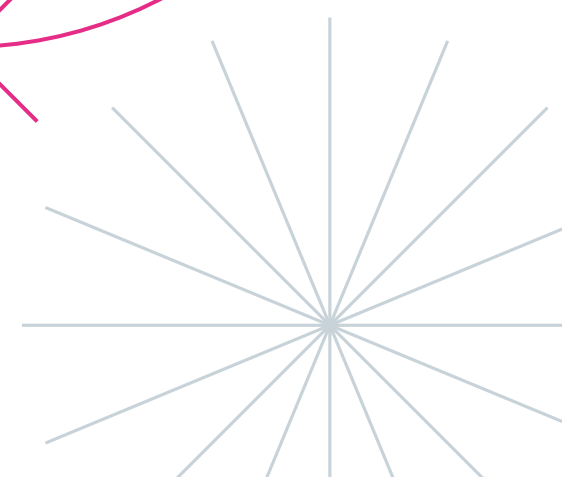




# Sustainability Report 2021

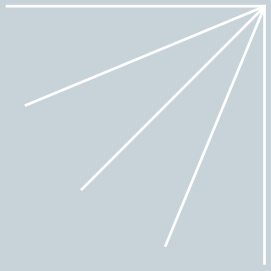
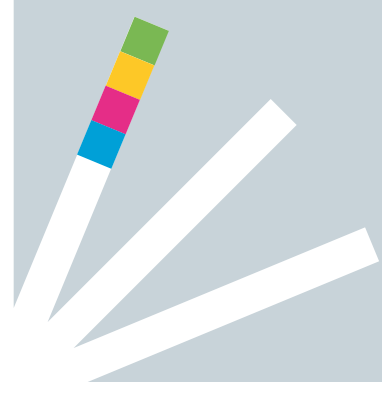


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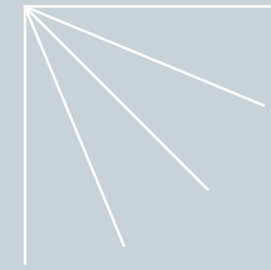
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# Letter from the Chairperson

## Sustainability Report 2021



2021 was a decisive year for Grupo PRISA. In a very complex environment, both economically and socially, and while the pandemic continued to take its toll, at PRISA we were undertaking what, in my opinion, have been the most significant changes in the company's history.

I took over as chairperson at the beginning of that year. It was a critical moment due to both the economic crisis, which was particularly harsh on the media sector, and the financial situation of the Group itself. While it is true that the measures undertaken at the end of the previous year, such as the refinancing of debt and the sale of Santillana Spain and Media Capital, had offered some respite, we still needed to commit to a total restructuring of the company if it were to be in a position to lead the much-needed transformation of the sector.

With this goal in mind, we reorganized the corporate structure with the support of a new senior leadership team of innovative and highly specialized individuals who have spearheaded the transformation with visible results. We brought all the Group's news titles and media outlets under the same umbrella (PRISA Media), and on the educational front we focused on the development of Santillana in Latin America, where we enjoy a clear lead as an ed-tech company in 19 countries.

A look at the figures shows that our forecasts have been met. The progressive reopening of schools in Latin America has enabled the return of revenues from Education, which had come to a standstill particularly in the first part of the year.

At PRISA Media, we have seen robust recovery in advertising and a sharp improvement in the digital business, which by the end of the year accounted for 30% of the Group's total income. In this division, in 2021 we adopted a pioneering organizational structure based on transversal platforms. The goal was to endow the structure with greater agility, making it more efficient while harnessing the power of the Group at a global level. All this while at the same time committing to new formats in video and audio. We are committed to being not merely read, but also watched and heard. Each and every listener and reader now has a choice as to how they prefer to be informed, where to go for the best analysis and how they wish to be entertained.

This commitment to digital business, coupled with the recovery of advertising activity and our new culture of financial management focused on cost control and cash generation, have allowed us to end the year outperforming all expectations. Thus, we have seen EBITDA jump over the 100-million-euro mark, although our efforts will continue apace to reduce debt.

Digital transformation is one of the cornerstones of the company's strategic plan, and it is already bearing fruit. Just a couple of examples: EL PAÍS has already exceeded 180,000 subscribers, achieving growth greater than that of most of the world's major newspaper titles in just two years since the subscription model was launched; and just six months after its creation the new platform that brings together all of the Group's non-linear audio, PRISA Audio, has already become the Number One Spanish-language audio producer, with more than 400 million downloads.

But none of this would be meaningful if it were not for the core purpose that underlies the company: service to society through media and education. During the pandemic we have engaged with our communities with honest and quality journalism, and with educational programs that have allowed teachers and schoolchildren to continue classes. It is a commitment that is at the very heart of PRISA and one which, in 2021, we sought to reinforce. Last year we launched the *#dejabuena* (Leave a Good Mark) campaign, once again supporting the Sustainable Development Goals. And in the first months of 2022 we have created a Sustainability Committee within the Board of Directors to integrate ESG into all the company's initiatives.

PRISA's very reason for being is to champion the development of democratic societies. That's why we throw our weight behind any initiative that promotes this goal. More than ten years ago, we joined the UN Global Compact, the world's largest voluntary corporate sustainability initiative, and since 2013 we have been a member of the Spanish Global Compact Network. What's more, since the approval of the 2030 Agenda in 2015, we have worked to align corporate management with the SDGs.

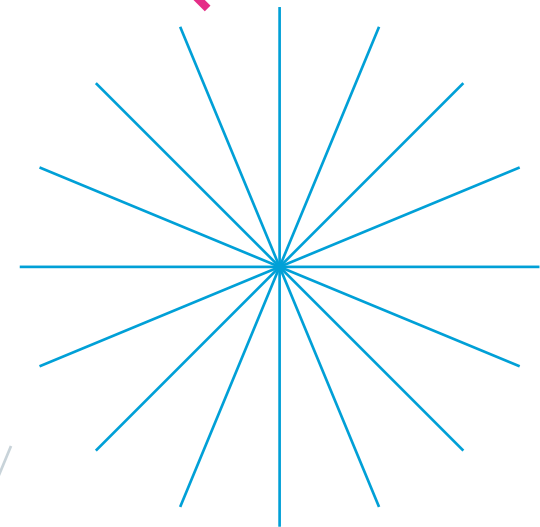
I mentioned, at the beginning, how 2021 had been a decisive year in the history of this Group. We have embraced the changes that needed to be made while ensuring at all times that we do right by our shareholders, creditors, readers, listeners, employees, sponsors and all our stakeholders. And now is the time to look to the future with optimism. The refinancing deal signed at the beginning of 2022 gives us the flexibility we need to focus on business and on the ambitious growth plan that lies ahead and which, I am sure, will enable us to lead the transformation of the sector. I invite you to join us on our journey.

Thank you very much.

Joseph Oughourlian  
Chairperson of the Board of Directors



## 2. 2021 AT A GLANCE



AT A GLANCE

# 2021 AT A GLANCE

## Financial results



**741 M€**

operating income

6% vs. 2020

**2 M€**

cash generation

-56 M€. 2020

**107 M€**

EBITDA\*

46% vs. 2020

\* EBITDA excluding severance payouts

## Human teams/ Business dimensions

**6,796 professionals**

Men: 3,491 (51%)  
Women: 3,305 (49%)

Permanent contracts:  
95% professionals

Temporary contracts:  
5% professionals

### Diversity on the Board of Directors

36% of the Board of Directors are women  
100% of the Audit, Risk and Compliance Committee are women  
80% of the Sustainability Committee are women  
50% of the Appointments, Remuneration and Corporate Governance Committee are women

**41,267**  
Hours of training

## Environmental contribution

**68%**

of energy is from renewable sources

20% en 2020

**3,325**

tCO<sub>2</sub> scope 2 emissions

-41,5% vs. 2020

**100%**

of paper is from renewable or sustainable sources

### Earth Hour

awareness campaigns in the fight against climate change

## Business areas



**251 M**

unique browsers

1% vs. 2020

**24 %**

digital revenue

14% vs. 2020



**2 M**

subscriptions

16% vs. 2020

**2.8 M**

users of learning systems

20% vs. 2020

## Social contribution

**3.7 M€**

in donations to foundations and NGOs

1,4 M€ en 2020

**52**

foundations and NGOs

24 en 2020

## Economic value generated and distributed

**754 M€**

Economic value generated

**743 M€**

Economic value distributed

Committed to respecting human rights, the environment, transparency...

