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Dialogue and communication with stakeholders

SEZ

PRISA (ALDO)

Dialogue and communication with stakeholders

As a media group, PRISA takes very seriously its commitments and social responsibilities to its employees, shareholders, customers, suppliers, the social milieu, environment and society at large. Each company within the Group possesses its own mechanisms for communicating with its stakeholders, both internal and external and direct and indirect, whereby we remain informed of their concerns and opinions and are thus equipped to respond appropriately.

The screenshot displays the PRISA corporate website. At the top left is the PRISA logo. To its right are navigation links for 'English | Portugués' and social media icons. Below this is a search bar and a dropdown menu for 'Webs de PRISA'. A horizontal menu lists various departments: 'QUIÉNES SOMOS', 'ÁREAS DE ACTIVIDAD', 'RESPONSABILIDAD SOCIAL', 'RECURSOS HUMANOS', 'ACCIONISTAS E INVERSORES', and 'SALA DE PRENSA'. The main content area features a grid of logos for various media companies, including EL PAÍS, SE2, PRINCIPALES, SANTILLANA, ADN, AS, ALFAGUARA, Vme, taurus, CincoDías, plural, ial, CARACOL RADIO, planeo, RADIO, CANAL+, tvi, tvi 24, and Continental. To the right of this grid is a large headline: 'Líderes en educación, información y entretenimiento'. Below the grid is a navigation bar with 'PRISA' and four categories: 'Editorial-Educación', 'Prensa', 'Radio', and 'Audiovisual'. At the bottom, there are sections for 'NOTICIAS' and 'AGENDA' with dates and brief news items.

About our readers, listeners, viewers and users

As a media group, PRISA takes very seriously its commitments and social responsibilities to its employees, shareholders, customers, suppliers, the social milieu, environment and society at large. Each company within the Group possesses its own mechanisms for communicating with its stakeholders, both internal and external and direct and indirect, whereby we remain informed of their concerns and opinions and are thus equipped to respond appropriately.

All of our employees have access to an internal channel for communication and collaboration (intranet to-youtome) providing all the necessary information that might be required. Users may participate and interact with their colleagues or with employees from other companies across the Group. At the PRISA corporate center we provide all necessary tools and resources to those managing the different intranet systems to enable them to work in a coordinated fashion and to share relevant experiences. There exists, therefore, from the departments of Communication in collaboration with

Human Resources, IT, Security, Purchases and Prevention, an internal participative network that we all keep alive every day. There is also a channel for concerns and complaints, administered by the Audit Committee, and open to all employees whatever their concern might be.

The corporate website (www.prisa.com), available in Spanish, English and Portuguese, provides all relevant information about the Group and its companies. Here, investors and stakeholders are informed of all company news and events. Analysts and members of the press will each also find a specific area in order to keep them updated on developments.

Following the example of a number of European countries, PRISA has, along with other Spanish companies, belongs to the association Emisores Españoles, an issuers association aimed at seeking out solutions common to all issuing companies, both nationally and internationally, and which strives to develop principles of good

corporate governance among public companies and which fosters the adoption of measures to streamline communication between companies and stakeholders.

At the Corporate Center we deal with four different categories of the public.

- **Shareholders:** through the Shareholder Relations Department, responsible for resolving all questions and concerns.
- **Investors:** through the Investor Relations Department.
- **Media, institutions and members of the public:** through the Corporate Communication department and its press office. They provide all relevant and up-to-date information and news on the Group and its companies, as well as answering questions and dealing with requests for information.
- **Employees:** In 2011 the new global intranet service Toyoutome was launched and it has gone from strength to strength. This is a common space, open to all, where people can share knowledge and news of what's happening in

their companies, create groups to share experiences from the different countries where we operate, and where we can all learn what the Company is doing and where it is going.

Our companies' initiatives.

SANTILLANA

SANTILLANA's commitment to the digital world has led to a technological transformation of the Company that places the customer at the center of all of our activities (reader, teacher, student, family, etc.) by adopting a multi-platform strategy. A number of engaging initiatives are being implemented that enable quick and effective communication with our current and potential customers, and that encourage their participation through dialogue and new forms of communication.

SANTILLANA pioneered, in 1997, the creation of a website to support teachers. At www.santillana.es users can find all our new publications and consult a wide range of resources designed to complement our publishing projects.

Users can also find online www.evocacion.es. This is an exclusive space for users of Santillana and offers ac-



cess to all Santillana digital materials. This initiative was designed to provide greater service to teachers, and offers, anytime and anywhere, numerous resources: lesson plans, multimedia, news, training seminars, etc.

