wide network of municipal libraries. Philosophers and essayists participated in the debates and public discussions. The high level of public participation was testament to the relevance of philosophy to citizens today.



Formentor Literary Conversations

**Formentor Literary Conversations.** This event, which in 2019 celebrated its twelfth edition, brings together writers, editors, critics and academics in the great tradition of the now legendary event of 1960. Now, after a dozen such outings, Formentor has become one of the leading literary events on Europe's festival circuit.



Cultural Journalism Congress

**Congress of Cultural Journalism.** The Congress of Cultural Journalism, which builds on the success of the Cultural Journalism Seminar organized by the Foundation as a summer school at the Menéndez Pelayo International University, brings together press, radio, television and digital media professionals who regularly cover the Spanish cultural scene. Together with experts invited to discuss current issues, professionals address the innovations affecting a media sector that greatly influences Spanish cultural life. At this, the fifth edition, attendees were invited to reflect on entertainment, art, business, virtual reality, violence and addiction in video games.



The 12th Annual Cinco Días Awards for Business Innovation



Ortega y Gasset Journalism Awards

# PRIZES AND AWARDS



AS Sports Awards



The Ondas Awards 2019

# AWARDS

From the very outset, PRISA has worked ceaselessly to promote journalism, the arts and culture, innovation and sports with some of the world's most prestigious prizes and awards. In the field of journalism, PRISA holds both the Ondas Awards and the Ortega y Gasset Awards for Journalism, both of which pay tribute to the most outstanding professionals and productions in radio, television, online, in music and in advertising. Meanwhile, the Cinco Días Awards for Business Innovation honor a range of initiatives in the worlds of business, universities, corporate social responsibility and entrepreneurship. Finally, the AS Sports Awards pay tribute to the sporting achievements of some of the biggest names in Spanish sports and on the world stage.

## THE ONDAS AWARDS

The Grand Gala for the 66th Ondas Awards took place at the Gran Teatre del Liceu in Barcelona on November 14. Cadena SER's Radio Barcelona handed out a total of 27 awards, paying tribute – as it does every year – to the most outstanding and innovative national and international audiovisual productions, from the worlds of radio, television,



The Ondas Awards 2019: Luis del Olmo, Carlos Alsina, Pepa Bueno, Carlos Herrera and Iñaki Gabilondo

music and advertising. This year's Spanish talent included Rosalía, Carlos Franganillo, Alejandra Andrade, Paloma del Río, Candela Peña and Miguel Ángel Silvestre, together with agencies such as Mrs. Rushmore and Pingüino Torreblanca, big festivals Sonorama Ribera, La Mar de Música and Concert Music Festival, and programs like *Nadie sabe nada*, *Tierra y mar* and *La resistencia*. International winners included *Un temps de cochon* (Le Labo RTS - Espace 2, Switzerland), *Švédí z osady* (RTVS, Slovakia) y *Eden* (ARTE, France).

The Ondas Awards are Spain's oldest and most prestigious awards in the field and have the support of the European Broadcasting Union. Testament to the awards' renown,

at both a national and international level, is 2019's record number of hopefuls – with 450 candidates competing from 25 countries worldwide.

## The Ortega y Gasset Awards for Journalism

The Ortega y Gasset Awards for Journalism were created in 1984 by the newspaper *EL PAÍS*, and have become one of the world's most prestigious honors for Spanish-language journalism. The prizes are awarded across four categories: **Best Report or Investigative Journalism; Best Multimedia Coverage; Best Photograph;** and **Lifetime Achievement.** In 2019, the Best Report prize went to *Los muertos que me habitan* (The dead that inhabit me), published in the magazine 5W. The Multimedia gong went to *La generación del hambre* (The hunger generation) by Johana Osorio for *El Pitazo* of Miami. Meanwhile, Vincent West won for best photography and Darío Arizmendi was honored for lifetime achievement.



The night's big winners at the Ortega y Gasset Journalism Awards 2019



The 12th Annual Cinco Días Awards for Business Innovation

## The Cinco Días Awards for Business Innovation

The *Cinco Días* Awards for Business Innovation have become a key event in the business calendar. The success of the awards can be measured in the number of submissions, as well as in the prominent attendees at the awards gala – drawn from government, the public and the private sector.



At the twelfth edition of the awards, the prize for the **Most Innovative Business Initiative in the field of New Technologies** went to **Acciona**, for its *Greenchain* project, a blockchain technology platform that ensures the traceability of renewable energy for customers at all stages of energy production.

The **Most Innovative Business Initiative Award in the category of Corporate Social Responsibility** was awarded to the **Grupo Red Eléctrica** for its initiative *The Marine Forest*, which works for the restoration of Posidonia grasslands – this being a key plant species for biodiversity and the preservation of aquatic ecosystems and dune systems in Mallorca.

And the award for **Most Innovative Business Initiative linked to a University** has been given to **Alén Space**, a spin off of the University of Vigo focused on the development and manufacture of nanosatellites.

## AS Sports Awards

The 13th annual AS Sports Awards paid tribute to excellence in sports both in Spain as well as at an international level. The Legend Award went to Cuban Javier Sotomayor, holder of