WE SUPPORT



Member of the main ESG indexes



### 3. PRISA, A GLOBAL GROUP

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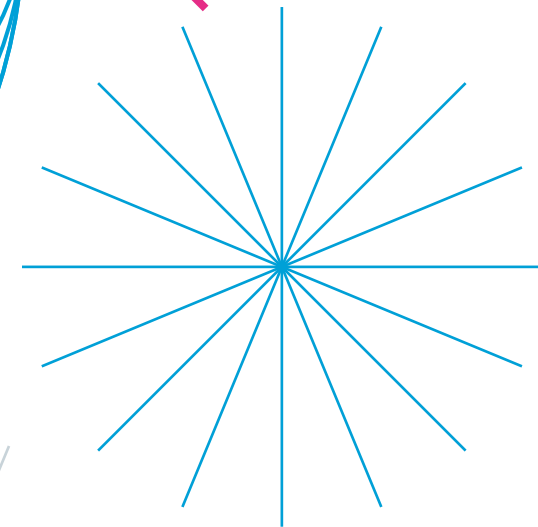
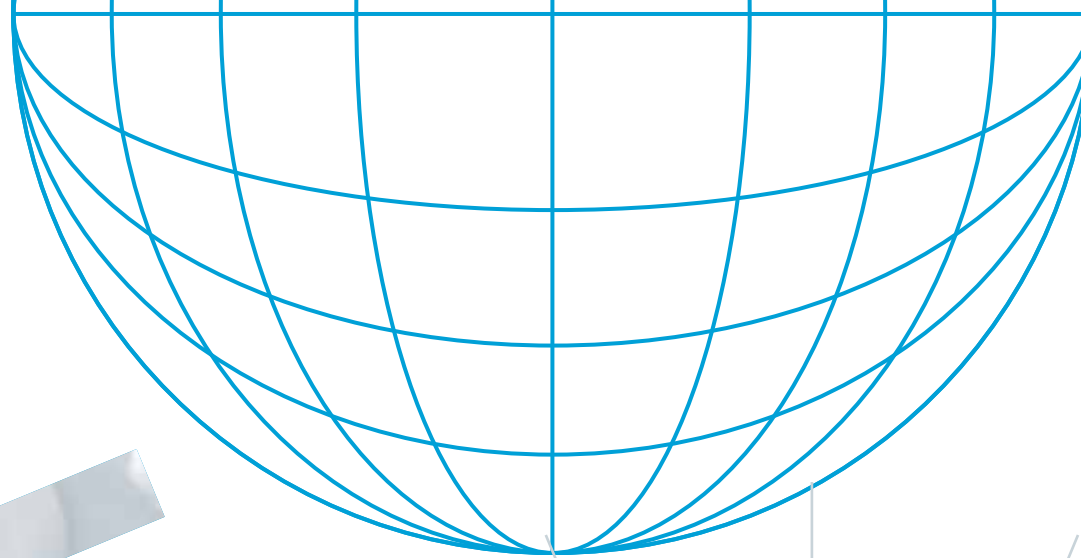
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A GLOBAL GROUP





# PRISA, A GLOBAL GROUP

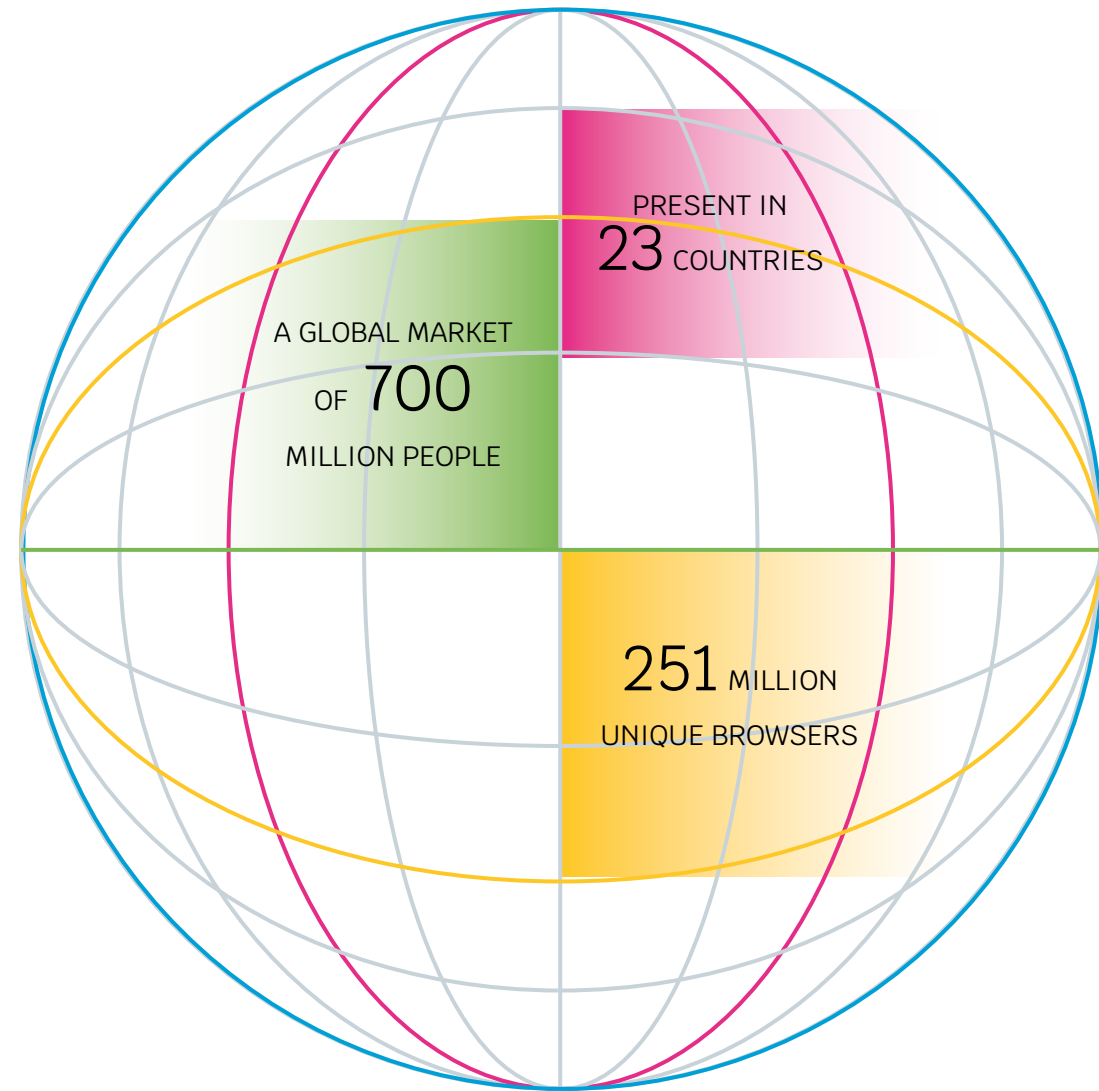
PRISA is the world's leading business group for the creation and distribution of education, news and entertainment content in the Spanish and Portuguese-speaking markets.

Present in 23 countries, PRISA reaches millions of people through its brands: Santillana, Moderna, Compartir, UNO, EL PAÍS, AS, SER, W Radio, LOS40 and Radio Caracol. PRISA is one of the leading 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 connectivity and innovation in products and services. The Group's presence in Brazil and Portugal, and among the growing Hispanic market in the US,

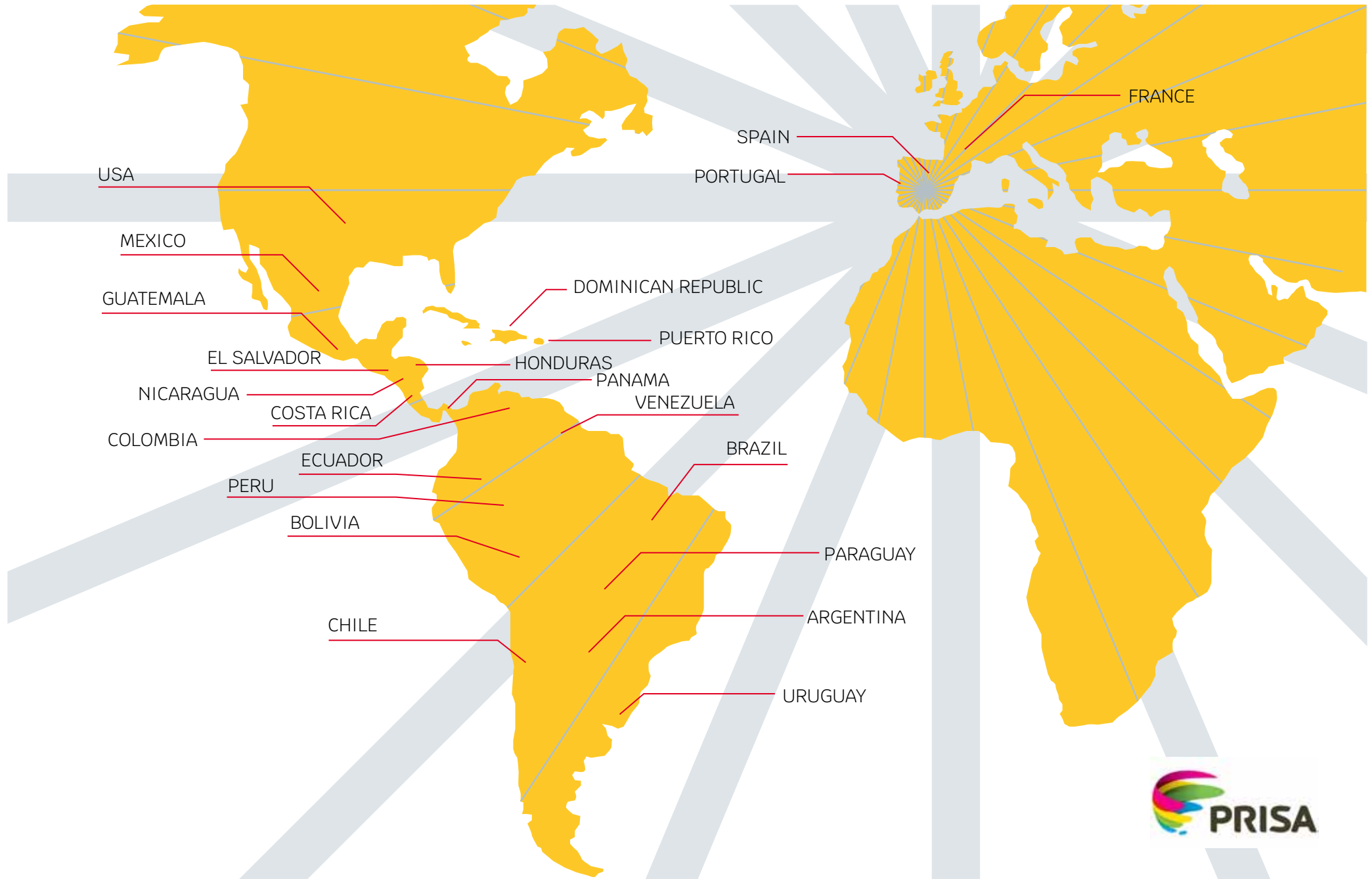
opens up a global market of more than 700 million people. With 251 million unique browsers\* worldwide, PRISA is at the forefront of the media and education sectors, and the company has a solid strategy of content distribution,

offering innovative products and services across a wide range of formats, channels and platforms.