The online teachers' community at e-vocacion now has more than 60,000 members who avail of a range of educational materials and other high added-value services such as online learning, interactivity and discounts for the leisure sector.

In 2012, Santillana Educación also launched the new website www.santillana.es which helped to improve visitor numbers and fostered the continued loyalty of users:

- More than 10,000 registered users, between parents and teachers.
- 18 % increase in visits compared to 2011.
- +200 % page views compared to the previous year.
- The abandonment rate fell from 70 % to 30 %.

Other examples of initiatives that seek to engage the user was the summer campaign "Santillana Vacations" in which competitions were launched online for the whole family and which included multi-channel communications strategies and marketing (advertising in relevant media and emailing to internal and external lists, bloggers, and so on).

Also, throughout the year, we created specific discussion groups on the social networks such as *ICT in Education* which attracted more than 1,000 followers, who debated the application of new technologies to education. Quick surveys were conducted on our websites about potential product enhancements and new initiatives, and we provided ongoing support to users' queries via Facebook and Twitter.

Internet is changing the way we reach the entire school community (and not just teachers). New profiles were therefore created on the web to provide answers and content to other stakeholders (parents, students, journalists, retailers, bloggers, etc).

The launch of the online store that allows the purchase of licensed products (libroweb) and the availability of some products in Apple Store are significant steps in

the digital transformation of the publishing business. SANTIILLANA is committed to strategies that will improve the distribution of products, to building relations and developing greater interaction with different audiences, and to acquiring increased knowledge of customers and their experiences in relation to SANTIILLANA. This is key to optimizing their loyalty.

PRISA Noticias

The different media belonging to PRISA Noticias are in close contact with their readers via Internet.

The new *El País* website, which was completed in 2012, encourages participation and interaction with readers. Thanks to its new news format, the live blogging platform Eskup -which is also a social network- also allows readers to write their comments and to archive them. This also encourages them to participate in open chat channels on certain topics.

We also launched collaborative initiatives such as the series *Talentos*, because we consider *El País's* commitment to creativity to be as important as its commitment to its readers. The new *Cultura* portal invited readers to send samples of their creativity and we received over 3,000 entries by email, including a micro-poem, samples of graphic design and a short film. The best entries were displayed in the digital edition.

During 2012, we gave new impetus to 2.0 communication channels. *El País's* main Twitter account @el_pais, has 2,220,000 followers (as of January 25, 2013), meaning we've doubled the number of followers in just one year. We have 29 Twitter accounts in total, for specific sections (Politics, International, Culture and Sports) and for specific events or for certain coverage.

El País possesses a number of communication tools such as the Readers' Editor and a letters page. There are also spaces on opinion pages where readers may comment on the issues that affect them. The Letters to the Editor page is a direct way for keeping channels of communication open between readers and the paper, and fosters the development of reader identity and loyalty with the newspaper. Readers and subscribers may also contact the paper directly by phone (902 119 111).



Radio

Música

Otros Medios

Desarrollo de marca



NOTICIAS

29/01/2013

Presentación de los Premios Dial 2012, los premios de la música en español

25/01/2013

Alejandro Sanz, gran triunfador en los Premios 40 Principales

Teachers and students participating in the *El País de los Estudiantes* project receive regular communication and updates from *El País* over the course of the school year, informing them of the content of the program and coaching them through the whole process. Participants also regularly receive material, incentives, gifts, competitions, digital interviews and emails.

El País also has a permanent open-doors policy and conducts guided tours, chiefly from schools, to the newspaper.

PRISA Radio

Social networking has had an enormously dynamic impact on the relationship between radio and listeners, the latter being the main customer / consumer of the Company's activities. Radio has adapted well to the new digital world and has succeeded in creating a seamless integration with digital media. Audience participation is key, and new channels of communication have been opened up to make it more fluid and to enable everyone to join the global conversation.

Social networks are deeply embedded in the day-to-day newsrooms and communication teams. Spoken-word radio, whether broadcast conventionally or through the web or mobile, have a life of their own on the web pages. All this is complemented by interactive tools on the website, where there are links to the programs and to presenters via their social network accounts.

The departments of Communication and Marketing use these channels to issue and expand upon corporate and brand messages and subsequently measure the response of users to their posts. Other parallel channels include the PRISA Radio communication platform as a primary internal communication tool. This platform publicizes departmental projects and professional achievements and does much to project the human face of the organization, thereby improving collective knowledge. The Media Room 2.0., aimed at media professionals, is aimed at publicizing and promoting our operations and initiatives in an environment that integrates our social networking tools to more effectively disseminate our news and information, and enables us to practise a more open and participatory journalism.

