



A photograph showing several books in mid-air, appearing to be tossed or falling. The books are scattered across the frame, with one in the upper center, one in the lower left, and one in the lower right. The background is a clear blue sky with light, wispy clouds. At the bottom of the image, a green field with small yellow flowers is visible. A magenta rectangular box is overlaid on the bottom portion of the image, containing text.

07

Responsible resource management and commitment to the environment

07

Responsible resource management and commitment to the environment

Providing guarantees to our stakeholders with respect to our duties and obligations as a business is an important part of our responsibility as an organization.

We would never reach our business objectives without the efforts and dedication of our professionals who together make up a diverse and multidisciplinary team who share common goals. Working at PRISA means joining a team of professionals in an environment that favors innovation, creativity and teamwork. Through integrated and effective management of people, we foster both

the personal and professional development of our employees.

We believe that our relationship with our suppliers is a key factor in acting responsibly. We are therefore actively committed to a policy of resource management that minimizes the impact of our operations on the environment.

A great team of professionals

PRISA had 13,159 employees at the end of 2011. Staff numbers are down by 5.2 % as compared to 2010 (13,885) due to the operational efficiency plan implemented this year in response to the economic downturn, the systematic fall in advertising revenues, the emergence of new technologies, new consumer habits and regulatory changes. This situation has obliged PRISA to implement a number of measures to cut costs and improve efficiency and productivity, including dramatic organizational and staffing adjustments, which will be completed during 2012. However, thanks to our geographic diversification and the diversification of our revenue sources, coupled with our broad portfolio of businesses, the impact of the crisis has been absorbed and has allowed us to adapt to the circumstances in a gradual fashion.

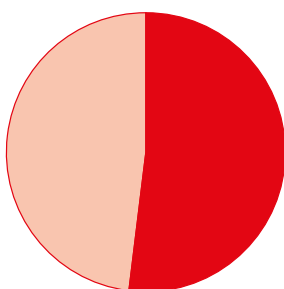
In a commitment reiterated to all stakeholders, the Group has expressed its intention to make these adjustments with the least possible impact on employment. All reorganizations to date have been made after careful study and with reference to future projections, seeking at all times to ensure efficiency.

PRISA employees

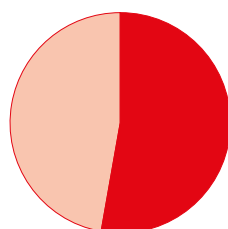


PRISA employees by sex

	2011	2010
Women	6,286 (48 %)	6,550 (47 %)
Men	6,873 (52 %)	7,335 (53 %)



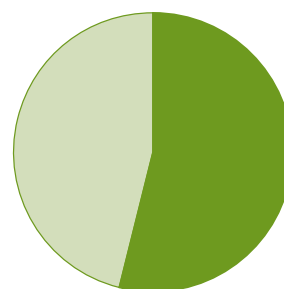
2011



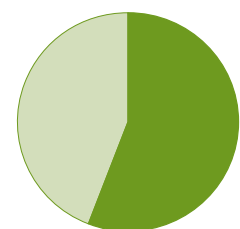
2010

PRISA employees by geography

	2011	2010
Spain	7,042 (54 %)	7,750 (56 %)
International	6,117 (46 %)	6,135 (44 %)



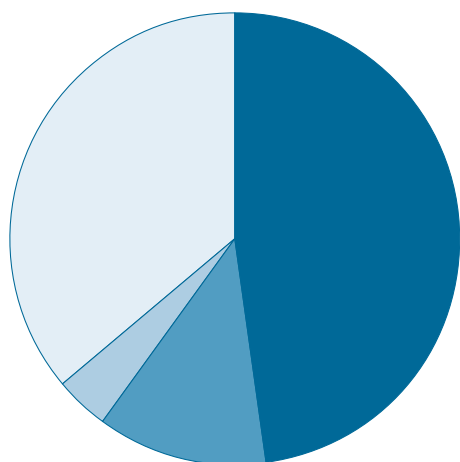
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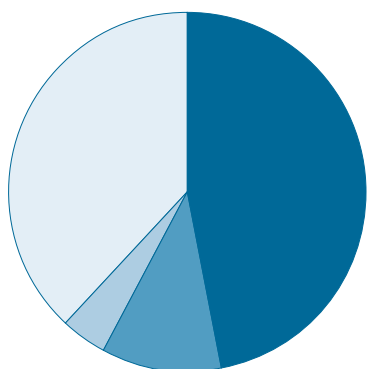
2010

PRISA employees by employment category

	2011	2010
■ Qualified technical personnel	48 %	47 %
■ Middle management	12 %	11 %
■ Management personnel	4 %	4 %
■ Other personnel	36 %	38 %