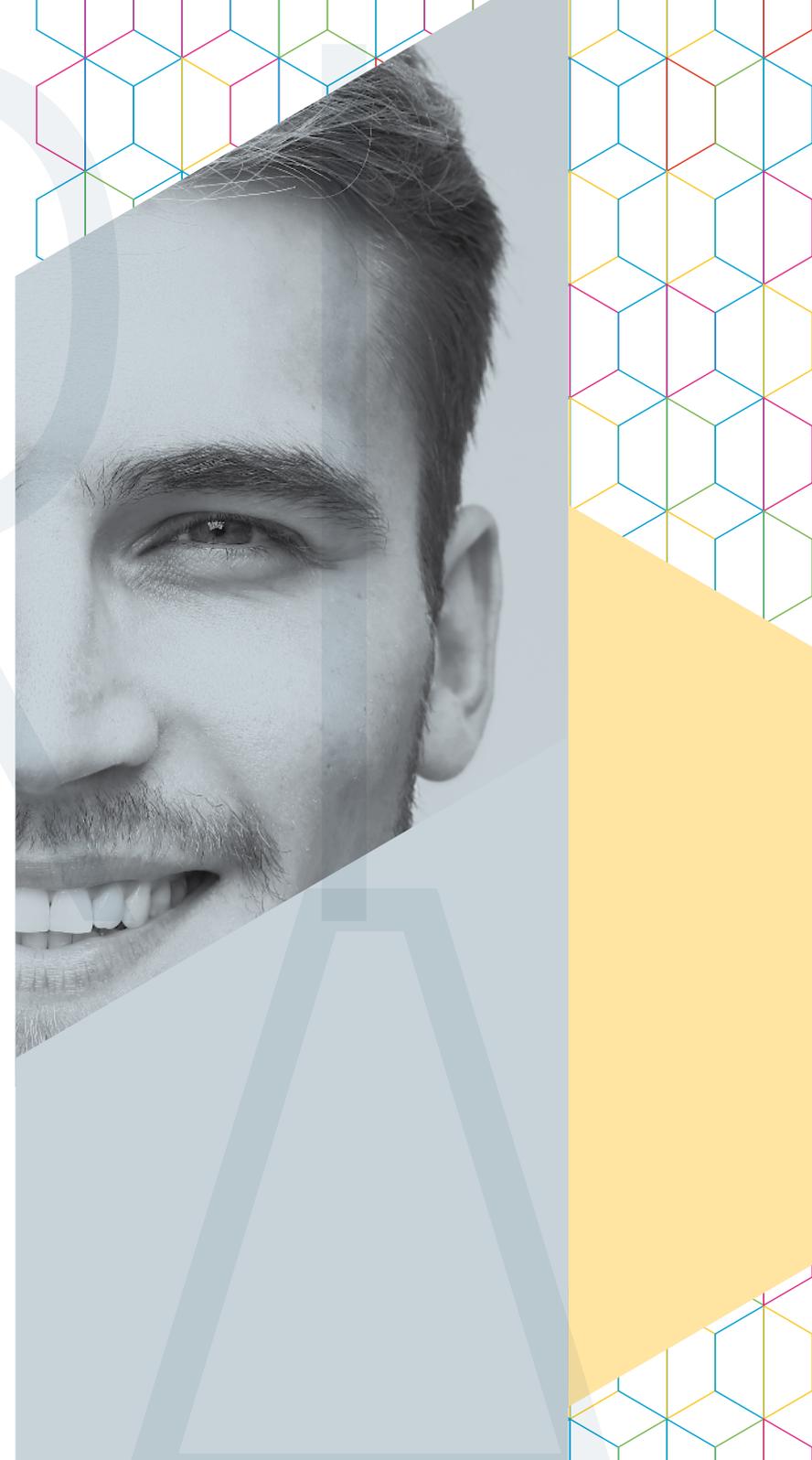


the world high jump record since 1993, Olympic champion and six times world champion. The AS Lifetime Achievement Award went to Spanish skater Javier Fernández. Other big winners included both the Spanish women's and men's basketball teams, trial driver Toni Bou, swimmer Ona Carbonell, La Liga, the Real Madrid Club de Fútbol, the soccer players Joaquín and Messi, the Spanish Davis Cup team and, posthumously, football coach Luis Aragonés. The prizes in the Americas category went to the footballer Diego Forlán and the cyclist Egan Bernal, and the Arabia gong went to the Qatari high jumper Mutaz Essa Barshim. The Fair Play Prize was won by José Lucas Mena, coach of the Aspil-Vidal Ribera Navarra futsal team in Tudela. Swimmer Alba Vázquez won most-promising newcomer prize – the AS Promesa Award – while swimmer Nuria Marqués was chosen as the best Paralympic athlete.



Winners of the AS Sports Awards

# 3 Appendix



# APPLICATION AND SCOPE OF THIS REPORT

This *Social Responsibility and Sustainability Report* complements the statement of non-financial information, independently verified and included in the *Management Report of the Consolidated Report 2019* of PRISA. It provides a faithful and transparent overview of the degree of development of all actions and commitments of Grupo PRISA in economic, social and environmental areas over the course of 2019, and builds on those reports of previous years.

The data presented here provide a broad summary of all the activities and operations of the Group in all the countries where it is present, with any exceptions being detailed in the accompanying GRI Indicator tables.

Further, the data provided are either an aggregate of all the information at a Group level or broken down by company, depending on the nature of said information – with the goal of making it more accessible to the reader. In most cases, the report shows the evolution of results over the course of previous years as this allows for a comparative analysis.

This *Social Responsibility and Sustainability Report* contains information on the Group's business units: PRISA Noticias, PRISA Radio, Santillana and Media Capital in all those markets where they operate:

Just as in previous years, in producing this Report, we have taken into account the guiding Principles of the Global Compact, and we have followed the recommendations of the *Guide for the Creation of Sustainability Reports* from the Global Reporting Initiative™, for the presentation and drafting of this report. We have taken into account the **GRI Sustainability Reporting Standards at a Comprehensive level.**

In accordance with GRI guidelines, PRISA has carried out a materiality analysis. This analysis identified all those environmental, social and economic aspects that are significant for stakeholders and for the organization, based on their impact on the value chain. The report addresses this non-financial information.

## GUIDING PRINCIPLES BEHIND THIS REPORT

This *Social Responsibility and Sustainability Report* provides reliable and balanced information on PRISA's endeavors to meet the challenges raised by social responsibility. In keeping with the guidelines as set out by the Global Reporting Initiative™, the contents of this report reflect the following principles:

### Materiality

The information should cover aspects that reflect the Group's significant social, environmental and economic impacts, or those that would substantively influence the assessments and decisions of stakeholders.

### Stakeholder inclusiveness

Stakeholders are entities or individuals that can reasonably be expected to identify or be linked with PRISA's activities. The company should endeavor to satisfy the demands and concerns of these groups through the improvement and maintenance of the quality of its products and activities. The reasonable expectations and interests of stakeholders are a basic point of reference for many of the decisions taken when drafting this report. For further information, see: "Sustainability at PRISA: Dialogue and communication with our stakeholders".

### Sustainability context

The report should present the organization's mission and performance in the wider context of sustainability, and reflect how it contributes via its actions to matters of an environmental, social and economic nature.

## **| Completeness**

The report's coverage of the material topics and indicators and the definition of the report boundary should be sufficient to reflect significant economic, environmental, and social impacts over the course of 2019.