PRISA TV

PRISA TV deploys a wide range of channels for communication with customers and consumers. By means of our interactive and multi-device digital magazine, (www.plus.es/revista), users can find information on Canal+ channels and content, plus promotional videos, recommendations, interviews with actors, contests and open spaces for participation. In addition, through our websites, www.prisatv.com and Canalplus.es, as well as on-screen interactive services and communication, we keep customers up to date on the Company, content and upcoming attractions.

Canal+ is also extremely active on the social networks, where we publish corporate profiles and profiles of

journalists, who are very active and maintain a constant conversation with the audience. In this way, we have managed to personalize the Canal+ subscriber experience and add value to the brand.

The Customer Service Centre, email and postal mail, are still maintained to complete the relationship with our customers.

With regards to internal communication, the new global intranet is an enormously useful tool for meeting the demands of our professionals and to communicate the benefits of belonging to a global enterprise.

Meanwhile, our relationship with the media and other institutions is channeled through the Communications Department, in close liaison with the various divisions of the Company and with other areas of the different business units.

Internet participation

PRISA is a pioneer in using social network tools and in the creation of content for all kinds of media formats and devices. This strategy has reinforced dialogue with users (readers, listeners, viewers, customers etc.), has fostered audience engagement and participation and has allowed us to gain a greater knowledge of their habits.

In 2012, PRISA attracted an average monthly audience of close to 33 million unique users (comScore), representing a growth of over 26 % compared to 2011. During the year, PRISA media were visited by 72 million unique browsers, 9.4 % more than in 2011.

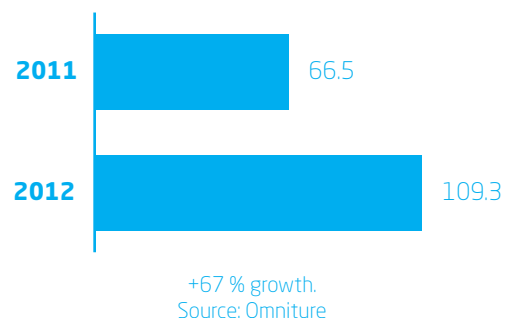
PRISA's main sites continue to trend upwards, in some cases doubling the number of average monthly unique users compared to last year. Noteworthy is the growth experienced by Elpaís.com, Cincodías.com, Planeo.com, Canalplus.es and Plus.es.

This growing trend is reinforced by strong brand awareness. Testament to this is the fact that users continue to directly access PRISA websites, with users directly typing site addresses into their browsers on 49 % of occasions, 5 % up on last year. Users accessed PRISA

Audience on social network (%)

40 Principales	19 %
<i>El País</i>	14 %
<i>As</i>	11 %
Canal+	10 %
Cadena Ser	6 %
SANTILLANA	4 %
Máxima FM	2 %
Cadena Dial	1 %
Media Capital	17 %
Other	15 %

Traffic on social networks (in millions of visits)



sites through search engines on 35 % of occasions. Visits via social networks are also up, making up 4 % of the total.

Latin America and Spain represent, in equal proportion, 84 % of the audience. The rest is divided between several countries, with major presence in Portugal. Also noteworthy is the U.S., which represents a 3 % of the total.

Mobility

2012 has witnessed a significant boom in traffic from mobile devices to PRISA sites. Mobile traffic at the end of year, stood at 24.7 % of the total, reaching maximums of over 25 % in some months. These figures double those of 2011. Among the platforms available,



Android is still the fastest growing in terms of traffic, in line with market trends.

PRISA has nearly 400 applications available across different mobile platforms (Apple, Android, Windows, Blackberry). Many of these are operated by SANTILLANA, demonstrating its firm commitment to mobility in the educational field. The number of downloads stood at over 11 million in 2012, almost triple the figure of 4 million app downloads registered in 2011. The launch of PRISA Radio apps in Latin America has been instrumental in this growth, accounting for nearly 2 million downloads and about 60 million annual hours of radio listening through our applications.

In 2012 we expanded our databases by more than 3 million users, with the figure exceeding 9.8 million if we add users of our business units and of our partners. It is noteworthy that 29 % of new registered users signed up through a social network, demonstrating, once again, the growing socialization of our brands and the close relationships that can be established with users in these environments.

All business units have experienced intense growth in follower numbers, totaling 24 million compared to 11 million for the year 2011.