With 251 million unique browsers\* worldwide, PRISA is at the forefront of the media and education sectors.



\* Source: Adobe Omniture January-December



# MISSION, VISION AND VALUES

**The purpose of PRISA is to contribute to the development of people and to the progress of society in all those countries in which it operates.**

A commitment to society is at the very core of PRISA. Its mission is to contribute to the development of people and to the progress of society in all those countries in which it operates. From the very outset, the founders and promoters of our project have been committed to championing respect for human rights and individual freedoms, to the defense of democracy and freedom of expression, as well as to fostering greater opportunities for all through education.

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

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

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 Latin America. It is a vision shared by all our professionals. These values are core foundational principles that the Group is committed to championing now and in the future and include: independence; responsibility; pluralism; defense of

freedom, peace, equality and the environment; self-criticism; creativity; attention to the demands of society; and responsible and sustainable management.

Each of PRISA's brands has been committed since the very outset to being socially responsible as they strive to be world leaders in the fields of education, news and entertainment and respond to the needs and expectations of a freer, fairer, more caring, and inclusive society.

Digital transformation is allowing the Group 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.



## MISSION

To **contribute to the development and progress of people and society** by delivering quality education, and truthful, independent and responsible news

## 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.

## VISION

To set **the gold standard 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.

EDUCATION



PRISA Media is the business unit that brings together all the company's news and entertainment media. With a clear international vocation, it is the number one media company in the Spanish-speaking world, and offers general-interest, business and sports content in multiple narratives and formats. It is also the largest Spanish-language radio group, for both spoken-word and music radio, as well as for non-linear audio through PRISA Audio.

GENERAL-INTEREST NEWS



SPOKEN-WORD RADIO



SPECIALIST



MUSIC RADIO



MAGAZINES



PODCAST



# THE YEAR IN REVIEW

## January



■ EL PAÍS launches, in collaboration with Telefónica, **Un país para... (A country for...)** with content focused on the biggest challenges facing Spanish society as it recovers from the pandemic.

■ Two events are held: **A country for learning**, which explores the future of education, and **A country for caring**, focused on how digitalization can benefit society as a whole.



■ Cadena SER resumes **La SER recorre España (SER tours Spain)**, a roadshow taking in new cities, with new content and guests.

■ **Moderna**, a Santillana brand in **Brazil**, celebrates its Education Congress online. Titled *Caminhos para uma escola possível*, it addressed current issues for secondary schools.



## February

■ PRISA's Board of Directors approves the appointment of **Joseph Oughourlian** as non-executive chairperson and **Rosauro Varo** as non-executive deputy chairperson.



Joseph Oughourlian and Rosauro Varo

■ With the slogan "Only if you stay with us can radio continue", Cadena SER celebrates **World Radio Day**. The slogan was a way of paying tribute to all those who, during the worst days of the pandemic, sought comfort in radio, as well as all the hard work and effort of our professionals and the brands.

■ Cadena Dial launches the initiative **MX=C. Mujeres por igual en la ciencia** (Women's equality in science) to highlight the role of women scientists at a time when research is more important



than ever due to COVID-19.

■ The Organization of Ibero-American States (OEI) and the **Fundación Santillana Argentina** sign an agreement to work together on the promotion of education and culture.

■ **Loqueleo Digital** is launched, offering Latin American schools a complete library with audiobooks narrated by professionals as well as reading comprehension activities.

## March



The Foro Futuro Future Forum

■ CincoDías launches **Foro Futuro** (Future Forum), a forum for exploring, discussing and detecting economic trends. With the support of the Santander Group, the first session focused on analyzing the future of the Spanish business sector.



PRISA's Board of Directors approves a new organizational structure that guarantees the **operational separation of the Education and Media divisions**.

PRISA, in its commitment to fighting climate change, lends its support to **Earth Hour**, an initiative of the World Wide Fund for Nature (WWF), and the largest global movement in defense of the environment.



Cadena SER launches **SER Podcast**, a podcast service that includes the station's most outstanding content.

**Compartir Experience** is launched. This is a space for meeting, learning and inspiration aimed at the Compartir educational community in 15 Latin American countries.



**Compartir Mexico** hosts the seventh edition of its National Congress for school directors, with the focus on emotions, learning and results.



EL PAÍS and Deloitte hold the forum **European recovery funds: an opportunity for the transformation of the Spanish economy and business**. Participants addressed the challenge of the pandemic and looked at how to take full advantage of aid for reconstruction.



Carlos Núñez Murías

The PRISA Board of Directors approves the appointment of Carlos Núñez Murías as executive chairperson of PRISA Media.



Cadena Dial hosts the concerts **Únicas Dial** in Valencia and Madrid with stars including Pastora Soler, Marta Soto, Rozalén, India Martínez, Rosario and Ana Guerra.

**Santillana Mexico** joins the **Global Compact on Education** and will run the LLAVE program aimed at creating a community that engages and fosters closer ties between teachers and families.

The **VIVALECTURA Award**, with which the **Fundación Santillana Ar-**



**gentina** seeks to foster and honor the most outstanding initiatives to promote reading, is declared of Educational Interest by the Argentinean Ministry of Education.



PRISA collaborates with **Forética** on **JOBS 2030. The future of work**, a project created to promote diversity and inclusion in the workplace.



Best photograph at the Ortega y Gasset Awards 2021

The **winners of the Ortega y Gasset Awards are announced**. The most prestigious awards in Spanish journalism this year recognized the public service nature of journalism during the pandemic, as well as the environmental crisis.

María Jesús Espinosa de los Monteros is appointed **managing director of PRISA Audio**, the new transversal platform that brings together all the non-linear audio content of the Group.

■ Cadena SER unveils a new management team with the appointment of Ignacio Soto as **managing director**, Montserrat Domínguez as **content director** and Guillermo Rodríguez as **news director**.



■ The *Anda Ya* team celebrates **World Recycling Day** by taking to the streets with the “Tune into your planet” campaign, with the aim of getting listeners to rise to the challenge, with Karim Herrero.

■ The **Well-being Congresses** make a comeback. These are forums for dialogue in which top-level specialists from a range of fields discuss well-being



■ Cadena Dial joins World Diversity Day with the **campaign *Diversamente Iguales. Auténticamente Libres*** (Diversely Equal. Authentically Free). This initiative seeks to show how diverse the station is thanks to the wide range of artists featured on air.

■ UNOi upgradED kicks off. This is a **UNOi Mexico** program aimed at promoting the evolution of education through the first immersive hybrid classroom for basic education in Latin America.



■ **Educatrix**, a magazine published by **Moderna in Brazil**, celebrates its tenth birthday and a decade of offering invaluable free content for the ongoing training of teachers.

June

■ AS and 2Playbook team up to host **PRO Foro Industria y Deporte** to analyze how the heady mixture of sports and entertainment is currently revolutionizing sports events, with projects such as the Super League.

■ EL PAÍS launches **Emisión Cero** (Zero Emission), a series of talks and debates in collaboration with Acciona aimed at building a decarbonized planet.

■ With the presence of King Felipe VI, EL PAÍS hosts the **Spain Trends Forum** to respond to the challenges of the economy in 2022.



■ Santillana **Argentina** collaborates with the Tiflolibros library to make digital books more accessible to people with disabilities.

■ LOS40 organizes **LOS40 Primavera Pop in Madrid**, a concert celebrating the return of live music by bringing together top artists from the Spanish pop scene at the Palacio Vistalegre.

July

■ EL PAÍS teams up with the Santander Group for the project **Radar sostenibilidad: personas** (Sustainability Radar: People) whose aim is to explore how organizations are increasingly implementing development plans focused on people.

■ CincoDías and BBVA host the **Sustainable Future Fund Awards** to recognize projects that contribute to the inclusive growth of society.



Francisco Cuadrado and David Mesonero



■ PRISA launches **PRISA Motor**, a platform that encompasses all the Group's automotive content.

■ The PRISA Board of Directors approves the appointment of **Francisco Cuadrado** as the new Executive Chairperson of Santillana.

■ **David Mesonero** is appointed new CFO of PRISA.

■ Plan Ceibal and the National Administration of Public Education (ANEP) of **Uruguay** incorporate **Horizum**, a Santillana language platform for students from fourth to sixth grade of Primary Education, Basic Secondary Education and UTU CBT.

ute to frontline professionals fighting the pandemic.



■ **Compartir** celebrates the second edition of its International Congress, "Year zero: the beginning of a new era in education", which brings together 4,000 school principals from 15 Latin American countries.