## **| Balance**

The report should reflect both positive and negative aspects of organizational performance in order to provide an informed assessment of overall performance.

## **| Comparability**

The information should be presented in such a way so that the stakeholders can analyze the evolution of organizational performance, and can do so with respect to other organizations.

## **| Accuracy**

The report should present information on management approach, and on economic, environmental, and social indicators in a way that is sufficiently accurate and detailed so that stakeholders may assess organizational performance.

## **| Timeliness**

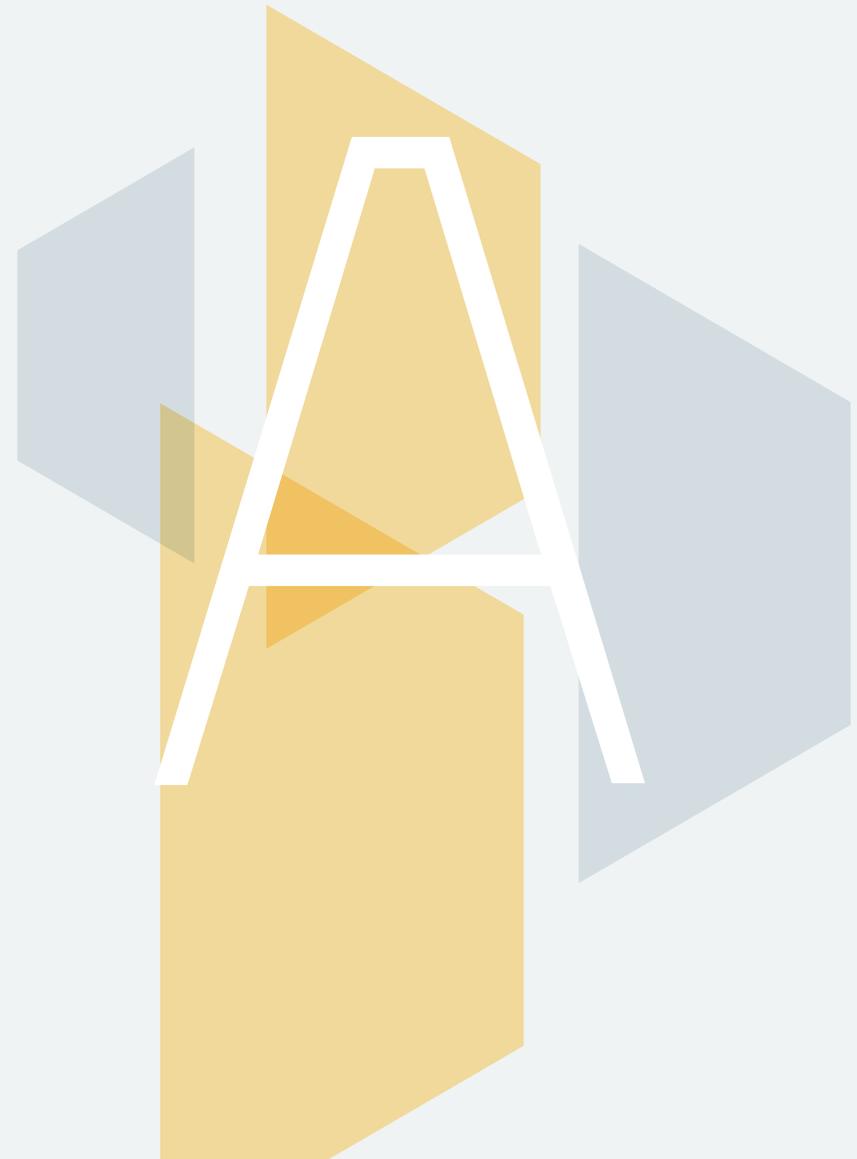
This report provides continuity to those presented in previous years.

## **| Clarity**

The report should present information in a way that is sufficiently understandable by the organization's range of stakeholders so that these may access information and adequately comprehend it.

## **| Reliability**

For this report, the organization has gathered, analyzed and disclosed information and the processes used in the preparation of the report in such a way that they can be subject to examination that establishes the quality and materiality of all said information.



## CORRELATION OF GRI (SRS) INDICATORS, UN GLOBAL COMPACT PRINCIPLES AND SUSTAINABLE DEVELOPMENT GOALS

GENERAL DISCLOSURES GRI STANDARDS					
GRI STANDARD NUMBER	CATEGORY	SECTION	PAGE / OMISSION	SDG	GLOBAL COMPACT
ORGANIZATIONAL PROFILE					
102-1	Name of the organization	• PRISA, a global group	8		
102-2	Activities, brands, products, and services	• PRISA, a global group • Main figures	8, 12, 34-35 PRISA does not market any prohibited or litigated products		
102-3	Location of headquarters	• PRISA, a global group	8-9, 145		
102-4	Location of operations	• PRISA, a global group	8-9		
102-5	Ownership and legal form	• Shareholders and investors	93, IAGC Promotora de Informaciones, S.A. with registered office in Madrid. Its activity includes, among others, printed and audiovisual media, participation in companies and businesses and the provision of all kinds of services		
102-6	Markets served	• PRISA, a global group • Business areas • Main figures	8, 9, 18-33, 34-40		
102-7	Scale of the organization	• Main figures	8, 34-40	GOAL 5. Gender Equality	
102-8	Information on employees and other workers	• of our professionals	8, 63-68	GOAL 5. Gender Equality GOAL 3: Good Health and Well-being	6. Businesses should support the elimination of discrimination in respect of employment and occupation
102-9	Supply chain	• of our suppliers	75		
102-10	Significant changes to the organization and its supply chain	• Corporate governance	80		
PARTICIPATION AND EXTERNAL INITIATIVES					
102-11	Precautionary Principle or approach	• Compliance and risk management	89-92		
102-12	External initiatives	• Milestones PRISA • Dialogue and communication with stakeholders • Compromiso con el desarrollo sostenible	13-17, 47, 51, 96-127		
102-13	Membership of associations	• Panorama de un año • Gobierno corporativo • The company's commitment to sustainable development	13-17, 88, 96-117		
STRATEGY					
102-14	Statement from senior decision-maker	• Letters from the Chairman and CEO of PRISA	2, 3		
102-15	Key impacts, risks, and opportunities	• The company's commitment to sustainable development • of our suppliers • Compliance and risk management • Appendix	75-79, 89-92, 129 + IAGC		