Initiatives of our companies

PRISA Ediciones

With regards to corporate image, 2012 saw the insertion of the new SANTILLANA and PRISA Ediciones brand on company websites and throughout the social networks. Furthermore, the Corporate Communications and the Digital Business Departments have both provided guidelines and recommendations for use of social networks, in all those countries where SANTILLANA operates.

Traditionally, the promotion of a book did not begin until the very end of the creative process. But in the era of social media, the most successful projects are those that use reverse marketing. That is, those that first generate an audience and only then subsequently create a book or a project.

This is the case of *Objetivo cupcake perfecto* written by Spain's hottest food and pastry blogger, Alma Obregon, who has clocked up over 12 million visits to her blog and has a profile on Facebook with more than 40,000 fans. In addition, the Facebook profile of El País-Aguilar went from 1,500 to 7,000 followers in one and a half months thanks to a contest and promotion by the author. This title, developed in the innovative iBooks Author format, has become a phenomenon among food lovers. Several weeks before publication, the book was already in the Amazon Top 100 thanks to pre-sales. Almost 15 % of sales have been for the electronic version, which we have also published in English in order to access new markets.

The second edition of this multi-touch illustrated title was developed in the iBooks Author format, that allows users to access interactive, multimedia content, with full color images, 3D, video and audio. We've even included a video-collage made up of the photos sent in by the author's followers. Internet has proved to be a veritable focus group composed of millions of users where we can test, dry run and improve our products and services.

Reader participation has enabled the Facebook profile of the successful Australian author Kate Morton to reach over 12,000 followers. This page remained active by exploiting different ways of going viral such as competitions and signed book giveaways, etc.

The rise of mobile use means that increasingly more people use smartphones and multifunction devices such as the Kindle Fire, iPad Mini or the new tablets from Fnac and Casa de Libro to access the Internet and social networks and for reading. Publishers must provide readers with appropriate content for these devices, whether it be short texts to read on the subway or more engaging content in advanced formats.

An example of integration between content and social networks is the novella *Ghostgirl: Xmas Spirit*, whose profile in Facebook now has nearly 350,000 followers.

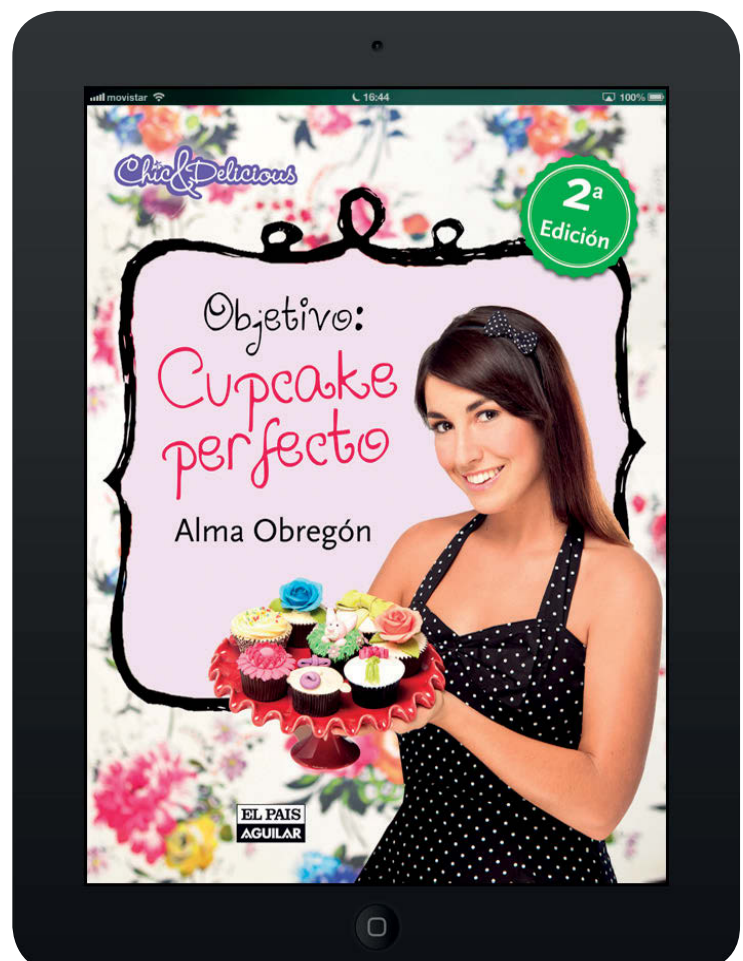
Digital products and services by IneveryCREA, *Tareas y más* and Edusfera also exploit the power of social media and are used as special promotional resources for communication and positioning projects and applications.