■ In Colombia, Santillana organizes the **Chrysalis Festival** online on pre-school education, with interactive workshops and talks on neuroeducation and sensory education.

**September**

■ Queen Letizia joins EL PAÍS RETINA and Capgemini for the first edition of the **Retina ECO Awards**, which pay tribute to the best projects in the fight against climate change and for sustainability through technology.



■ The Minister of Health, Carolina Darias and health experts meet at the event **Giving Voice to Silence. The challenges of depression and suicide**, organized by EL PAÍS and Janssen.

■ PRISA Media presents its **new organizational structure** built around seven transversal platforms based on digital transformation and the convergence of resources.



■ PRISA collaborates in the initiative **#apoyamoslosODS** promoted by the United Nations Global Compact Spain to promote the Sustainable Development Goals.

■ The **#Dejabuenahuella** campaign (Leave a good mark), organized by PRISA, is an initiative with which the Group reinforces its commitment to the SDGs and encourages citizens to take action at an individual level.

■ The **AS YouTube channel surpasses one million subscribers**, a record figure that reaffirms the importance of the newspaper on this social network when it comes to sports news.

■ The Ministry of Education of **Honduras** accredits and honors Santillana's consultants for their support in the training of teachers in the country.



**Octubre**

■ The new-look EL PAÍS website is launched, with the redesign reinforcing new narratives, giving greater weight to opinion and improving

**Agosto**

■ Pepa Bueno is appointed **editor-in-chief of EL PAÍS**.



■ EL PAÍS, Cadena SER and the Madrid City Council launch **¡Muchas gracias, Madrid!**, a contest that pays trib-

the quality of the content consumed by readers.



■ EL PAÍS launches the campaign **Porque si somos más, la oscuridad es menos** (The more we are, the less the darkness) which promotes quality journalism and calls for greater reader responsibility to combat disinformation. Video by Pepa Bueno about the campaign.



■ EL PAÍS RETINA organizes **Surviving the Quantum Leap**, an event that analyzes the position of Europe and Spain in the face of global challenges, the importance of looking ahead in organizations, technological determinism and change management.

■ With the aim of giving greater visibility to the podcast industry and recognizing the work of its professionals,

PRISA Audio and Cadena SER, in collaboration with Spotify, launch the **first edition of the Ondas World Podcast Awards**, dedicated exclusively to this sector.



■ Radiolé hosts the **2021 Radiolé Awards** at the Seville Conference and Exhibition Center (FIBES).



### November

■ EL PAÍS and BBVA hold the **Making a Commitment Forum** on climate change. The event analyzed the challenges faced by administrations, companies and citizens with regard to sustainability.

■ AS brings together the stars of the Tokyo Paralympic Games for the event **We have wings, Paralympic athletes make history**, in collaboration with Liberty Seguros.

■ The Minister for Inclusion, Social Security and Migration, José Luis Escrivá, together with a range of experts from the sector, takes part in the **7th Conference on Pensions in Spain**, organized by CincoDías and Ibercaja.



■ The **LOS40 Music Awards 2021** hands out its coveted gongs at a star-studded gala held at the Velòdrom Il·les Balears in Palma de Mallorca.

■ The **Ondas Awards** host its traditional press conference at the Palacete Albéniz and the awards gala at the Teatre Coliseum in Barcelona.



■ Cadena Dial celebrates the **25th edition of the Dial Awards**, the top awards for music in Spanish, at the Santa Cruz de Tenerife Convention Center.

### Diciembre

■ Javier Moreno is appointed director of the UAM-EL PAÍS School of Journalism.

■ **EL PAÍS celebrates EL PAÍS with your future**, a hybrid educational event that offers career guidance for young people.

■ Enagás, Acciona, IDEA and Cemex, the Fundación Cruzcampo, Sensia Solutions, Trucksters and Carlota Pi **win the CincoDías Awards for Business Innovation 2021**.

■ The **AS Sports Awards** celebrate their 15th edition and pay tribute to the most outstanding and successful athletes of the year.



# BUSINESS AREAS

From a corporate perspective, **2021 has been a year of transformation for PRISA**. An organizational restructuring of the Group saw it split into two business units, Santillana and PRISA Media, and there was an overhaul of management teams under the chairmanship of Francisco Cuadrado at Santillana and Carlos Núñez at PRISA Media.

## PRISA Media

The pandemic has continued to shape events throughout 2021, with breakthroughs accompanied by setbacks and a distinct air of uncertainty that remains with us even now. In this context, the media have set the gold standard for **rigor, quality and the fight against disinformation**. Public service – the very reason for the existence of the media – is becoming more important than ever in the wake of the social and health crisis that began in 2020.

The new structure sees all media brought together under PRISA Media with the aim of promoting the convergence of resources around a structure of transversal platforms. **PRISA has thus accelerated its digital transformation** while strengthening its brands and businesses. The company is now equipped with a structure that simplifies and makes the company's organizational framework more efficient, that fosters a more collaborative work culture, and that allows for greater optimization of resources while, at the same time, maximizing the impact of content with a global perspective.



PRISA Media presents its new organizational structure

To further these aims, and with the goal of promoting the development of new formats, the Group announced in May the **creation of PRISA Audio** and the appointment of **María Jesús Espinosa de los Monteros as Managing Director**, and in November **hired Fran Llorente as the new Director of the Video division**. Both transversal platforms bring together all the podcast and video content of the different media with the aim of conceptualizing and designing new formats and enabling users to understand the world from a transmedia perspective.

In 2021, EL PAÍS continued to develop **new publishing projects** and important business initiatives that have been adapted to an environment that continues to be marked by the health crisis.

In August, the Board of Directors of EL PAÍS approved the **appointment of Pepa Bueno as editor-in-chief of the newspaper**, replacing Javier Moreno.



Pepa Bueno, who joined the Editorial Committee of PRISA in 2012, took on the position with the challenge of completing the process of digital transformation of the leading Spanish-language newspaper, starting with the redesign of its website.

**The newspaper completed its digital transformation process in 2021 with the launch of the revamped website.** October saw the online launch of the redesign, which is actually so much more than a mere new look. With this initiative, EL PAÍS shows its firm commitment to its own signature outlook, one that's much more selective when it comes to the news, which is clearly organized. Here, exclusive content shares space with breaking news and eye-opening reports. This is journalism that aspires to continue growing in quality and in readers without sacrificing an iota of rigor.

This step in the transformation process came a year and a half after **the roll-out of the digital subscription model.** By the end of 2021, **EL PAÍS had 176,760 subscribers, 136,519 of whom were exclusively digital. The average number of unique browsers worldwide was close to 100 million per month.**

In line with PRISA's sustainability strategy – based on the creation and distribution of content and the management of social and environmental initiatives – **EL PAÍS launched the campaign *Porque si somos más, la oscuridad es menos***



***dad es menos (The more we are, the less the darkness)***, in which a direct appeal is made to the reader to combat disinformation. Just one week after the roll-out of the web redesign, the newspaper championed quality journalism and highlighted the clash between those who try to hide the truth and those who try to do the right thing, shedding light on the facts with truthful information and respect for the intelligence of the reader.

**Throughout the year, EL PAÍS made every effort to continue informing and contextualizing the health crisis with content that had an impact around the world and won numerous prizes.** In November, Ana Torres and Noor Mahtani received the 2021 Injuve Journalism Award for their commitment to communication in the social sphere. The reporter Pablo Cantó won the 2020 Manuel Alcántara International Journalism Award for a report in which he focused on social networks and adolescents. The 2021 award went to Irene Sierra for an article about women who opt not to become mothers because of climate change.

Meanwhile, **the report *A room, a bar and a classroom: how the coronavirus is spread through the air* won numerous awards** over the course of the year, notably the Ortega y Gasset Award, the Kavli Award and at the Malofiej International Infographic Awards, in the Best of Show Digital category.

With regard to **content production**, the newspaper continues to provide news on its **blog *EL PAÍS que hacemos***, thereby engaging with readers so that they can learn first-hand about all the projects underway and the day-to-day work of the newspaper's newsroom professionals.

Throughout the year, the newspaper has organized several **discussion forums** constantly adapted to the ongoing health crisis. Many were held in a virtual or hybrid format, combining face-to-face and virtual attendance. These events were attended by leading government and business figures from Europe and Latin America, such as King Felipe VI, the Vice-President of the European Commission for Democracy and Demography, Dubravka Šuica; and the Minister of Industry, Commerce and Tourism of Spain, Reyes Maroto, among others.



King Felipe VI attends the Trends Forum

In addition, the **Spain Trends Forum** was held for the fourth consecutive year with the aim of responding to the challenges of 2022 and finding the best way out of the crisis caused by the pandemic.