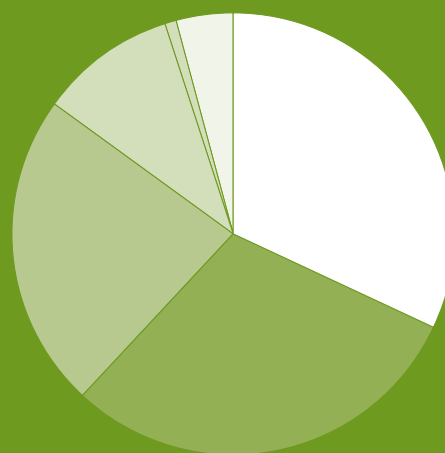
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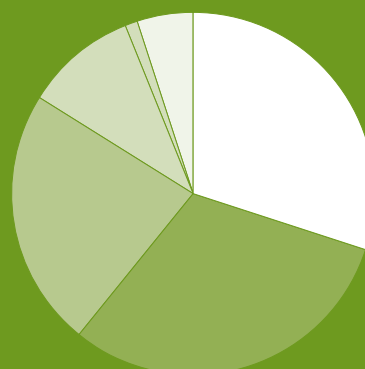
2010

PRISA employees by business area

	2011	2010
■ Education - Publishing	32 %	30 %
■ Audiovisual	30 %	31 %
■ Radio	23 %	23 %
■ Press	10 %	10 %
■ Digital	1 %	1 %
■ Other	4 %	5 %



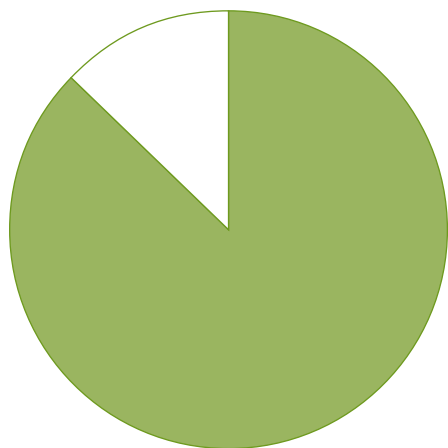
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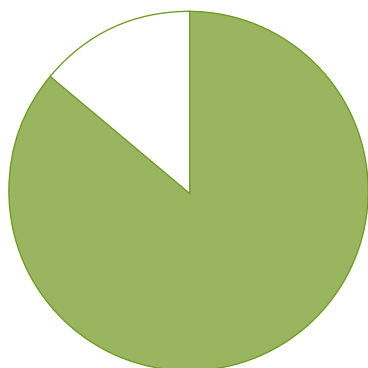
2010

PRISA employees by contract type

	2011	2010
■ Permanent fixed contracts	87 %	86 %
□ Temporary contracts	13 %	14 %



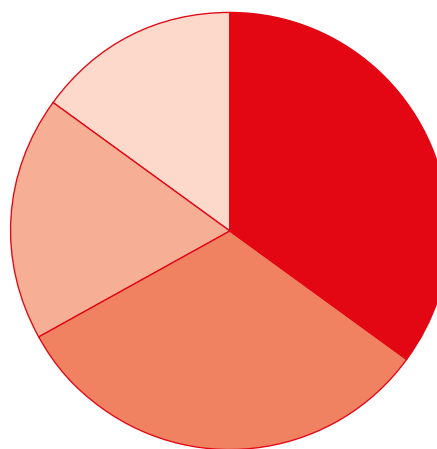
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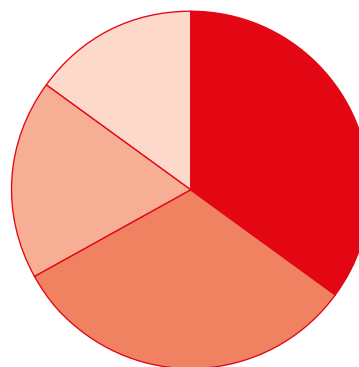
2010

PRISA personnel by area

	2011	2010
■ Sales and Marketing	35 %	35 %
■ Content	32 %	32 %
■ Production and Logistics	18 %	18 %
■ Administration and Management	15 %	15 %



2011



2010

Commitment to our human capital

Our Human Resources policy is a reflection of our conviction that our human capital is our best tool to meet our commitments to society. We believe that:

- There is only one way to inform, educate and understand people and that is through people.
- There is only one way to be world leaders in communication, and that is by developing leaders among our team members.
- There is only one way to be responsible in society, and that is by having independent and socially committed professionals.

All the Group's companies believe in strict respect for the basic labor rights as recognized by the International Labor Organization, especially in issues related to equality and non-discrimination on the basis of sex, ideology or beliefs. Similarly, each company strictly adheres to the labor laws of the country in which it operates. In 2011, PRISA adopted a **Code of Conduct**, mandatory for all employees, in which pluralism and respect for all ideas, cultures and people, are set out as the

company's core values, with the chief objective being respect for human dignity.

Values of the PRISA Code of Conduct:

- Integrity, honesty, rigor and dedication in carrying out their work.
- Responsibility, commitment and transparency.
- Pluralism and respect for all ideas, cultures and people.
- Creativity and innovation in business development.
- Responsible, efficient and sustainable management, generating value for shareholders and society.