Of note is the social media space *Hay Otra Manera*, that enables us to interact with users of *Tareas y más* and Apps. There are also communication endeavors based exclusively on social networks such as *Regale carbón digital* (*Give digital coal*) last Christmas.

PRISA Noticias

During 2012, we gave new impetus to 2.0 communication channels. *El País's* main Twitter account @el_pais, has 2,220,000 followers (as of January 25, 2013), meaning we've doubled the number of followers in just one year. We have 29 Twitter accounts in total, for specific sections (Politics, International, Culture and Sports) and for specific events or for certain coverage. Some blogs also have their own Twitter account, such as *De mamás & de papas* and *Quinta Temporada*, and a total of 212 *El País* journalists have a Twitter account.

Meanwhile, the sports daily *As* is also present in all the significant social networks. Throughout 2012 there has been a notable shift in follower preferences. Whereas Facebook used to be the network to stimulate most



interaction (240,000 followers in January 2012 rising to 296,000 in January 2013), Twitter has experienced the greatest growth, both in follower numbers and in redirected traffic. As's generic Twitter account (twitter.com/diarioas) has seen an increase in followers from 200,000 in January last year to 500,000 today. There are also a range of sports-specific Twitter accounts such as [twitter.com / as_futbol](http://twitter.com/as_futbol) (with 1,780,000 followers), and for basketball and motor sport.

In Google's social network, G+, As has 45,800 followers and our Youtube channel (<http://www.youtube.com/diarioascom>) has 1,664 channel subscribers and has registered 2,032,488 video views.

During 2012, *Cinco Días* continued to increase its presence in social networks through profiles on Facebook, with 14,585 followers, and Twitter, where the paper has over 64,000 followers. Also of note is the growing number of journalists with a Twitter profile, thereby generating debate on current affairs and helping to drive traffic to the site. *Cinco Días* is also active on LinkedIn, the professional social network, where we endeavor to spark debate by asking questions related to current affairs.

Meanwhile, the *Cinco Días Forum*, which was hitherto restricted to those attending the event, is now open to everyone and broadcast live on Internet. The general public can now participate by asking questions and discussing the issues at #ForoCincoDías (which trended nationally during the Forum with Luis de Guindos, on May 21, 2012). The *Cinco Días Awards* and the *Talent Awards* both have accounts on Facebook and Twitter, informing followers of all the latest developments.

PRISA Radio

With more than 8 million followers, between corporate, brand and program profiles, PRISA Radio is active on Facebook, Twitter, Myspace, LinkedIn and Google+.

The audience actively participates in programs, interacting through social network profiles and walls that are inserted into live broadcasts. Thanks to social networks, not only are we closer to our regular listeners but we also reach members of the public who might not otherwise regularly tune in, thus widening our circle of influence. We are also promoting tools that allow interaction to take place within our sites.



As for traffic, PRISA Radio sites reached 7.6 million average monthly unique visitors, according to comScore.

The exploitation of content on smartphones, tablets and connected TV has been one of the major objectives to have been met satisfactorily in 2012. Today, PRISA Radio has 40 applications for its core brands, designed for the top 3 available technologies, and we also now have the base structure in place that enables us to launch 6 highly-rated apps a months at a price significantly below the market.

Recent figures are testament to the progress being made: in 2012, we registered more than 32 million hours of streaming through our portals and apps. We have also registered over 5 million downloads of mobile apps for all platforms. And nearly 30 % of online radio listening in Spain is through smartphones, with more than 40 % of those who listen to us online doing so exclusively through that medium.

PRISA TV

2012 was very positive for Canal+. It was a year which saw the consolidation of the social nature of the brand, thanks to innovative projects that fostered participation and interaction. And it was a year of continuity and consolidation of our segmented channels in social networks, which have 2,290,000 followers.

Interaction with our users is channeled through specific accounts that Canal+ has created in different social networks. Every day, under the Canal+ brand, we hold competitions, carry out surveys, and pose questions or make comments directed at specific target audiences. Furthermore, the creation of interactive apps means users can feel involved with Canal+ content. This has changed the way in which a user can engage with the brand and has fostered the integration of technology into the Canal+ brand itself.

Social networks are directly dependent on the communication department. This means that integration is total and that the social networks are considered an essential media channel through which to conduct communications strategy for the Canal+ brand and its contents.