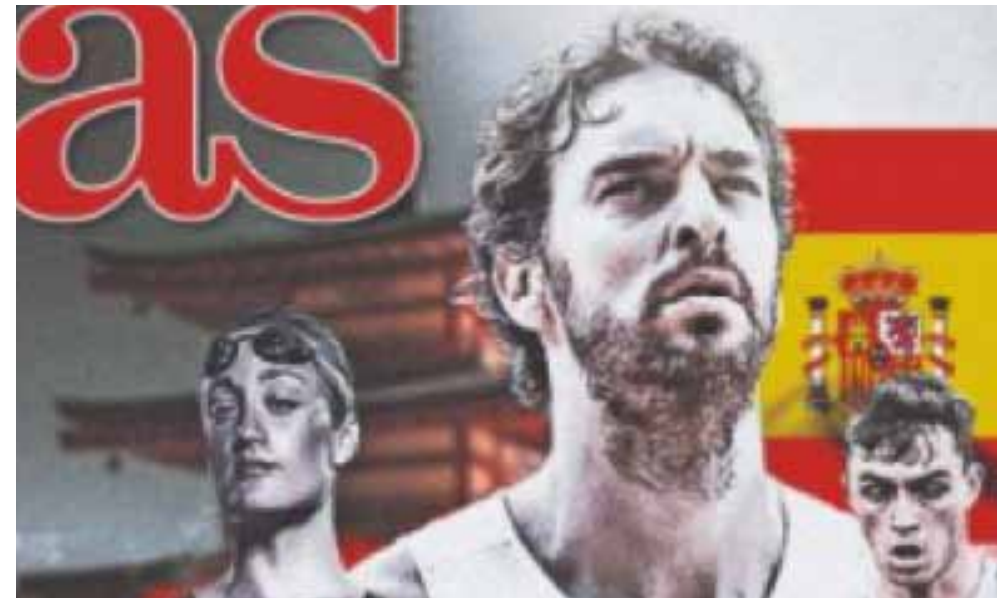
The 38th **Ortega y Gasset Journalism Awards** paid tribute to the most outstanding works published in 2020. The award for **Best Report or Investigation** went to *Las mujeres que ganaron al desierto* (The women who beat the desert), which follows the struggle of four women in a semi-desert area of Ecuador as they get water to their crops. It was published in the Ecuadorian media outlet *GK*, which specializes in the environment. The report **A room, a bar and a classroom: how the coronavirus is spread through the air**, a special by Javier Salas and Mariano Zafra and published in EL PAÍS, received the award in the category of **Best Multimedia Coverage**. The award for **Best Photography** went to Brais Lorenzo, while in the category of **Lifetime Career** the winner was the Nicaraguan investigative journalist Carlos Fernando Chamorro.

EL PAÍS RETINA organized the first edition of the **Retina ECO Awards**, with the attendance of Queen Letizia. The awards seek to pay tribute to the best projects of the year in the fight against climate change and for sustainability using technology.

In education, the virtual edition of *EL PAÍS con tu futuro* (**EL PAÍS with your future**) was held for the eighth consecutive year. This event, held online during the month of December, seeks to offer young people career guidance. Meanwhile, the **Autonomous University of Madrid (UAM)-EL PAÍS School of Journalism** approved the appointment of **Javier Moreno** as director, replacing Álex Grijelmo.

Likewise, EL PAÍS organized an art contest, *¡Muchas gracias, Madrid!* (**Thank you very much, Madrid!**) to honor the heroes and professionals that fought and continue to fight on the frontline against COVID-19. The 40 prizewinners picked up a commemorative sculpture of Madrid's iconic bear and strawberry tree. More than 500 participants submitted their designs to the newspaper.

In 2021, **AS** beat new audience records, with 133 million unique browsers registered in **the month of July**, according to internal data from Adobe Analytics. This represents annual growth of 55%. This new milestone figure confirms the **PRISA Media sports newspaper's position as a benchmark and world leader for sports news in Spanish**.





AS is also the regional leader in **Latin America** (except Brazil), most notably Colombia (an average of 6.2 million unique users in 2021), **Chile** (5.5 million on average) and **Peru** (1 million, PC only data). AS ranks third in Argentina (7.7 million) and second in Mexico (8.8 million), where it also set a new record, according to Comscore data for August 2021.

In Spain, it registered a notable audience increase, and in July it

also achieved its best figure ever with a year-on-year growth of 39% in terms of unique browsers.

In addition, **Meristation** remains the go-to portal in Spanish for video games, series and comics. In July, it hit a world record with 14.6 million unique browsers, according to internal Adobe Analytics figures.

AS also has two specialized portals: **Biwenger** and **Movistar eSports**. This latter site, which specializes in eSports and is developed and promoted jointly with Telefónica, leads the Spanish market in its segment.

The **AS app** registered its best data ever during the month of August 2021, exceeding 645,000 unique browsers, with an average for the whole of 2021 that was close to 600,000.

2021 also saw AS implement **the ARC Publishing platform, from the publisher of the Washington Post**. Throughout the year, work has been done on construction and migration to the platform. The first steps were taken in the *Tikitakas* and *Showroom* sections of the Spanish edition.

AS has also launched **the AS Apuestas project**, in association with Spotlight Sports Group, the UK's leading sports betting company. The chief objective

of the new portal is **to create a professional, serious, rigorous and reliable betting environment** that provides users with the most up-to-date data and the most innovative tools to play with complete confidence – as well as provide entertainment.

2021 also saw **AS Audio** take its first steps and **begin to produce podcasts** including original, narrative, conversation and news content. **Some of them have climbed to the top of the audio platforms**, as is the case of *La pica de AS*, number 1 in the sports news category, or *Mínimo de veterano*, also in first place in the basketball category, both on the Apple Podcasts platform. *Mínimo de veterano* was also named one of the six best newcomer podcasts in the sports category at iVoox.

In the month of September, **the AS channel on YouTube surpassed** one million subscribers. This is a record figure that reaffirms, once again, the importance of the newspaper on this social network when it comes to sports news.

June saw the launch, in the Spanish edition, of **AS stories** on the website. This new format works similarly to Instagram stories, and is a clear commitment to visual journalism designed for the mobile user. By the end of the year, this format was also launched exclusively for the Colombian edition.

In October, **AS was recognized by the World Association of Newspapers and News Publishers (WAN-IFRA) as the best entertainment or sports site for the Tokyo 2020 Olympics** for the joint news coverage offered by all its editions. For Tokyo 2020, the team developed a new, much more global Olympic Games portal, in which all editions worked together for the first time: Chile, Colombia, Mexico, Argentina, Peru, USA and Spain.

Another project that was consolidated was the **launch of the Showroom affiliation portal for the Mexico and Colombia editions**, in which, together with Amazon as a partner, journalists recommend and select the best products for readers.

Throughout these months, **new multimedia content was created on social networks, such as Tres de descuento**, on national and international football



presented by Pepe Rodríguez, along with Carlos Forjanés and Aritz Gabilondo. It focuses on debate, analysis and entertainment, and seeks the active participation of viewers, with sections such as **Power Ranking**, which deals with international football, plus games, surveys, interviews and much more.

**CincoDías, PRISA's business and finance newspaper, has cemented its position in 2021 as an essential tool** for companies, professionals, investors, savers and those responsible for economic policy, and it has done so in one of the most complicated periods for media in recent decades and surely under the most difficult circumstances of its more than forty years on newsstands. In the face of the COVID-19 pandemic, since March 2020, the CincoDías newsroom, its sales department, and events and production teams have embraced a range of remote work formats that have ensured the newspaper's availability to readers both in its print edition and online.

**CincoDías has also consolidated its position as an open forum for dialogue on the economy, business and investment.** The trends observatory Foro Futuro (Future Forum) has been a key place for debate on major economic issues. For three uninterrupted years, alternating face-to-face formats with virtual attendance due to the pandemic, **the forum has become a key event**

**for exploring** the changes that are needed to transform the Spanish economy into a competitive and open one – and one that is fully embedded in global markets.

After analyzing the key role of women in the economy and in business in 2019 with a special issue to celebrate the 41st anniversary of the newspaper, in 2020 the newspaper set about encouraging companies to make their contributions to help find a way out of the sudden crisis sparked by the pandemic. **In 2021 the paper focused on how to reset the economy after the crisis**, an endeavor in which CincoDías wants to stand side-by-side with companies, regardless of their size.



The **creation of employment and wealth, the modernization of the economy with full sustainability and the fight to close the gender gap** and the **promotion of work-life balance** are basic pillars in the editorial line of CincoDías.

The newspaper has set the standard for its ongoing analysis of the future of pensions. In November, CincoDías organized **the 7th Seminar on Pension Plans in Spain**, on this occasion under the slogan “The future of Pensions. The impact of macro-trends beyond the political debate”, in which



the Social Security Minister, José Luis Escrivá, outlined in detail his pension reform project for Spain.

The gala ceremony of the **CincoDías Awards for Business Innovation**, in its 14th edition, was held on December 2 with a face-to-face ceremony, although with limited capacity due to the pandemic. It was inaugurated by the First Vice President of the Government and Minister of Economic Affairs and Digital Transformation, Nadia Calviño.

**El HuffPost** had its best year ever in its nine-year history in 2021. With the pandemic still a source of uncertainty for society, the newspaper has continued to set the standard in Spain, where **it remains among the top ten online newspapers and among the four most read digital natives in Spain**. This year, *El HuffPost* managed to retain a large part of the community of readers that joined it at the peak in demand for news caused by the outbreak of the coronavirus pandemic, registering an **average of 77 million page views per month**. These figures make it **the most consulted international edition of The HuffPost**. What's more, **it has maintained its lead among digital natives on the social networks Facebook and Instagram**.

Its consolidation as one of the top Spanish news media has allowed it to undertake special projects such as **Con la salud en mente** (With health in mind), a public service initiative launched in March and focused on mental health.