**CONTENIDOS BÁSICOS GENERALES GRI STANDARDS**

GRI STANDARD NUMBER	CATEGORY	SECTION	PAGE / OMISSION	SDG	GLOBAL COMPACT
<b>ETHICS AND INTEGRITY</b>					
102-16	Values, principles, standards, and norms of behavior	<ul style="list-style-type: none"> <li>• Mission, vision and values</li> </ul>	10-11	GOAL 16: Peace and Justice Strong Institutions	10. Business should work against corruption in all its forms, including extortion and bribery
102-17	Mechanisms for advice and concerns about ethics	<ul style="list-style-type: none"> <li>• Sustainability at PRISA</li> <li>• Compliance and risk management</li> </ul>	46, 50, 89-92	GOAL 16: Peace and Justice Strong Institutions	10. Business should work against corruption in all its forms, including extortion and bribery
<b>GOVERNANCE</b>					
102-18	Governance structure	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	80-85 + IAGC + Company Bylaws Reglamento del Consejo de Administración All committees of the Board of the Company have responsibility for decision-making on some or all economic, environmental and / or social areas: the Executive Committee, the Audit Committee, the Corporate Governance Committee, and the Appointments and Remuneration Committee.		
102-19	Delegating authority	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	80-88		
102-20	Executive-level responsibility for economic, environmental, and social topics	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	80-88 All committees of the Board of the Company have responsibility for decision-making on some or all economic, environmental and / or social areas: the Executive Committee, the Audit Committee, the Corporate Governance Committee, and the Appointments and Remuneration Committee.	GOAL 16: Peace and Justice Strong Institutions	
102-21	Consulting stakeholders on economic, environmental, and social topics	<ul style="list-style-type: none"> <li>• Dialogue and communication with stakeholders</li> <li>• Corporate governance</li> </ul>	47-49, 83-84		
102-22	Composition of the highest governance body and its committees	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	80-82 + IAGC + Rules of the Board of Directors	GOAL 5: Gender Equality GOAL 16: Peace and Justice Strong Institutions	
102-23	Chair of the highest governance body	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	80-82 + Rules of the Board of Directors	GOAL 16: Peace and Justice Strong Institutions	
102-24	Nominating and selecting the highest governance body	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	80-83 + Rules of the Board of Directors	GOAL 5: Gender Equality GOAL 16: Peace and Justice Strong Institutions	
102-25	Conflicts of interest	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	83 + IAGC + Rules of the Board of Directors	GOAL 16: Peace and Justice Strong Institutions.	
<b>ROLE OF HIGHEST GOVERNANCE BODY IN SETTING PURPOSE, VALUES, AND STRATEGY</b>					
102-26	Role of highest governance body in setting purpose, values, and strategy	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	80-88 Annual Corporate Governance Report Board of Directors Regulations		
<b>EVALUATING THE HIGHEST GOVERNANCE BODY'S PERFORMANCE</b>					
102-27	Collective knowledge of highest governance body	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	81-83 + IAGC + Rules of the Board of Directors	GOAL 4: Quality Education	
102-28	Evaluating the highest governance body's performance	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	81-83 + IAGC + Rules of the Board of Directors		

IAGC: Annual Corporate Governance Report 2019

CONTENIDOS BÁSICOS GENERALES GRI STANDARDS					
GRI STANDARD NUMBER	CATEGORY	SECTION	PAGE / OMISSION	SDG	GLOBAL COMPACT
<b>HIGHEST GOVERNANCE BODY'S ROLE IN RISK MANAGEMENT</b>					
102-29	Identifying and managing economic, environmental, and social impacts	<ul style="list-style-type: none"> <li>• Sustainability at PRISA</li> <li>• Corporate governance</li> <li>• Compliance and risk management</li> <li>• The company's commitment to sustainable development. Introduction</li> </ul>	48, 81, 89-90, 96-102 Reglamento del Consejo de Administración Informe Anual de Gobierno Corporativo	GOAL 16: Peace and Justice Strong Institutions	
102-30	Effectiveness of risk management processes	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Compliance and risk management</li> </ul>	81, 89- 92 Reglamento del Consejo de Administración Informe Anual de Gobierno Corporativo		
102-31	Review of economic, environmental, and social topics	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	81 Reglamento del Consejo de Administración Informe Anual de Gobierno Corporativo		
<b>HIGHEST GOVERNANCE BODY'S ROLE IN SUSTAINABILITY REPORTING</b>					
102-32	Highest governance body's role in sustainability reporting	The Board of Directors of PRISA supervises and approves the Social Responsibility and Sustainability Report. Likewise, the Statement of Non-Financial Information included in the Management Report has been formulated and approved by the Board of Directors			
<b>HIGHEST GOVERNANCE BODY'S ROLE IN EVALUATING ECONOMIC, ENVIRONMENTAL, AND SOCIAL PERFORMANCE</b>					
102-33	Communicating critical concerns	<ul style="list-style-type: none"> <li>• Mission, vision and values</li> <li>• Corporate governance</li> <li>• Compliance and risk management</li> </ul>	10-11, 80-81, 89-92 + IAGC When there is knowledge of the existence of a matter of critical interest, the person in charge of the matter shall inform the Chief Executive Officer shall who submit it to the consideration of the Executive Delegate Committee or the Board of Directors. Depending on the severity and / or urgency of the critical issue in question, the Company has the ability and flexibility to call and hold meetings of the Board of Directors, ad hoc, and with the immediacy and provision of information as deemed necessary		
102-34	Nature and total number of critical concerns	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Compliance and risk management</li> </ul>	89-92 When there is knowledge of the existence of a matter of critical interest, the person in charge of the matter shall inform the Chief Executive Officer shall who submit it to the consideration of the Executive Delegate Committee or the Board of Directors. Depending on the severity and / or urgency of the critical issue in question, the Company has the ability and flexibility to call and hold meetings of the Board of Directors, ad hoc, and with the immediacy and provision of information as deemed necessary		
102-35	Remuneration policies	The remuneration policy of the Board and, generally, the processes for determining the remuneration of the highest governing body, are detailed in the Annual Report on Remuneration of Directors and the Remuneration Policy			
102-36	Process for determining remuneration	The company has a Remuneration Policy			
102-37	Stakeholders' involvement in remuneration	Both the Annual Report on Remuneration of directors and the Remuneration Policy are approved by the General Shareholders' Meeting		GOAL 16: Peace and Justice Strong Institutions	
102-38	Annual total compensation ratio	PRISA publishes the remuneration of its Directors in the Annual Report on Remuneration		GOAL 5: Gender Equality GOAL 16: Peace and Justice Strong Institutions	
102-39	Percentage increase in annual total compensation ratio	PRISA publishes the remuneration of its Directors in the Annual Report on Remuneration		GOAL 5: Gender Equality GOAL 16: Peace and Justice Strong Institutions	