PRISA's followers on the social networks

Media	Facebook	Twitter	Tuenti
As	307.758	2.520.468	30.982
El País	333.814	3.276.369	2.365
Cinco Días	14.600	80.644	-
Rolling Stone	47.116	70.850	915
Cinemanía	30.258	51.714	372
Digital +	212.980	2.134.529	25.114
Los 40 Principales	2.855.217	1.823.512	70.617
Cadena Ser	357.953	1.185.959	46
Inmobiliaria	441	2.814	-
cursos	226	176	-
Empleo	8.253	7.801	-
Motor	-	-	-
Parasaber	-	-	216
El Viajero	14.038	25.304	.
Infometeo	-	-	100
Kalipedia	1.305	-	-
Santillana	388.959	682.512	-
Los 40-México	698.731	256.230	-
Los 40-Colombia	-	345.266	-
Los 40-Argentina	519.681	-	-
Los 40-Ecuador	52.187	11.387	-
Caracol Radio	27.056	349.532	-
Bésame	-	5.985	-
Continental (Argentina)	17.133	32.386	-
ADN Chile	342.306	249.238	-
W Radio	-	767.763	-
PRISA Corporativo	4.562	11.309	-
Máxima FM	379.306	11.071	81.731
Cadena Dial	290.229	25.228	1.473
Media Capital	4.171.315	58.987	-
M80	98.634	14.807	313
Meristation	42.573	40.558	2.955
Radiolé	35.730	5.490	23
Total	10.731.725	14.048.143	217.222
	Likes	Followers	Fans

DATA: January 2013

The role of the Readers' Editor

The Readers' Editor is responsible for dealing with reader complaints, concerns and suggestions regarding the content of the newspaper. The Readers' Editor monitors and acts as guarantor of compliance with ethical rules, the rules of conduct and professional procedures as set out in the *Style Book* and acts accordingly in cases of non-compliance. The Readers' Editor also acts as mediator between readers and the newsroom. Thus, while the articles published by the Readers' Editor in the newspaper or online are public expressions of this role, equally important is the private correspondence with readers channeling a response from a particular journalist on the issue in question.

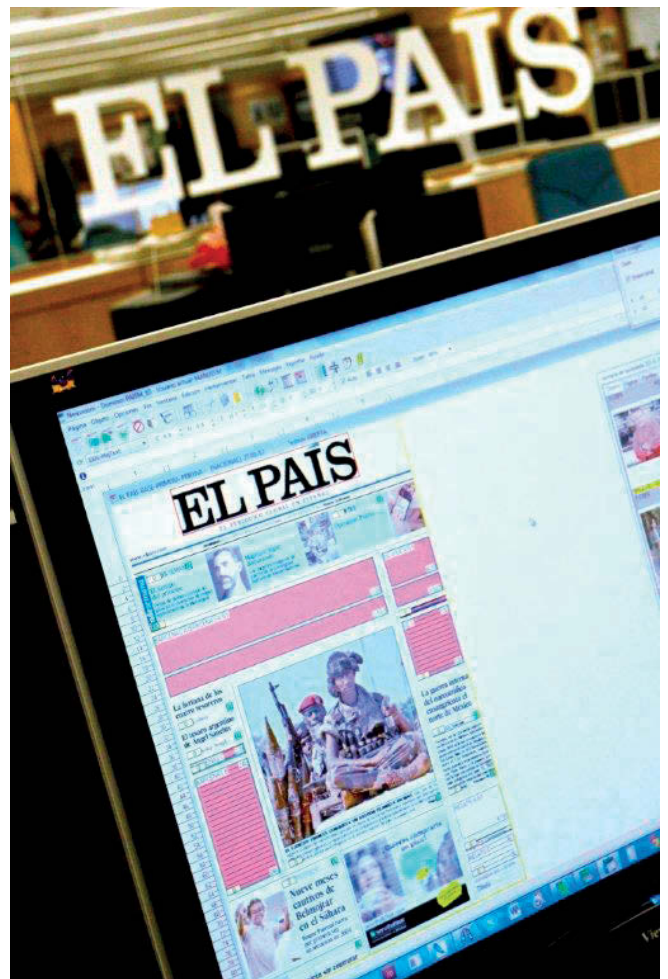
Few other Spanish papers are endowed with an internal ombudsman such as the Readers' Editor. The mere existence of this figure is a guarantee for readers and a clear statement of our intention to provide accurate, quality news and information. Errors are inevitable. The obligation and duty of a newspaper such as *El País* is to publicly recognise them with due diligence. The Readers' Editor acts independently and free from editorial interference.