Apart from certain company directors, all our staff are subject to labor agreements in each of their companies. These agreements substantially improve working conditions and thus provide our professionals with a stimulating and competitive working environment, free of financial concerns, with job security, independence and sophisticated technology. Staff enjoy total freedom to participate in trade unions and the Group fosters social dialogue.



PRISA's commitment to human capital has the following main goals:

- To promote and foster the defense and effective practice of the principle of equality between the sexes, ensuring the same rights to access to work and professional development at all levels.
- To increase women's chances of gaining posts of greater responsibility within the company, thus reducing inequalities.
- To prevent discrimination on grounds of sex by means of a special protocol for taking action where necessary.
- To establish measures that favor the balance between the personal lives and professional responsibilities of our employees.

Equality

PRISA's staff structure shows an almost equal breakdown by sex. 48 % of senior management posts are held by women, up from 47 % in 2010. The figure for middle management is 37 %, the same as last year. PRISA has a policy aimed at the promotion of women to these posts.

Social benefits

Each of the Group's businesses has its own policy on social benefits but all endeavor to remain competitive in the markets in which they operate. These benefits complement, and improve on existing social benefit schemes. In some cases, PRISA's Human Resources have adopted flexible salary structures, adapted to the needs of employees.

Flexibility

PRISA's companies have come to understand the real benefits of offering balanced work days that provide an optimum balance between the needs of staff and the goals of the companies. Many of our companies offer employees flexible work days, home working, and the possibility of working intensive shifts in summer. In 2012, a new package of initiatives will be rolled out across the company.

Health and safety workplace

In 2011, PRISA remained committed to its objective of promoting a preventive culture throughout its businesses. Noteworthy in this regard, is the Group's commitment to comprehensive compliance with current regulations and the integration of risk prevention in the management of companies.

The Prevention Service has focused its efforts on training activities aimed at promoting health, to increase the level of protection and physical welfare of PRISA employees.

Professional development of our workforce

At PRISA, our professionals are our greatest asset. That's why we are wholeheartedly committed to a policy of continuous training aimed at maintaining the highest standards of professionalism, quality and competitiveness.

The multi-business nature of PRISA, coupled with our global presence, allows us to offer career opportunities across all our different business divisions and throughout the 22 countries where we operate. This year we have designed a project that will be rolled out in 2012 to promote internal mobility and internal selection of candidates to fill vacancies or newly created posts. Existing employees will be the first to find out about job offers via the corporate intranet.

PRISA companies are committed to meeting the professional needs of its employees with alternative measures such as special leaves of absence, reduced working hours and unpaid leave for study. In many cases, the business units continue to cover employees' social security to ensure that they do not lose years of contributions.

The business units of PRISA make every effort to provide many hours of specialized training for their workers. During 2011 the Group also offered more internal training. PRISA has invested 1.37 million euros in training programs, 12 % more than last year, a figure that in the budgets of 2012 is set to be **902 million euros**.

We have also carried out a survey on adaptation to change whose main focus has been the detection of the learning capacity of companies to determine to what degree these are organizations that foster learning, the extent to which creativity, knowledge acquisition and sharing as well as leadership, flexibility and / or adaptability to change form part of employees' day to day work. As secondary objectives we have measured levels of employee motivation in the face of organizational transformation, and we have evaluated the suitability of introducing procedures to identify, attract and

retain talent. This will allow us to be more efficient and improve competitiveness and productivity.

In order to satisfy the needs of both the company and our employees, we provide the appropriate channels to ensure that company development will work to the benefit of our teams, the company and the wider society that reads us, listens to us, and watches us.

- We run excellent programs that identify talent from within the Group, a necessary measure to maintain the quality and unique nature of our products demanded by our clients and users. There are Talent programs which identify and encourage certain professional profiles with potential that should be developed.
- We design development and career guidance programs for our professionals, based on performance appraisal, that are being extended throughout the companies in the Group.
- We are in favor of functional, geographical and business-sector mobility within the Group, thus fostering PRISA's global vision and outlook.

Total average investment in training per employee



Working environment and internal communication at PRISA

Internal communication at PRISA

PRISA maintains open and fluid channels of communication with employees, based on transparency, via intranets, newsletters and regular communications. Additionally, and subject to established legal procedures, regular meetings are held with various workers' representatives to measure the degree of satisfaction of our employees. This evaluation of the work environment allows us to improve internal communication and to develop new communication channels aimed at improving the welfare of our employees.

In 2011, PRISA revolutionized internal communications with the launch of a **global intranet** called "**toyoutome**" common to all employees in the 22 countries where the company has operations. This works as an umbrella platform that encourages networking, participation, proactivity and collaboration, thus enhancing synergies that were previously inactive. The new global intranet represents a radical change in corporate culture that positively influences the way how we internally relate to each other and work together.