CONTENIDOS BÁSICOS GENERALES GRI STANDARDS					
GRI STANDARD NUMBER	CATEGORY	SECTION	PAGE / OMISSION	SDG	GLOBAL COMPACT
<b>STAKEHOLDER ENGAGEMENT</b>					
102-40	List of stakeholder groups	• Dialogue and communication with stakeholders	47		
102-41	Collective bargaining agreements	• Responsible management of our professionals	67	GOAL 16: Peace and Justice Strong Institutions	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
102-42	Identifying and selecting stakeholders	• Dialogue and communication with stakeholders	47		
102-43	Approach to stakeholder engagement	• Dialogue and communication with stakeholders	47-51. 83 PRISA and its business units regularly conduct satisfaction surveys among users and listeners		
102-44	Key topics and concerns raised	• Materiality analysis	48-49 PRISA and its business units regularly conduct satisfaction surveys among users and listeners		
<b>MATERIAL TOPICS AND THEIR BOUNDARIES</b>					
102-45	Entities included in the consolidated financial statements	• Appendix	129-130		
102-46	Defining report content and topic Boundaries	• Materiality analysis • Appendix	48, 129-130		
102-47	List of material topics	• Materiality analysis	48		
102-48	Restatements of information	• Appendix	129		
102-49	Changes in reporting	• Appendix	129		
<b>REPORT PROFILE</b>					
102-50	Reporting period	• Appendix	129		
102-51	Date of most recent report	• Appendix	129		
102-52	Reporting cycle	• Appendix	PRISA issues its sustainability report on an annual basis		
102-53	Contact point for questions regarding the report	• Appendix	144		
<b>GRI Index</b>					
102-54	Claims of reporting in accordance with the GRI Standards	• Appendix	129		
102-55	GRI content index	• Appendix	132-143		
<b>Verification</b>					
102-56	External assurance	• Appendix	129, Verification Report on the State of Non-Financial Information is available in the Management Report		
<b>Grievance mechanisms</b>					
103-1	Explanation of the material topic and its boundary	• Materiality analysis	48-49		
103-2	The management approach and its components	• Materiality analysis	48-49		8. Business should undertake initiatives to promote greater environmental responsibility.

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS								
Identified material aspects	Material Aspects Boundary	GRI indicator	DESCRIPTION	SECTION	PAGE / OMISSION	SCOPE	SDG	GLOBAL COMPACT
<b>ECONOMIC ASPECT</b>								
Economic Performance								
Creation of sustainable value for our stakeholders.	Mixed	201-1	Direct economic value generated and distributed	See table in Appendix	143	Group	GOAL 2: Zero Hunger GOAL 5: Gender Equality	
		201-2	Financial implications and other risks and opportunities due to climate change	• Responsible management of the environment	76-79	Group	GOAL 7: Affordable and Clean Energy	
		201-3	Defined benefit plan obligations and other retirement plans	• Responsible management of our professionals	66-68	Group	GOAL 8: Decent Work and Economic Growth	
		201-4	Financial assistance received from government	PRISA offers free training to employees in Spain		Group	GOAL 9: Industry, Innovation and Infrastructure GOAL 13: Climate Action	
		M1	Funding and any other significant support received from non-government sources	Financing from the World Bank, CDTI, Ministry of Industry. Google has financed a number of technological projects of the Group		Group		
<b>Market Presence</b>								
Responsible management of our professionals	Internal	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	• Responsible management of our professionals	63-64	Group	GOAL 8: Decent Work and Economic Growth	6. Businesses should support the elimination of discrimination in respect of employment and occupation.
		202-2	Proportion of senior management hired from the local community	• Responsible management of our professionals	64			
<b>Direct Economic Impacts</b>								
Contribution to the cultural development and progress of society.	External	203-1	Infrastructure investments and services supported	• Creation and distribution of contents • The company's commitment to sustainable development. Introduction	52-62, 112-115	Group	GOAL 2: Zero Hunger GOAL 5: Gender Equality GOAL 7: Affordable and Clean Energy GOAL 9: Industry, Innovation and Infrastructure GOAL 11: Sustainable Cities and Communities	
		203-2	Significant indirect economic impacts	• Creation and distribution of contents	52-62			GOAL 1: No Poverty GOAL 2: Zero Hunger GOAL 3: Good Health and Well-being GOAL 8: Decent Work and Economic Growth GOAL 10: Reduced Inequality GOAL 17: Partnerships to achieve the Goal
<b>Procurement Practices</b>								
Contribution to the cultural development and progress of society	External	204-1	Proportion of spending on local suppliers	• Responsible management of our suppliers	75	Group	GOAL 8: Decent Work and Economic Growth GOAL 12: Responsible Consumption and Production	