Participation

The subjects of complaints are varied but two general areas stand out: on the one hand, there are complaints about careless use of language and grammatical mistakes and errors, and, on the other hand, there are complaints regarding the moderation of the newspaper's forums. Readers also complain about issues of sensitivity, for example, unpleasant or unnecessarily explicit images from wars, accidents or natural disasters. We often receive complaints from readers who feel that a headline fails to match the content of a report, or has bordered on the sensationalist.

Breaches of the often fine line between opinion and news, and insufficient or the lack of coverage of certain issues -which the reader views as important- is another frequent complaint.

With regards to the issues addressed, responses that are made public are distributed between the blog and



the print edition depending on the urgency or the nature of the issue raised. The print edition tends to deal with issues of a more general, professional nature, although there is also space for dealing with concrete incidents. The nature of the digital, edition, with its own content, means that the Readers' Editor does not always respond to incidents with an article but instead passes the reader's alert on to the newsroom to be appropriately addressed.

Although new Internet tools have fostered a culture of participation, which can be very rewarding, the challenge is now not so much facilitating access for readers to voice their opinion, but to find mechanisms that enable quality participation.

Self-regulation and ethical codes

PRISA has continued in 2012 with its commitment to a solid and professional communications and media sector by taking an important step in self-regulation. In 2011 we adopted a **Code of Conduct**, mandatory for all workers, in which pluralism and respect for all ideas, cultures and people are described as the Company's core values, with the primary objective being a respect for human dignity.

This document, distributed to all employees of the Company and available on the intranet and websites of all Group companies, includes an overview of the principles, objectives and values of PRISA, and the standards of behavior that employees must comply with. These are considered necessary and crucial to the overall success of the Group and in order to strengthen and enhance the Group's presence and participation in society. The code, which includes guiding principles on human rights and civil liberties,

equal opportunity and nondiscrimination, environmental protection and our own ethical principles, sets out a series of measures to ensure compliance and demonstrates the commitment of PRISA to good corporate governance, transparency and social responsibility.

The advent of Internet and social networks has radically changed society and our way of understanding the world. They have changed the way people communicate and keep informed, and transformed leisure and consumer habits. People no longer merely want to read; they want to write; people want to be heard, to interact and engage in dialogue. And they do all of this in the Web 2.0 environment.

The social web has also changed the way companies communicate with their different publics, at a time when corporate reputation is a priority. Freedom of expression on the Internet and the strategic priority of enhancing the positive reputation of our company means that PRISA must pay attention to how its employees use social networking tools.

As in other areas, we must start with our own business culture. We are content creators and managers, we are opinion leaders who promote certain values based on the defense and spread of democratic freedoms. This is what we do. We should therefore never limit the use of blogs and social networks by employees, but rather, promote their use. Yet we must not lose sight of common sense.

In order to have a clear understanding of how to conduct ourselves in this new environment and to know what to do in potential crisis situations, in April 2012 PRISA's Board of Directors approved a Code of Conduct for the Web 2.0 environment providing a total of ten guidelines for the correct use of Web 2.0 social tools, based on common sense. These principles will help us express our values when we make use of the Internet individually or when we do so on behalf of the Company.



As of November 2012, this code, which was initially set of recommendations, applied to everyone who maintains a working relationship or partnership with the Company, at all levels of the organization. It is especially relevant for those directly involved in the creation and distribution of our content.

This code covers conduct in any online environment, at a personal or corporate / product level, both in personal blogs and on social networks such as Facebook, Twitter, LinkedIn, Tuenti, YouTube, podcasts, Flickr, Slideshare, etc. and so on.

Meanwhile, in keeping with our commitment to a strong and professional media sector, PRISA's companies are members of different national and international professional associations and organizations, and they participate actively in different bodies within the sector in order to exchange information and ideas.

In Europe, PRISA is a member of the European Publishers Council, an important association of leading media organizations and which represents our common points of view to the EU. We are also affiliated to ASIMELEC (Asociación Multisectorial de Empresas de Tecnologías de la Información, Comunicaciones y Electrónica), and IAB (Internet Advertising Bureau).

In the Americas, PRISA has been instrumental in the success of the Foro Iberoamérica, which every year brings together leading business people from the media world to discuss common problems throughout this geographical and cultural area.

PRISA also collaborates with the press association, Sociedad Intramericana de Prensa (SIP), OPA: OnLinePublishersAssociation, AIMC: Asociación de Investigación de Medios de Comunicación and Medios On (Asociación de Medios de Comunicación en la red).

In the Spanish education arena, SANTILLANA is an active member of the National Book Publishers Association, ANELE, as well as other educational organizations with common values such as quality and responsibility in teaching.