This conceptual shift requires new technological tools. The global intranet is at the very core of the digital transformation of PRISA. A space for open communication and collaboration, that is flexible, multi-directional, personalized, engaging and omnipresent.

This new space makes Communication 2.0 the basis of internal communication strategy. It provides a space where employees can express themselves, share ideas and be inspired, where they feel listened to. The contents have a more human and emotional feel, less institutional and more engaging, promoting synergies between business units and with a greater and more equitable representation of all Group companies.

"The Wall" is one of the most innovative communication 2.0 tools within the project. This is an internal social network that allows employee communication with the



company in a fast, direct and human way, just like in real life. They can share their profiles and that of their colleagues, documents, ideas, impressions, create working groups or forums for discussion, identify experts, etc. these are some of the new features of the global intranet. The value and potential of this application is testament to the courage of PRISA's leadership, which has given its full support to this space where employees can express themselves without any filtering or censorship.

PRISA Club is another important application in this new environment. This is a portal with special offers and benefits for our employees on some of our products, on products and services offered by third parties, and a bulletin board where people can share whatever they see fit.

We also provide a global agenda to enhance communication between all our group companies and countries. With this service, users from all companies can post their business events and, through an integrated search engine, find out what's on in their city, province or country, what the event is about, the persons involved, etc.

All image and brand elements are present in the Brand Room, which hosts all the graphics and artwork of each and every one of our companies (logos, templates, videos, presentations, photos, application manuals, etc.) to guide and facilitate our employees' day to day work and thereby promote a better and greater use of our corporate identity.

The new internal communication 2.0 environment more than meets the initial demands of our employees. Now, it is not only the company that provides information, but also all our employees who, thanks to multidirectional communication, share knowledge, questions, suggestions and hobbies. They can also create special working groups, which means that geographical barriers, previously a hindrance at PRISA, have been overcome. A new era of conversation and participation has thus begun.

In 2012 we will launch three new trends:

- **PRISA JOB:** PRISA's job site, to promote nobility and improve employees career plan.
- **CAMPUS PRISA:** to promote education and training.
- **MI IDEA** (My idea): employees will be able to take part and suggest ideas and new projects.

This new intranet is accessible from any device, anywhere, thanks to remote access via Internet. In this way, employees can learn about company news, events and trends at any time, anywhere.

Internal communication in our companies

SANTILLANA

Santillana communicates directly with employees by means of intranet and internal communiques that explain changes or developments in the company's business approach. There are guidelines for all countries for the conduct and content of meetings for executives and middle managers in order to keep them updated on developments in business and ensure that they are the first to inform their teams. In Spain, there is also a systematic calendar of meetings with the workers' committees.

PRISA Noticias

El País's Professional Committee meets regularly with the managing editor to deal with all issues of concern to the editorial desk and thus resolve conflicts that may arise.

The most important internal communication tools are the intranet, management communiques, regular meet-

ings with the workers' committees and notice boards. There is also an open door policy whereby workers can talk to the HR Department on any labor-related issue that may concern them.

PRISA Radio

The main internal communication tool is the PRISA Radio platform, launched in 2011. This platform enables users to find out about projects and professional achievements, the daily work of teams, success in meeting business objectives, developments in the radio industry and the human face of the organization, thereby improving the collective knowledge of the organization.

In addition, there is fluid dialogue with employees based on direct communication with Human Resources. Verbal communication channels, through meetings and conversations, have always worked well in radio, allowing not only an immediate response, but also fostering an understanding firsthand of the interests and aspirations of employees.

PRISA TV

At PRISA TV, the main channel of communication is the intranet, accessible daily to all company employees. PRISA TV also provides a suggestion box where, as in internal meetings, employees may communicate their needs and requests to the company.

Media Capital

Media Capital employs the intranet and e-mail as permanent internal communication channels with employees. It also publishes a corporate magazine with staff collaboration, a weekly newsletter that informs all employees of current group news and, when necessary, the company sends out internal communiques on relevant issues.

PRISA Digital

PRISA Digital has a collaborative portal that enables two-way communication with all employees. This space goes beyond the intranet as it is the employees themselves who provide content for the portal. Additionally, the Human Resources department has a mailbox to collect all questions / suggestions from employees.

Influencing the value chain

The goal of PRISA's purchases policy is to build up a solid base of suppliers and collaborators which will enable all our companies to acquire goods and services under the criteria of efficiency, cost, coverage and technical and productive capacity. PRISA will also evaluate the supplier's integrity and its fulfillment of its fiscal, labour, human rights, environmental and, above all, the legal obligations in force in that country.

The Corporative Purchases Department is the first contact PRISA will have with potential suppliers and this body oversees the relations of suppliers with the Group's companies. Since 2009 it has focused on three areas of action related to Group CSR policy:

- 1. Selection and management of suppliers.** These are seen as crucial stakeholders in the company's day-to-day operations.
- 2. Paper management.** Paper is the most important raw material used by most of the business units and its sustainable use must be part of any environmental policy.
- 3. To determine new areas** where we can improve identification, measurement and management of the company's environmental impact.