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS

Identified material aspects	Material Aspects Boundary	GRI indicator	DESCRIPTION	SECTION	PAGE / OMISSION	SCOPE	SDG	GLOBAL COMPACT
Public policy								
Regulatory Compliance	Mixed	205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> <li>Compliance and risk management</li> </ul>	89-91 With regard to the Group's Crime Prevention Model in Spain, an analysis is carried out for the risk of bribery and corruption associated with different activities and operations of the Group's different businesses in Spain, identifying any potential risks	Group	GOAL 16: Peace and Justice Strong Institutions	10. Business should work against corruption in all its forms, including extortion and bribery
		205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> <li>Compliance and risk management</li> </ul>	90-91 PPRISA's Code of Ethics sets out a series of principles and guidelines in this area and this has been the subject of a variety of communications among all employees throughout 2019. In addition, PRISA has an Anti-Corruption Policy, which is applicable to all companies in the Group and has been communicated to all employees. In addition, as part of the welcome pack, this policy is posted on the corporate intranet (Procedures Portal) in a folder that is accessible to all Group employees. The Group also has a Gifts Policy. In addition, PRISA's Compliance Unit has issued guidelines on money laundering, which apply to all companies in the Group, and which aims to strengthen measures to prevent and avoid money laundering, by all Group companies, of the proceeds of criminal or illegal activities.			
		205-3	Confirmed incidents of corruption and actions taken	<ul style="list-style-type: none"> <li>Compliance and risk management</li> </ul>	90-91			
Regulatory Compliance								
Regulatory Compliance	Mixed	206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	Information in the 2019 consolidated report		Group	GOAL 16: Peace and Justice Strong Institutions	
ENVIRONMENTAL ASPECTS								
Materials								
Responsible management of environmental resources	Mixed	301-1	Materials used by weight or volume	<ul style="list-style-type: none"> <li>Responsible management of the environment</li> </ul>	77-78	Group	GOAL 12: Responsible Consumption and Production GOAL 15: Life on Land	7. Business should support a precautionary approach to environmental challenges.
		301-2	Recycled input materials used	<ul style="list-style-type: none"> <li>Responsible management of the environment</li> </ul>	77			8. Business should undertake initiatives to promote greater environmental responsibility.
		301-3	Reclaimed products and their packaging materials	During 2019, no initiatives have been identified in this regard				8. Business should undertake initiatives to promote greater environmental responsibility.

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS								
Identified material aspects	Material Aspects Boundary	GRI indicator	DESCRIPTION	SECTION	PAGE / OMISSION	SCOPE	SDG	GLOBAL COMPACT
Energy								
Responsible management of environmental resources.	Mixed	302-1	Energy consumption within the organization	• Responsible management of the environment	78	Group	7. Energía asequible y no contaminante.	7. Mantener un enfoque preventivo que favorezca el medioambiente. 8. Fomentar las iniciativas que promuevan una mayor responsabilidad ambiental.
		302-2	Energy consumption outside of the organization	No material		N.A.		8. Fomentar las iniciativas que promuevan una mayor responsabilidad ambiental.
		302-3	Energy intensity	The Group's energy intensity (Gwh / € millions of revenue) iss 47.2		Group		8. Fomentar las iniciativas que promuevan una mayor responsabilidad ambiental.
		302-4	Reduction of energy consumption	• Responsible management of the environment	78	Group	7. Energía asequible y no contaminante. 13. Acción por el clima.	8. Fomentar las iniciativas que promuevan una mayor responsabilidad ambiental. 9. Favorecer el desarrollo y la difusión de las tecnologías respetuosas con el medioambiente.
		302-5	Reductions in energy requirements of products and services	No material		N.A.		8. Fomentar las iniciativas que promuevan una mayor responsabilidad ambiental. 9. Favorecer el desarrollo y la difusión de las tecnologías respetuosas con el medioambiente.
Water								
Gestión responsable de los recursos ambientales	Mixto	303-1	Interactions with water as a shared resource	No material		N.A.		7. Mantener un enfoque preventivo que favorezca el medioambiente. 8. Fomentar las iniciativas que promuevan una mayor responsabilidad ambiental.
		303-2	Management of water discharge related impacts	No material		N.A.		8. Fomentar las iniciativas que promuevan una mayor responsabilidad ambiental.
		303-3	Water withdrawal	• Responsible management of the environment	77-78	Group	6. Agua limpia y saneamiento.	8. Fomentar las iniciativas que promuevan una mayor responsabilidad ambiental.
		303-4	Water discharge	No material		N.A.		
		303-5	Water consumption	No material		N.A.		

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS

Identified material aspects	Material Aspects Boundary	GRI indicator	DESCRIPTION	SECTION	PAGE / OMISSION	SCOPE	SDG	GLOBAL COMPACT
Biodiversity								
No material		304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No material		N.A.		8. Business should undertake initiatives to promote greater environmental responsibility.
		304-2	Significant impacts of activities, products, and services on biodiversity	No material		N.A.		
		304-3	Habitats protected or restored	No material		N.A.		
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	No material		N.A.		
Emissions								
Responsible management of environmental resources.	Mixed	305-1	Direct (Scope 1) GHG emissions	• Responsible management of the environment	78-79	Group		7. Business should support a precautionary approach to environmental challenges.
		305-2	Energy indirect (Scope 2) GHG emissions	• Responsible management of the environment	78-79	Group		
		305-3	Other indirect (Scope 3) GHG emissions	• Responsible management of the environment	78-79	Group	GOAL 13: Climate Action GOAL 15: Life on Land	8. Business should undertake initiatives to promote greater environmental responsibility
		305-4	GHG emissions intensity	Group emissions intensity (Tn CO2 eq./ € millions in revenue) was: Scope 1: 3.4 Scope 2: 10.4 Scope 3: 47.7		Group		8. Business should undertake initiatives to promote greater environmental responsibility
		305-5	Reduction of GHG emissions	• Responsible management of the environment	78-79	Group		8. Business should undertake initiatives to promote greater environmental responsibility 9. Business should encourage the development and diffusion of environmentally friendly technologies.
		305-6	Emissions of ozone-depleting substances (ODS)	No material		N.A.		7. Business should support a precautionary approach to environmental challenges
		305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	No material		N.A.		8. Business should undertake initiatives to promote greater environmental responsibility
Effluents and Waste								
Responsible management of environmental resources	Mixed	306-1	Water discharge by quality and destination	No material		N.A.		8. Business should undertake initiatives to promote greater environmental responsibility
		306-2	Waste by type and disposal method	• Responsible management of the environment	76-77	Group	GOAL 12: Responsible Consumption and Production	
		306-3	Significant spills	No material		N.A.		
		306-4	Transport of hazardous waste	No material		N.A.		
		306-5	Water bodies affected by water discharges and/or runoff	No material		N.A.		