In the field of radio, Cadena SER is a member of the Asociación Española de Radiodifusión Comercial (Association of the Spanish Commercial Radio Broadcasters).

In the audiovisual sector, PRISA TV represents the Group in UTECA (TV and Audiovisual Content Union). The Group's newspapers are members of AEDE (Spanish Newspaper Editors Association). All the Group's media in Spain are signed up to the Association for Self-regulation in Commercial Media (Auto-control)

In Portugal, Grupo Media Capital is a member of the Portuguese Social Media Confederation, which brings together more than 600 companies from the press, radio and TV sectors.

PRISA and the Fundación Santillana run a number of renowned educational and cultural initiatives in Spain and in the Americas and have signed agreements with a number of cultural, educational and scientific organizations, including the Organization of Ibero-American States, the Spanish Royal Academy, the Cervantes Institute, Fundación Biblioteca Virtual Miguel de Cervantes, Fundación Teatro Real, Fundación Carolina, Fundación Cultural Hispano-Brasileña, Fundación Conocimiento y Desarrollo, Fundación Empresa y Crecimiento, Fundación Príncipe de Asturias and Fundación Bertelsmann. In the area of scientific research, development and innovation, the Company collaborates with Fundación Pro CNIC and Fundación COTEC. PRISA maintains close ties to various universities in Spain and the Americas, including the Universidad Autónoma of Madrid, with whom we run the Journalism School and the Jesus de Polanco Chair for Ibero-American studies. PRISA also collaborates with the Menéndez Pelayo International University. The Fundación Santillana's offices in Latin America (Colombia, Brazil and Argentina) develop similar initiatives in the areas of education and culture.

Finally, PRISA maintains close ties to various universities in Spain and the Americas, including the Universidad Autónoma of Madrid, with whom we run the Journalism School and the Jesus de Polanco

Chair for Ibero-American studies. PRISA also collaborates with the Universidad Carlos III and the Menéndez Pelayo International University and is also associated to the Universidad Autónoma of Barcelona, the University of Alicante and the Universidad Carlos III through the Instituto Universitario de Posgrado. The Fundacion Santillana's offices in Latin America (Colombia, Brazil and Argentina) develop similar initiatives in the areas of education and culture.

In order to enhance transparency in PRISA, in 2012 we have conducted several proactive internal communications campaigns to remind everyone of the existence of a complaints channel, on the corporate

intranet, available to all company staff. By means of this channel, employees can report any irregularities or breach in Group accounting, internal control, auditing and control systems.

The complaints received via this channel are completely anonymous and are personally managed by our independent director, Juan Arena, Chairman of the Audit Committee of PRISA, and Virginia Fernandez, Director of the Internal Audit. The steps taken following any report from an employee are as follows:

1. The email that describes the complaint is received personally by Juan Arena and Virginia Fernandez. This correspondence is anonymous.

The screenshot displays the 'toyoutome PRISA' intranet. At the top, there is a search bar and a navigation menu with icons for home, search, and other functions. A stock market ticker shows 'PRISA en Bolsa' at 12:17 h with a price of 0.26 € and a change of -3.70%. The main content area features a large image of children reading, with a blue overlay text: 'Santillana Honduras fomenta la lectura entre niños sin recursos'. To the right, there are news snippets: 'Suma de letras publica Gangster Squad. Brigada de élite', 'Santillana convoca el premio Una teja solidaria para Lluç', and 'Pupitre, la aplicación educativa número 1 en Appstore'. Below this, there are three columns: 'el muro' (recent news) with posts by Rosa Mª Junquera Santiago Santillana and Raquel García Pérez Santillana; 'deberías saber...' (you should know...) with a 'Fe de erratas' and 'Profesionales de PRISA traducen al castellano 35 artículos de Nieman Journalism Lab'; 'toyoutome blog' with a notice: '¿Circulan nuestros datos personales de forma segura por la Red?'; and 'agenda' (calendar) for February 2013, highlighting 'PRISA en Express Digital Cielo de micro-conferencias'. The bottom navigation bar includes 'Traductor', 'AZ Diccionario', 'Libro de estilo de El País', 'Google maps', 'Mi Ideal', 'Tweet del día', 'PRISA RSE Compromiso Social', and 'Canal Denuncias Ir al Formulario'.

2. A thorough and confidential investigation into the matter reported is carried out.
3. A report with the results of the investigation is presented to the Group's Audit Committee. This committee sets out a plan of action, in accordance with the Group's management, to resolve the issue.

The Group's commitment to ensure the anonymity of complaints is absolute, as we are aware that this is crucial to the channel's success.