In **May 2021**, the Group announced a transversal platform made up of multidisciplinary teams that brings together all non-linear audio content: **EL PAÍS, AS, Cadena SER, Cadena DIAL, LOS40**, and the Latin American stations **W Radio, Caracol Radio and ADN Chile**. In addition, **Podium Podcast**, born in 2016 and a testament to the commitment to the production of podcasts, **has enjoyed 60% year-on-year growth in terms of downloads** thanks to successful productions such as **El gran apagón** (The great blackout), which, with more than 6.5 million downloads, has become a spectacular hit and is being made into a TV series by Movistar+. Another podcast that Movistar+ is set to bring to television is **Mi año favorito** (My Favorite Year), a comedy show with Dani Rovira and Arturo González-Campos that made its

**PRISA Audio has launched numerous initiatives in 2021 with the ultimate goal of becoming the largest transformative agent in the Spanish-language podcast industry.**

debut in 2020.

PRISA Audio has launched numerous initiatives in 2021 with the ultimate goal of becoming **the largest transformative agent in the Spanish-language podcast industry.**

**EL PAÍS Audio** was born in October with a mission to build an audio strategy around the newspaper, where a team of seven journalists develops and coordinates the audio articles – voiced by themselves – plus original podcasts and narration of news.

In addition, and with the aim of giving visibility to the podcast industry and recognizing the work of its professionals, **PRISA Audio**, together with **Cadena SER** and **Spotify**, **launched the Ondas World Podcast Awards in October**, dedicated exclusively to this sector in the Spanish-speaking world (Spain and Latin America). With **nearly 900 nominees vying for the prizes in this first edition**, the awards are set to become a key event in the calendar for the Spanish-language podcast sector.

Another year running, **PRISA Media's radio stations in Spain are clear audience leaders**, with 9,185,000 listeners. **LOS40 remains the leading music radio station** in Spain (2,772,000 listeners daily) and **Cadena SER has confirmed its lead**, with 4,218,000 listeners at the end of the year, as reflected in the 2021 EGM audience study. In Colombia and Chile, the Group's stations have maintained their leads, reporting 6,914,000 and 3,938,000 listeners respectively.

This year, radio, and specifically **Cadena SER**, has once again played a fundamental role in serving the public, maintaining its commitment to engage its listeners and ushering in promising changes in its programming. In September, **Aimar Bretos took charge of Hora 25**, the leading nightly program on Spanish radio, which has incorporated new content, such as *El ágora de Hora 25*, a space for plural debate with Carmen Calvo, Pablo Igle-





The agora of Hora 25

sias and José Manuel García-Margallo. Other novelties for the new season are *Si amanece nos vamos*, with Roberto Sánchez, and *Transmite la SER*, with Juan Carlos Ortega. October saw the debut of *Hora veintipico*, a satirical news program presented by Héctor de Miguel which has joined the station's stable of comedy and entertainment shows.

In September 2021, one of the most iconic voices on radio and one of the sector's great professionals, **the journalist Iñaki Gabilondo, announced his retirement** and said farewell to the SER microphones in an emotional interview with Aimar Bretos.

**PRISA Radio Chile finished the year as the undisputed audience leader**, with a share of 45.3% in Santiago, three times as much as the share held by its closest competitor. What's more, three of its stations lead the ranking, while seven are among the top ten and enjoy leads in almost all audience segments.

In March, **Cadena SER launched SER Podcast**, its very own service in this medium. It showcases the station's most outstanding content and is committed to the creation of originals. With this initiative, it **has thus reinforced its position as leader in the audio market in Spain**, where it aspires to become the preferred option for on-demand audio news and entertainment content. *Pandemic, the year of change?*, *Clara Conquista*, *Los Brazos del Mediterráneo* and *Agur, ETA* are just some of the original podcasts launched throughout 2021.

The music stations LOS40 and Cadena Dial have also opted for this audio format by creating the **LOS40 Podcast** and **Dial Podcast**. In addition to the usual programs available in podcast format, listeners can enjoy new and original content created by the top voices of the stations.

**PRISA Radio Chile has also committed to podcasts**, and during the last quarter of 2021 it created a structure aimed at developing, producing and marketing original podcasts.

In 2021, an enthusiastic public returned to concerts eager for live music. **LOS40** was the first to make a comeback, in June, with **LOS40 Primavera Pop**, a concert held at the Palacio Vistalegre in Madrid. **It was a celebration of the return of live music** and its ability to unite us, as well as a sign of hope in the face of adversity. The **LOS40 Music Awards** were held in an innovative format, with the Balearic Islands at the epicenter of a historic music event: 40 days of concerts and secret shows in iconic venues that culminated in the gala held in November at the Palma Velodrome.

Live music came to Tenerife with the **25th Dial Awards**, a gala in which awards and solidarity went hand in hand. The **proceeds of Melendi's new song, Virgen de las Nieves, went to the victims of the La Palma volcano** through the Fundación Canaria Taburiente Especial (Funcataes). This commitment to society was also made evident by the **donation of part of the proceeds to research projects of the IPNA-CSIC** (Institute of Natural Products and Agrobiology of Tenerife). In addition, one of the prizes was awarded to the researcher and second deputy director of the IPNA-CSIC, Inés Pérez Martín, on behalf of all female researchers in science in Spain.



Pablo Alborán at the LOS40 Music Awards

Seville also enjoyed music and radio with the **Radiolé Awards**, which each year recognize the careers, work and popularity of the top artists in Spanish music.

And the **68th edition of the Ondas Awards** broke records again, with 550 nominees vying for the coveted gongs. The winners picked up their awards at a gala held in November at the Teatre Coliseum in Barcelona.

In Chile, events also made a gradual comeback, with the second edition of the **Musa Awards** held during the month of December. These prizes honor the year's best music and feature prominent national and international artists. The show was broadcast through ten radio stations, in addition to streaming on the different radio platforms in Chile.

During 2021, **Cadena Dial** maintained its social commitment. In a year in which science became more relevant than ever, the music station launched **Mx=C. Mujeres por igual en la ciencia**, with the aim of highlighting the role of women in science. The station's microphones offered a **platform to voices from the world of science that are an inspiration for future generations of girls and young women**. The initiative is part of the **campaign Diversamente Iguales. Auténticamente Libres** (Diversely Equal. Authentically Free) with

which the station carries out initiatives in the area of social responsibility in line with its commitment to equality, diversity and inclusion. Proof of this commitment is the continuation of the **Dial Únicas concerts**, where part of the proceeds were donated to the Higher Council for Scientific Research (CSIC).

**Radio in Chile is also committed to female entrepreneurship**, which is why, during 2021, ADN and Pudahuel, Imagina and FMDOS – stations aimed at female audiences – supported the Mujer Impacta Award and the foundation of the same name, whose mission is to **promote social and cultural change by empowering women who have an impact on their environment** and giving greater visibility to their efforts to build a more humane and caring society. Established in 2013, the award seeks to honor women who are transforming the world through their work. Upon being recognized, they become part of Mujer Impacta Network.



Raphael at the 25th Dial Awards

## SANTILLANA

The pandemic has continued to shape our lives and curtail school normality throughout Latin America. For much of the year, education continued online and it was not until the last four months of 2021 that schools began to reopen with mostly blended or hybrid models, coinciding with the widespread advance of vaccination across the region. **Latin America is the world region where schoolchildren have spent the longest time out of the classroom** (an average of 153 days, according to the UN), with a consequent impact in terms of school dropout rates, inequality in learning and the digital divide.

However, beyond the urgent need to recover school life and the socialization of students and teachers in an environment that guarantees their safety, **Santillana has ensured the success of online learning throughout this time via its educational learning platforms and digital resources, with which two million students now study.** The commitment in recent years to innovation and to strengthening the technological ecosystem has allowed it to provide a smooth and effective response to the challenge of distance learning.



**e-stela**, the company's main e-learning platform and the backbone of the **Compartir** and **UNOi learning systems**, with more than **1,400,000 students**, has seen a spectacular increase in digital activity over the past two years. In 2021, it registered **more than 188 million sessions**. More than 140 million content items were consumed, and it generated **more than 2 million virtual classrooms** through the integration of synchronous communication tools (Microsoft Teams, Zoom and Google Meet). The digital platform of the Educa project, by Norma, has also enjoyed notable growth.

Similarly, the online assessment and evaluation tool **Pleno has been a key ally for teachers**, allowing daily monitoring of student learning. The evaluation rate has gone from 14.56 evaluations per student in 2020 to **16.37 evaluations per student** in 2021, with more than **20 million sessions** and more than **9 million evaluations generated**.

In 2021, Santillana also launched the **Regreso eficaz** (Effective Return) program, which made it possible to diagnose and balance the level of student learning achievement when they started school, and **Horizum**, a project that has made it easier for students to develop communication skills in a completely digital and autonomous environment.

Notable among new projects is **CREO**, a comprehensive learning ecosystem focused on the needs of the Catholic school, which combines quality education and religious ministry, following the **guidelines of the Global Compact on Education of Pope Francis**.

With regard to **language learning**, Santillana experienced strong growth in **2021** in terms of student numbers and user schools, despite the contraction of the market caused by the second year of the pandemic. Its top product, **Richmond Solution**, grew by 28%, while **Greenwich Now!** reported a 79% increase. **Richmond Learning Platform has more than 600,000 active users** and is working on new solutions that include speech recognition and adaptive learning.