To aid the the department to fulfill its obligations, a series of guidelines has been drawn up which govern the relationship between PRISA and its suppliers:

- The principles of objectivity, transparency, non-exclusivity and equal opportunities.

- All suppliers involved in any adjudication process will receive complete and detailed information about the goods and/or services to be supplied.
- The information supplied will be identical for all suppliers, ensuring that no single supplier enjoys any initial advantage, thus fostering legitimate competition.
- Potential suppliers will not be invited to participate in the adjudication process.
- All those who apply to become suppliers have a right to request an evaluation of their particular adjudication process.
- All applications will receive a reply accompanied by comments on their acceptance or rejection. A negative reply is in no way an obstacle to submitting future applications, once the reasons behind the rejection have been addressed.
- The results of the adjudication process, including a summary of the criteria employed, will be communicated to the supplier in writing.
- Initiatives for constant improvement are in place, which boost quality to the benefit of both parties. The supplier is welcome to make any suggestions as is felt necessary to improve relations between the Group and suppliers.

Selection and management of suppliers

The acquisition process is based on the principles of objectivity, transparency, non-exclusivity and equal opportunities. The specifications of procurement processes and negotiating rounds for potential PRISA

Certification process for PRISA suppliers



NOTE: All suppliers who wish to be approved by PRISA, will be accessed online at Supplier Area

Supplier evaluation

	2010	2011
Management system is certified or is being implemented plus voluntary codes	56 %	48 %
Formal procedures to respond to customer concerns	84.71 %	78.85 %
Legislative Framework	96.91 %	95.86 %
Adequate environmental safeguards	80 %	75.81 %
Guidelines on corporate governance	85.61 %	85.71 %
Incorporation of Social Responsibility indicators in management code	79.12 %	81.43 %

Authorized suppliers

	Total	Spain	Foreign
2011 (new)	115	113	2
2010 (new)	245	228	17
Previous years	2,574	2,506	68
TOTAL	2,934	2,847	87

* NOTE: In the suppliers associated with Spain, there is a substantial part on multinational companies based in the country.

suppliers are detailed in the application forms, where there is also information on conditions and obligations that the Group requires of all its suppliers.

There are four criteria in the process of adjudicating and authorizing potential suppliers:

- **Quality of the product/service** offered.
- **How the service matches our requirements**
- **Cost** and ability to deliver on issues related to CSR.
- **Confirmation and certification** that the Group's CSR criteria have been met

All potential suppliers interested in becoming certified as PRISA suppliers should apply via the Electronic Purchases Platform, which manages Group-supplier relations, all aspects of the process, including potential supplier registration, application, the certification and authorization of all our suppliers worldwide as well as ongoing follow-up and periodic assessment according to those criteria previously outlined.

All suppliers must be certified and authorised prior to forming part of our list of suppliers

For the past five years, the Department of Corporate Purchases has been managing and updating a data base of the Group's chief suppliers, evaluating them on key CSR criteria, including paper management, recycling and reuse of fungibles and CO2 emissions. Applicants must be in full compliance with Conventions 138 and 182 of the International Labor Organization (ILO) governing child labor. Non-compliance with these conventions will nullify any contracts between the parties.

There are currently 2,934 authorized suppliers, 115 more than in 2010. 2,506 are Spanish and 68 are from abroad.

PRISA favors suppliers who meet CSR criteria and who have SA 8000, ISO 9001 certification etc. Indeed, 74 % of our suppliers have a quality certification.

In 2011, as in previous years, PRISA carried out a study of a sample of our wide number of suppliers. In 2011, the number surveyed was 175, as compared to 146 in 2010, and they were evaluated by service and percentage in volume of purchases.

Environmental impact management

PRISA is committed to reducing the costs and the impact that our operations may have on the environment. The Group's **Environmental Security Policy** includes a series of basic principles in the area of legal compliance that contribute to the continuous improvement of our operations:

- PRISA will comply with all applicable legal requirements, and will, whenever possible, make every effort to anticipate them.
- The group will actively strive to reduce and prevent pollution and waste, and to conserve energy in all its operations.
- The group will require its suppliers to conduct their operations in an environmentally responsible manner.
- The group will ensure the safety of industrial operations, to avoid negative impact on the environment.

This policy is divided into three levels of action:

- Emission control.
- Consumption control.
- Waste Control.

The aim is to provide safe products and services that respect the environment throughout their life cycle,

and to conduct operations in an environmentally responsible manner.

Emission control

In 2010 the Corporate Purchasing Department began collecting data on suppliers who provide services to establish the equivalent weight of CO₂ generated by travel and accommodation derived from Group activities. The result (a decrease of the impact caused by Group trips made in 2011) confirms the trend towards reductions seen over the previous year.