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS

Identified material aspects	Material Aspects Boundary	GRI indicator	DESCRIPTION	SECTION	PAGE / OMISSION	SCOPE	SDG	GLOBAL COMPACT
Regulatory Compliance								
Responsible management of our professionals.	Mixed	307-1	Non-compliance with environmental laws and regulations	There have been no significant fines or sanctions for breach of environmental regulations		Group	GOAL 16: Peace and Justice Strong Institutions	8.Business should undertake initiatives to promote greater environmental responsibility
Supplier Environmental Assessment								
Responsible management of our professionals.	Mixed	308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> <li>Responsible management of our suppliers</li> </ul>	75	Group	GOAL 8: Decent Work and Economic Growth	8.Business should undertake initiatives to promote greater environmental responsibility
		308-2	Negative environmental impacts in the supply chain and actions taken	With regard to the environment, there is an impact associated with paper consumption at Santillana and PRISA Noticias. To mitigate this impact, the group follows the initiatives described in the consumption control section. Furthermore, the sector is undergoing a process of transformation towards the production of digital content		Group	GOAL 12: Responsible Consumption and Production	
SOCIAL ASPECTS								
Labor practice and decent work / Employment								
Responsible management of our professionals	Internal	401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	63-65	Group	GOAL 8: Decent Work and Economic Growth	6. Businesses should support the elimination of discrimination in respect of employment and occupation
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	65-68			
		401-3	Parental leave	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	65-66	Group	GOAL 5: Gender Equality GOAL 8: Decent Work and Economic Growth	6. Businesses should support the elimination of discrimination in respect of employment and occupation
Labor/Management Relations								
Responsible management of our professionals.	Mixed	402-1	Minimum notice periods regarding operational changes	PRISA gives a minimum period of notice prior to developing structural or organizational changes, in accordance with those established by legislation or in the applicable collective agreements.		Group	GOAL 8: Decent Work and Economic Growth	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
Occupational Health and Safety								
Responsible management of our professionals.	Mixed	403-1	Occupational health and safety management system	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	66-67	Group	GOAL 3: Good Health and Well-being	
		403-2	Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	66-67	Group	GOAL 8: Decent Work and Economic Growth	
		403-3	Occupational health services	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	66-67	Group	GOAL 8: Decent Work and Economic Growth.	
		403-4	Worker participation, consultation, and communication on occupational health and safety	PRISA complies with the requirements of all legislation in each of the countries where it is present		Group		
		403-5	Worker training on occupational health and safety	The company has a specific portal for the prevention of occupational hazards, which is updated continuously and to which all PRISA workers have access		Group		
		403-6	Promotion of worker health	The company has a specific portal for the prevention of occupational hazards, which is updated continuously and to which all PRISA workers have access		Group		
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	There are no specific risks arising from the activity of PRISA		Group		
		403-8	Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	66-67	Group	GOAL 3: Good Health and Well-being	
		403-9	Work-related injuries	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	66-67	Group	GOAL 3: Good Health and Well-being	
		403-10	Work-related ill health	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	66-67	Group	GOAL 8: Decent Work and Economic Growth	

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS

Identified material aspects	Material Aspects Boundary	GRI indicator	DESCRIPTION	SECTION	PAGE / OMISSION	SCOPE	SDG	GLOBAL COMPACT
<b>Training and Education</b>								
Talent management	Internal	404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	67	Group	GOAL 4: Quality Education GOAL 5: Gender Equality GOAL 8: Decent Work and Economic Growth	6. Businesses should support the elimination of discrimination in respect of employment and occupation.
		404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> </ul>	67		GOAL 8: Decent Work and Economic Growth	
		404-3	Percentage of employees receiving regular performance and career development reviews	In 2019, 29% of the group's employees have received performance evaluations. This data has been obtained for those employees who have received variable remuneration, which requires that employees are subject to performance evaluation.			GOAL 5: Gender Equality GOAL 8: Decent Work and Economic Growth	6. Businesses should support the elimination of discrimination in respect of employment and occupation
<b>Diversity and Equal Opportunity</b>								
Equal opportunities	Internal	405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>Corporate governance</li> </ul>	67-68, 80-81	Group	GOAL 5: Gender Equality GOAL 8: Decent Work and Economic Growth	6. Businesses should support the elimination of discrimination in respect of employment and occupation
<b>Equal pay for men and women</b>								
Equal opportunities	Internal	405-2	Ratio of basic salary and remuneration of women to men	<ul style="list-style-type: none"> <li>De nuestros profesionales</li> </ul>	63-65	Group	GOAL 5: Gender Equality GOAL 8: Decent Work and Economic Growth	
<b>HUMAN RIGHTS</b>								
<b>Non-discrimination</b>								
Equal opportunities.	Mixed	406-1	Incidents of discrimination and corrective actions taken	<ul style="list-style-type: none"> <li>Responsible management of our professionals</li> <li>Compliance and risk management</li> </ul>	66-68, 89-92	Group	GOAL 5: Gender Equality GOAL 8: Decent Work and Economic Growth GOAL 16: Peace and Justice Strong Institutions	6. Businesses should support the elimination of discrimination in respect of employment and occupation
<b>Freedom of Association and Collective Bargaining</b>								
Respect for Human Rights	Mixed	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<ul style="list-style-type: none"> <li>Responsible management of our suppliers</li> </ul>	75	Group	GOAL 8: Decent Work and Economic Growth GOAL 12: Responsible Consumption and Production	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
<b>Child Labor</b>								
Respect for Human Rights	Mixed	408-1	Operations and suppliers at significant risk for incidents of child labor	No material		N.A.		5. Businesses should work for the effective abolition of child labour.
<b>Forced or Compulsory Labor</b>								
Respect for Human Rights	Mixed	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	No material		N.A.		4. Businesses should work for the elimination of all forms of forced and compulsory labour.
<b>Security Practices</b>								
Respect for Human Rights	Mixed	410-1	Security personnel trained in human rights policies or procedures	In those countries where security personnel it is outsourced to third parties. PRISA is making progress towards reporting this information in coming years.		Group		1. Businesses should support and respect the protection of internationally proclaimed human rights.