2021 was a key year in **Santillana's commitment to promoting reading**. February saw the launch of **Loqueleo digital**, an ecosystem embracing three





areas: Reading (digital reading), Learning (gamified activities) and Listening (dramatized audiobooks). With more than 45,000 users, next year it plans to expand to larger countries such as Brazil and Mexico. Meanwhile the Norma publishing imprint's **Andromeda has registered more than 15,000 users in Colombia.**

Santillana has continued to offer invaluable support to the education community. This year it has continued apace with a wide range of **training sessions, tutorials and different virtual seminars** in areas related to innovation, pedagogy, technology and socio-emotional aspects, which are especially in demand in these times of pandemic and uncertainty. ***Aprendemos conectados, Rutas formativas, Familias brillantes, Familias UNOi*** and ***Compartir en familia*** are just some of the initiatives that have facilitated this training.

The year also saw the creation of new editorial projects linked to the **United Nations 2030 Agenda** and the **Sustainable Development Goals**. Initiatives have been aimed at all educational levels, the goal being to raise awareness and sensitize teachers and students, and **contribute to the creation of a more sustainable planet and a more ethical, fairer and more inclusive society that leaves no one behind.** Likewise, the internal awareness-raising initiative called ***Propósito Santillana*** continued throughout 2019.

Finally, in order to better meet the needs of both the public and private markets, to ensure higher levels of specialization and to provide greater value to customers and users, **Santillana has completed the functional separation of both markets.**





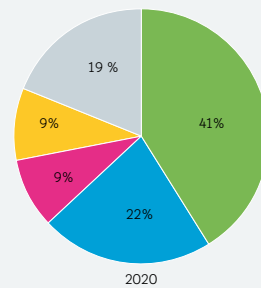
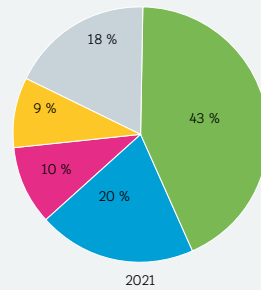
MAIN FIGURES

# MAIN FIGURES

## operating income

### Operating income by region or country

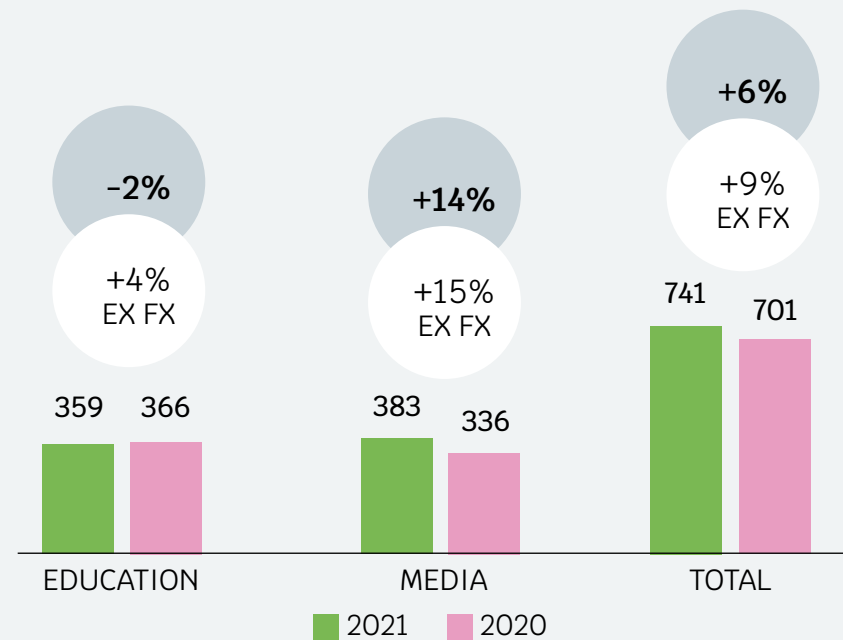
	2021	2020	Rel. Var. (%)	Rel. Var. ex FX (%)
	Million €	Million €		
Spain	319	285	12%	12%
International	422	415	2%	8%
Brazil	147	152	-4%	9%
Mexico	72	63	13%	7%
Colombia	70	66	5%	12%
Argentina	18	17	6%	13%
Chile	33	36	-9%	-8%
Peru	10	17	-43%	-32%
Others and adjustments*	74	64	15%	18%
<b>TOTAL</b>	<b>741</b>	<b>701</b>	<b>6%</b>	<b>9%</b>



■ SPAIN ■ BRAZIL  
■ MEXICO ■ COLOMBIA ■ OTHER

### Revenue by business area

In millions of Euros

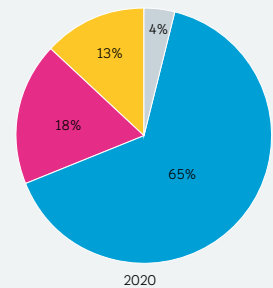
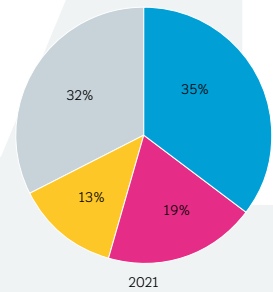


(\* ) Includes northern Central America (Guatemala, El Salvador and Honduras), southern Central America (Costa Rica, Panama and Nicaragua), Ecuador, Dominican Republic, Puerto Rico, Bolivia, Paraguay, Uruguay, USA, Venezuela, Portugal and adjustments.

EBITDA\*

EBITDA by country or region

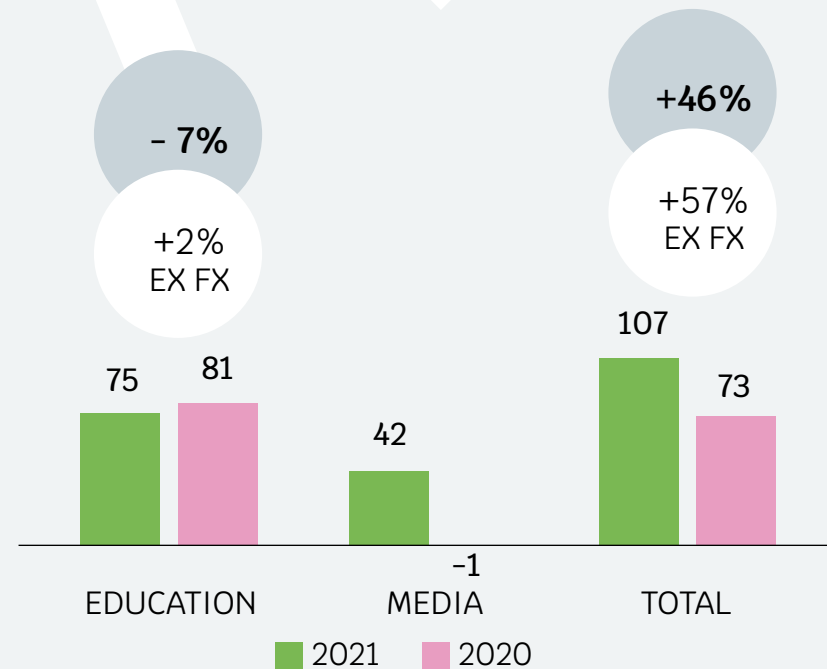
	2021	2020	Rel. Var. (%)	Rel. Var. Ex (%)
	Million €	Million €		
Spain	-2	-22	92%	92%
International	108	95	14%	22%
Brazil	38	48	-21%	-5%
Mexico	20	13	51%	35%
Colombia	14	9	55%	67%
Argentina	4	1	287%	282%
Chile	8	10	-13%	-11%
Peru	1	1	13%	69%
Others and adjustments**	23	13	76%	80%
<b>TOTAL</b>	<b>107</b>	<b>73</b>	<b>46%</b>	<b>57%</b>



■ BRAZIL ■ MEXICO ■ COLOMBIA  
■ OTHER

EBITDA by Business Unit

In millions of Euros



\* EBITDA excluding severance payouts.

(\*\*) Includes northern Central America (Guatemala, El Salvador and Honduras), southern Central America (Costa Rica, Panama and Nicaragua), Ecuador, Dominican Republic, Puerto Rico, Bolivia, Paraguay, Uruguay, USA, Venezuela, Portugal and adjustments..

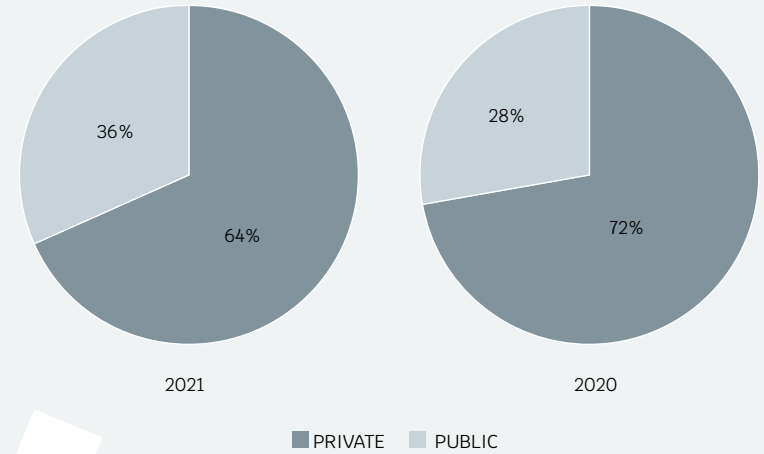


## Sales by business line

In millions of Euros

	2021	2020	Rel. Var. (%)	Rel. Var. ex FX (%)
Private	223	256	-13%	-8%
Didactic	88	120	-26%	-26%
Subscription models	135	137	-1%	8%
Public	124	101	23%	33%
Other*	2	5	-49%	-49%
<b>TOTAL</b>	<b>350</b>	<b>362</b>	<b>-3%</b>	<b>3%</b>