Consumption control

Responsible use of paper

Grupo PRISA has always carefully managed all stages of the **lifecycle of paper**. The group works with paper manufacturers who guarantee their adherence to environmental standards and recycling, either directly or indirectly, and all business units using paper committed themselves over the course of 2011 to reducing their use, whether by modifying formats or opting for lower weights of paper, while still guaranteeing the quality of the finished product.

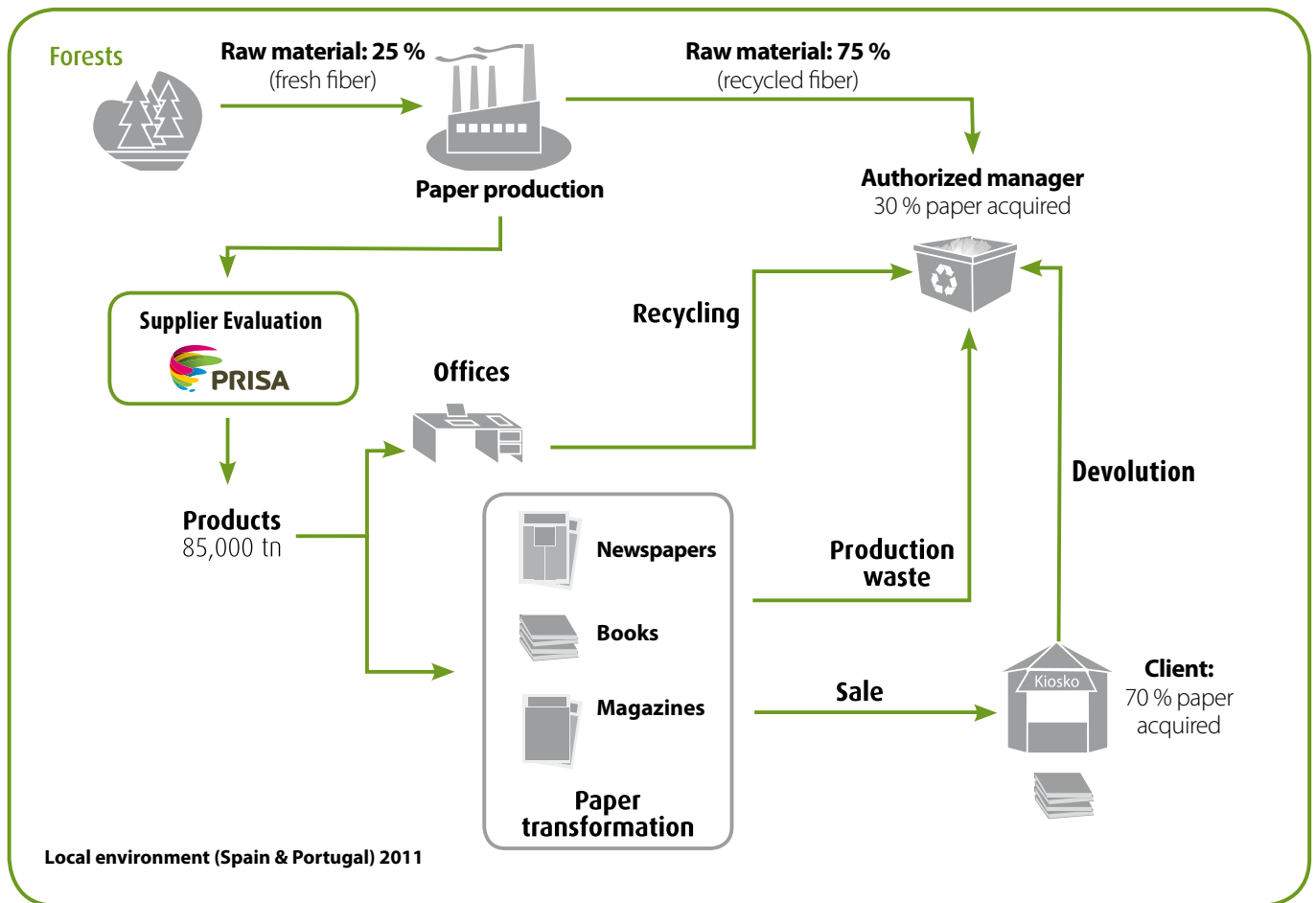
PRISA's suppliers must comply with certain environmental requirements in the manufacture of paper. The

CO₂ emissions (PRISA: Spain and Portugal)

From of transport	Unit of measure	Conversion factor kg CO ₂ / unit of measure	2011			Equivalent CO ₂ in kg	Conversion factor kg CO ₂ / unit of measure	2010			Equivalent CO ₂ in kg
			Spain	Portugal	Total			Spain	Portugal	Total	
Hotel	RN	28	14,987	S/D	14,987	419,636	28	18,109	S/D	18,109	507,052
Aéreo	Millas	0.18	15,707,842	2,564,868	18,272,710	3,289,088	0.18	16,886,051	2,099,680	18,985,731	3,417,432
Tren	Km	0.06	3,182,968	S/D	3,182,968	190,978	0.1	2,949,729	S/D	2,949,729	294,973
Rent a car	Km	0.123	767,179	S/D	767,179	94,363	0.141	915,779	S/D	915,779	129,125
Total			19,672,976	2,564,868	22,237,844	3,994,065		20,769,668	2,099,680	22,869,348	4,348,582

Notes: The sources for conversion factors are: <http://www.nef.org.uk/greencompany/co2calculator.htm> (air), http://www.responsabilidad.net/002_calcemision.html (train) and sources prepared by AVIS for rent a car, due to the variability of consumption in used cars.