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS								
Identified material aspects	Material Aspects Boundary	GRI indicator	DESCRIPTION	SECTION	PAGE / OMISSION	SCOPE	SDG	GLOBAL COMPACT
Rights of Indigenous Peoples								
No material	Mixed	411-1	Incidents of violations involving rights of indigenous peoples	No material		N.A.		1. Businesses should support and respect the protection of internationally proclaimed human rights.
Assessment								
No material	Mixed	412-1	Operations that have been subject to human rights reviews or impact assessments	No material		N.A.		1. Businesses should support and respect the protection of internationally proclaimed human rights.
Investment								
Ethical management		412-2	Employee training on human rights policies or procedures	Given the nature of PRISA's business activities, training in Human Rights is not considered a priority, although the Group does make available to all its employees the Code of Conduct which sets out basic principles in this area		N.A.		
		412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	No material		Group		1. Businesses should support and respect the protection of internationally proclaimed human rights. 2. Businesses should make sure that they are not complicit in human right abuses.
SOCIETY								
Local Communities								
Contribuir al desarrollo cultural y al progreso de la sociedad	Mixed	413-1	Operations with local community engagement, impact assessments, and development programs	• The company's commitment to sustainable development. Introduction	96-127	Group	11. Ciudades y comunidades sostenibles	1. Businesses should support and respect the protection of internationally proclaimed human rights.
		413-2	Operations with significant actual and potential negative impacts on local communities	No material		N.A.		1. Businesses should support and respect the protection of internationally proclaimed human rights
Supplier Assessment in the area of Human Rights								
Respect for Human Rights	Mixed	414-1	New suppliers that were screened using social criteria	• Responsible management of our suppliers	75	Group		2. Businesses should make sure that they are not complicit in human right abuses. 6. Businesses should support the elimination of discrimination in respect of employment and occupation.
		414-2	Negative social impacts in the supply chain and actions taken	No material		Group		2. Businesses should make sure that they are not complicit in human right abuses.
Unfair competition								
Regulatory Compliance	Mixed	415-1	Political contributions	Relations with authorities and Public Administrations are included in the Group's Code of Ethics		Group		10. Business should work against corruption in all its forms, including extortion and bribery.

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS								
Identified material aspects	Material Aspects Boundary	GRI indicator	DESCRIPTION	SECTION	PAGE / OMISSION	SCOPE	SDG	GLOBAL COMPACT
<b>PRODUCT RESPONSIBILITY</b>								
<b>Customer Health and Safety</b>								
No material		416-1	Assessment of the health and safety impacts of product and service categories	No material		N.A.		
		416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No material		N.A.		
<b>Marketing and Labeling of products and services</b>								
Honest and rigorous communication	Mixed	417-1	Requirements for product and service information and labeling	<ul style="list-style-type: none"> <li>Responsible management of the environment</li> </ul>	76-79	Group		
		417-2	Incidents of non-compliance concerning product and service information and labeling	<ul style="list-style-type: none"> <li>Responsible management of the environment</li> </ul>	76-78, 89-91	Group		
<b>Marketing communications</b>								
Regulatory Compliance	Mixed	417-3	Incidents of non-compliance concerning marketing communications	In 2019 there have been no cases of non-compliance with regulations or voluntary codes with regard to marketing communications, advertising, promotions or sponsorship		Group		
<b>Customer Privacy</b>								
Regulatory Compliance	Mixed	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Group	GOAL 16: Peace and Justice Strong Institutions	
<b>Regulatory Compliance</b>								
Regulatory Compliance	Mixed	419-1	Non-compliance with laws and regulations in the social and economic area	In 2019 there is no record of fines or significant penalties for non-compliance with socio-economic laws or regulations		Group	GOAL 16: Peace and Justice Strong Institutions	
<b>Content creation</b>								
Honest and rigorous communication	Mixed	M2	Methodology for assessing and monitoring adherence to content creation values	<ul style="list-style-type: none"> <li>PRISA, a global group</li> <li>Mission, vision and values</li> <li>Creation and distribution of contents</li> </ul>	8, 10-11, 52-63	Group		
		M3	Actions taken to improve adherence to content creation values, and results obtained	<ul style="list-style-type: none"> <li>PRISA, a global group</li> <li>Mission, vision and values</li> <li>Creation and distribution of contents</li> </ul>	8, 10-11, 52-63	Group		

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS								
Identified material aspects	Material Aspects Boundary	GRI indicator	DESCRIPTION	SECTION	PAGE / OMISSION	SCOPE	SDG	GLOBAL COMPACT
Content dissemination								
Honest and rigorous communication	Mixed	M4	Actions taken to improve performance in relation to content dissemination issues (accessibility and protection of vulnerable audiences and informed decision making) and results obtained	<ul style="list-style-type: none"> <li>• Business areas</li> <li>• Creation and distribution of contents</li> <li>• Responsible management of our users</li> <li>• Principios de funcionamiento y organización de la gobernanza editorial del grupo</li> </ul>	18-33, 52-63, 69, 84-88	Group		
		M5	Number and nature of responses (feedback/complaints) related to content dissemination, including protection of vulnerable audiences and informed decision making and accessibility, and processes for addressing these responses Group	<ul style="list-style-type: none"> <li>• Business areas</li> <li>• Creation and distribution of contents</li> <li>• Responsible management of our users</li> <li>• Operational and organizational principles for group editorial governance</li> </ul>	18-33, 52-63, 69, 84-88	Group		
Audience Interaction								
Digital transformation	Mixed	M6	Methods to interact with audiences and results	<ul style="list-style-type: none"> <li>• Milestones PRISA</li> <li>• Business areas</li> <li>• Responsible management of our users</li> </ul>	13-33, 43, 6	Group		
Media Literacy								
Honest and rigorous communication		M7	Actions taken to empower audiences through media literacy skills development and results obtained.	<ul style="list-style-type: none"> <li>• Milestones PRISA</li> <li>• Business areas</li> </ul>	13-33	Group		4. Educación de calidad.

THOUSANDS OF EUROS	2019
<b>ECONOMIC VALUE GENERATED</b>	<b>1.101.816</b>
Operating revenues	1.095.550
Financial revenue	3.590
Results using the equity method	2.676
<b>ECONOMIC VALUE DISTRIBUTED</b>	<b>1.002.525</b>
Operating Costs	546.856
Employee wages	342.575
Financial costs	76.601
Corporation taxes(	25.013
Dividendos	11.480
<b>ECONOMIC VALUE RETAINED (ECONOMIC VALUE GENERATED LESS ECONOMIC VALUE DISTRIBUTED)</b>	<b>99.291</b>



UN GLOBAL COMPACT

COMMUNICATION ON PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.



\* Media Capital is not included as this was classed as discontinued in 2019.

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