Paper life cycle in the PRISA Group



paper industry’s high level of environmental awareness provides a further guarantee that suppliers are generally not merely complying to environmental legislation but that they are wholeheartedly committed to issues in this area.

Almost all PRISA suppliers possess the capacity to produce PEFC and FSC accredited paper, thus guaranteeing that controls are being carried out at the various stages of the production process—from forest to printer— although this does involve higher costs.

PRISA Noticias - Pressprint

Pressprint is the printers for the Group’s print media in Spain. Its operations require the use of paper, ink and aluminum plates. Pressprint uses technological innovation to constantly optimize and responsibly manage their use. In 2011, Pressprint continued its policy of improving procedures, both in terms of managing raw materials as well as waste management.

- Parameters have been adjusted for the consumption of ink, water and additives in the printing process to optimize the amount of ink used per million printed pages, reducing consumption by up to 7%.
- We have optimized the number of machines used in production, reducing the number of plates used, and the waste of paper and cleaning materials. Thus, *El País* prints its National Edition on one machine, rather than two, in most of its copies.
- We have implemented the use of Low Chem plates, which require a less aggressive chemical concentrate and simplifies cleaning. The figure is 50% of plates at Barcelona and Madrid will change over in 2012.
- In 2010 a project was launched for the digital printing for low-volume newspapers, thus avoiding the high costs and residues generated by off-set print runs. This process also enabled efficient

distribution at different geographical points, without the high energy consumption and CO2 emissions caused by traditional transport. This year, production has begun on two newspapers Al Ahram and The Guardian, with runs of 50 and 300 copies per day.

- Software has been tested for ink consumption optimization, and will be used during 2012.

Consumption Ink

	2011	2010	Saving
Madrid	290,557	313,373	7.85 %
Barcelona	96,641	118,735	22.86 %

Solvent

	2011	2010	Saving
Madrid	21,000	45,371	116.05 %
Barcelona	16,150	27,509	70.33 %

Number of plates

	2011	2010	Saving
Madrid	44,055	45,371	2.99 %
Barcelona	26,384	27,509	4.26 %

Energy consumption

During 2011, all Group companies have run campaigns to raise awareness and to foster a more rational use of energy at their facilities and rationalize energy consumption (air conditioning, lighting, etc.). They have maintained the measures established by the Ministry of Industry for public buildings for the temperature of facilities within recommended comfort parameters, and the machines are turned off when not in use for longer than 30 minutes. We have also continued to reduce color printing in all our businesses and have promoted printing on both sides of the page.

Currently, there are several projects underway to establish a diagnosis in the field of energy efficiency, in order to implement in 2012 one of the systems / devices that are on the target market for this purpose

Corporate center: Direct consumption by primary source

Primary source	2011	2010	Saving
ELECTRICITY kw/h	4,136,179	4,441,248	7.38 %
GAS l	24,000	23,500	-2 %
WATER m³	9,268	10,504	13.34 %

Santillana constantly strives to promote recycling and reduce energy consumption by means of awareness drives among employees. During 2011 energy consumption has fallen more than 50 %.

SANTILLANA: Direct consumption by primary source

Primary source	2011	2010	Saving
ELECTRICITY kw/h⁽¹⁾	1,723,480	2,471,481	43.40 %
DIESEL kw/h	N/A	N/A	N/A
GAS m³	17,300	26,600	53.76 %
WATER m³	7,403	8,770	18.47 %
PAPER Tm⁽²⁾	N/A	N/A	N/A

⁽¹⁾Estimated data

⁽²⁾Volumes of non-recycled paper consumed in the production of books. All paper used is chlorine free and comes from factories with Environmental Management Systems (ISO or ESMAS). Almost all the paper used has PEFC certification and around 30 % also have FSC certification.

PRISA TV has continued to apply environmental measures to control energy consumption and optimize on costs of paper and corporate digital stationery. Also during 2011, new multi-functional equipment has been installed to send and scan documents without printing them, with corresponding savings in paper and ink.

PRISA TV: Direct consumption by primary source

Primary source	2011	2010	Saving
ELECTRICITY kw/h⁽¹⁾	15,197,346	15,969,041	5.08 %
DIESEL kw/h	1,700	2,000	17.65 %
GAS m³	5,738,196	6,740,463	17.47 %
WATER m³	42,121	43,749	3.87 %
PAPER Tm⁽²⁾	260	360	38.46 %

To avoid excessive waste generation—office furniture, technical and audiovisual equipment—donations have been made to the Public Administration, Red Cross and other NGO's.

Media Capital: Direct consumption by primary source

Primary source	2011	2010	Saving
ELECTRICITY kw/h ⁽¹⁾	5,823,233	6054802	3.98 %
DIESEL kw/h	2,500	2,400	-4 %
GAS m³	195,767	345,356	76.41 %
WATER m³	9,590	18,579	93.73 %
PAPER Tm ⁽²⁾	26,22	34,846	32.90 %

PRISA Radio has continued to promote measures to reduce the consumption of energy, water and raw materials. There are also measures to ensure the proper management of waste, fumes and noise, the replacement of air conditioning systems with inverter technology systems, elimination of pipes and acoustic insulation fibers that are potentially polluting, the recycling all computer equipment and consumables, and an equipment acquisition policy that complies with eco standards : low consumption, low pollution batteries.

PRISA Radio: Direct consumption by primary source

Primary source	2011	2010	Saving
ELECTRICITY kw/h ⁽¹⁾	1,284	1,369	6.62 %
DIESEL kw/h	59	30	-49.15 %
GAS m³	N/A	N/A	N/A
WATER m³	42,653	56,965	33.55 %
PAPER Tm ⁽²⁾	21	23	9.52 %

Company offices have also implemented the massive use of videoconferencing to reduce travel and therefore energy consumption, which has produced savings of 35 %.

PRISA Noticias, in addition to optimizing production processes, has carried out work to reduce energy loss

at Pressprint facilities and to ensure better insulation. The company has conducted a study to adjust the temperatures of air conditioning, and has continued with its policy of fostering environmental awareness among staff to save energy by using only necessary lighting.

As for optimizing on the consumption of paper, *Cinco Días* and *EL PAÍS* control consumption among employees, encourage the scanning of documents, the sharing of files on the intranet and using projectors for presentations at meetings, instead of printing dossiers for attendees.

PRISA Noticias: Direct consumption by primary source

Primary source	2011	2010	Saving
ELECTRICITY kw/h ⁽¹⁾	14,635,938	12,349,992	-15.62 %
DIESEL kw/h	N/A	N/A	N/A
GAS m³	5,202,737	5,671,939	9.02 %
WATER m³	14,908	13,076	-12.29 %
PAPER Tm ⁽²⁾	63,661	72,225	13.45 %

Magazines by **PRISA Revistas** bear a label (beside the barcode) to encourage responsible recycling with the slogan "Please recycle this magazine."



Among **PRISA Digital's** environment-friendly measures are those aimed at ensuring that all lights, computers and heating/air conditioning systems remain turned off as much as possible; and other initiatives in the area of recycling and use of paper.

PRISA Digital has also installed energy efficient computers and is currently evaluating the process of changing over to Cloud hosting and other online solutions such as home working as we embrace green computing.

Recycling activity	2011	2010	Difference 2011-10
Disposal of IT consumer goods	394 units	484 units	-22.8 %
Disposal and recycling of paper	96Tn	105 Tn	-9.03 %
Disposal and recycling of batteries	290Kg	390 Kg	-34.5 %
Disposal and recycling of flourescent lamps	176 units	840 units	-477.3 %

Waste control

Corporate center

all office printers removed to a Madrid recycling plant, where they are recycled according to current norms and made available to suppliers for re-use. The company responsible for the operation is a Special Employment Center, meaning that PRISA thus fulfills a double objective: helping the environment and aiding workers with disabilities.

In 2011, at our Gran Vía 32 head office alone, we recycled 394 IT consumer goods (LASERCART), 96 tons of newspaper (CARPA), 290 kg of batteries (Madrid area's regional authority environment department) and 176 fluorescent lamps (AMBILAMP).

PRISA Noticias

Pressprint has authorized managers who are responsible for removing contaminated residues from ink, such as solvents. Aluminum is gathered in containers which are then collected by an authorized agent. In 2011, 70,439 kg of aluminum thus produced were melted down for the development of new products.

Pressprint recycles -either at our own plants in Madrid and Barcelona, or through outsourcing- residual paper as well as returned newspapers and magazine supplements. Waste and residue generated during the printing process are classified by potential use and are removed by recycling companies. Returned newspapers and magazine supplements are recycled by companies located nearby the distributors' collection depots. We ensure that recycling companies possess the appropriate certification in waste management and disposal.

Other recycled waste includes plastic containers, oils, toners, and scrap iron, copper and other materials generated in

the decommissioning of obsolete machinery. Obsolete computers and other IT devices that may pose a risk to the environment are regularly removed by certified and authorized waste-management companies.

Recycling companies used by Pressprint:

- Paper, cardboard and aluminum plates: SAICA.
- Used toner: BIOTONER.
- Lamps and lighting: S.I.G – Ambilamp.
- Used oil: FONDOMOVIL.
- Contaminated cleaning materials: MEWA.