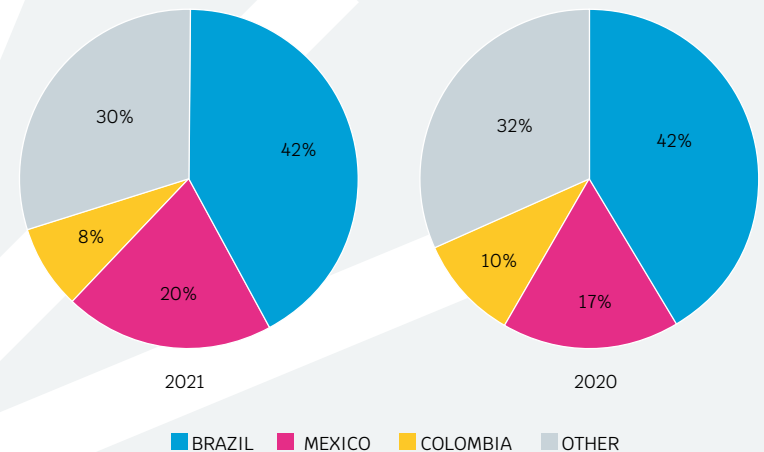
\* Includes Portugal



## Sales by country or region

In millions of Euros

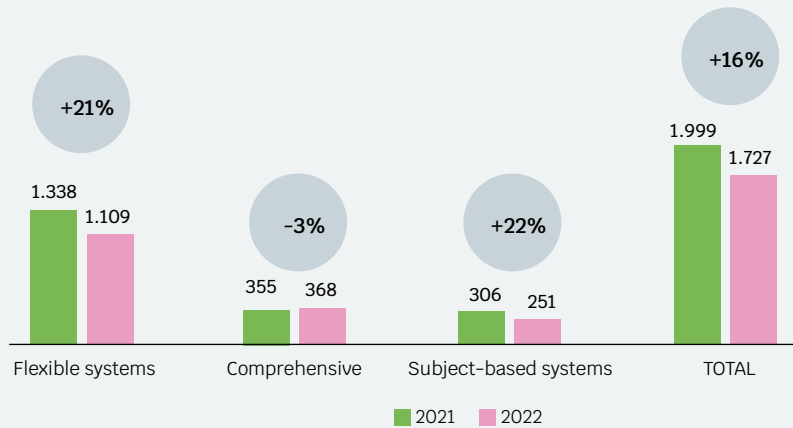
	2021	2020	Rel. Var. (%)	Rel. Var. ex FX (%)
Brazil	146	151	-4%	9%
Mexico	70	62	13%	7%
Colombia	28	34	-19%	-11%
Argentina	18	15	20%	28%
Chile	13	21	-41%	-39%
Peru	10	17	-44%	-32%
Rest	66	61	8%	11%
<b>TOTAL</b>	<b>350</b>	<b>362</b>	<b>-3%</b>	<b>3%</b>





## Subscriptions

Thousands



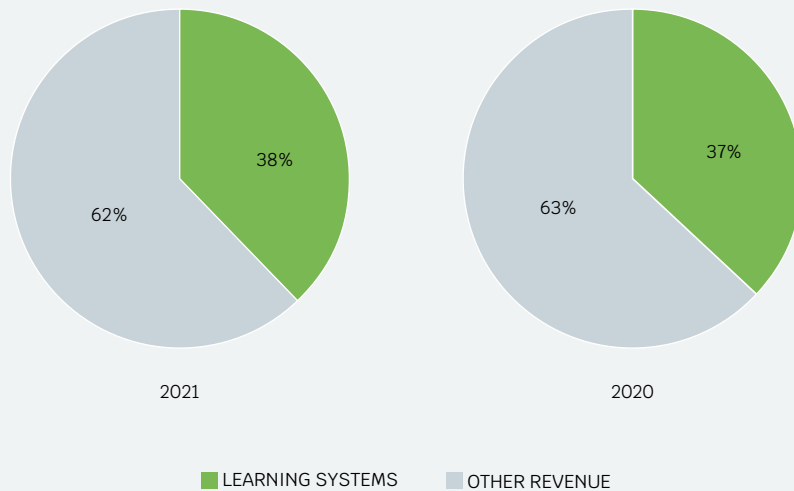
## Schools

	2021	2020	Var. Rel. (%)
TOTAL	6.962	5.448	28%

## Learning System users

	2021	2020	Var. Rel. (%)
Flexible systems	1.869.995	1.473.991	27%
Comprehensive systems	648.153	627.065	3%
Subject-based systems	321.192	255.649	26%
TOTAL	2.839.340	2.356.705	20%

## Weight of digital %



## Other indicators

	2021	2020	Var. Rel. (%)
ACV Local Currency (millions)	147,4	139,1	6%
% Learning systems / Private sales ex FX	62%	52%	18%

# PRISA MEDIA

## Sales by business

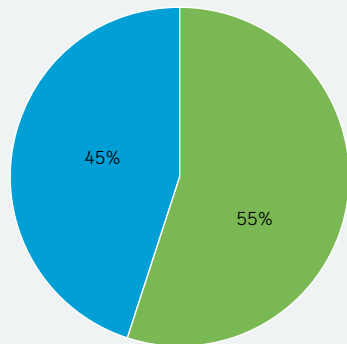
In millions of Euros

	2021	2020	Rel. Var. (%)	Rel. Var. ex FX (%)
Radio	219	186	18%	19%
Noticias (News)	181	165	10%	10%
Others and adjustments	-17	-15	-12%	-12%
<b>TOTAL</b>	<b>383</b>	<b>336</b>	<b>14%</b>	<b>15%</b>

## Sales by source

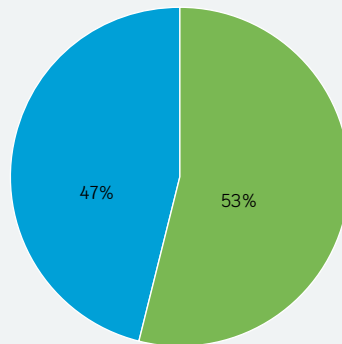
In millions of Euros

	2021	2020	Rel. Var. (%)	Rel. Var. ex FX (%)
Advertising	298	256	17%	17%
Circulation	52	50	4%	4%
Other revenue	33	30	9%	9%
<b>TOTAL</b>	<b>383</b>	<b>336</b>	<b>14%</b>	<b>15%</b>

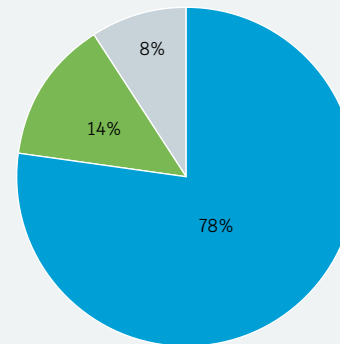


2021

■ RADIO ■ NEWS

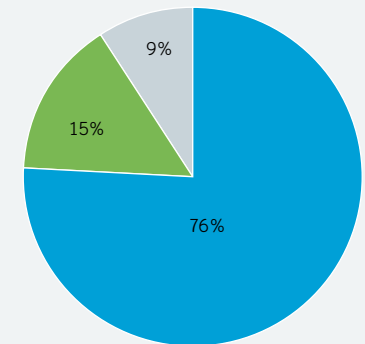


2020



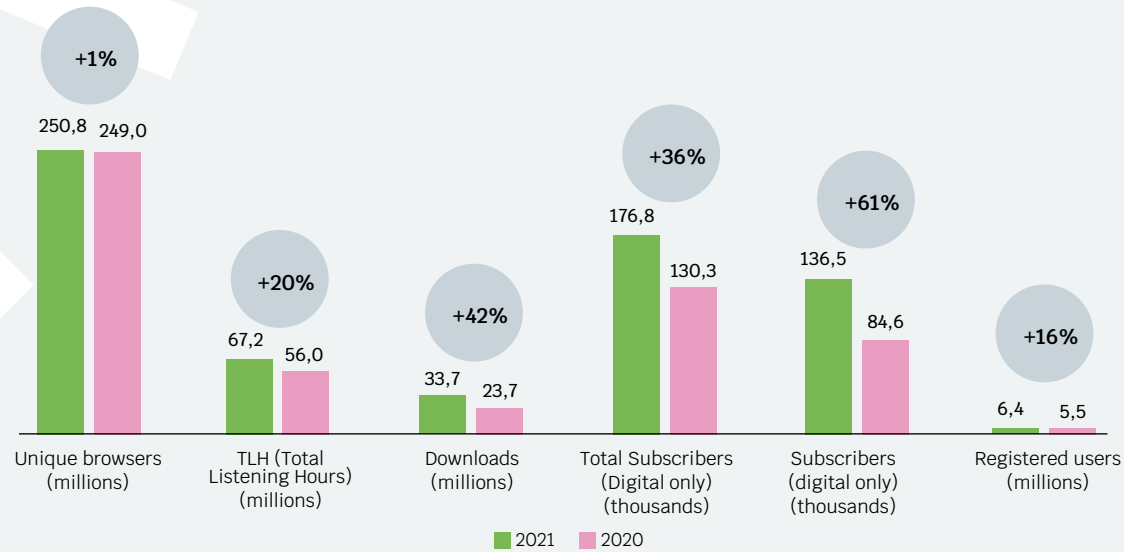
2021

■ ADVERTISING ■ CIRCULATION ■ OTHER REVENUE

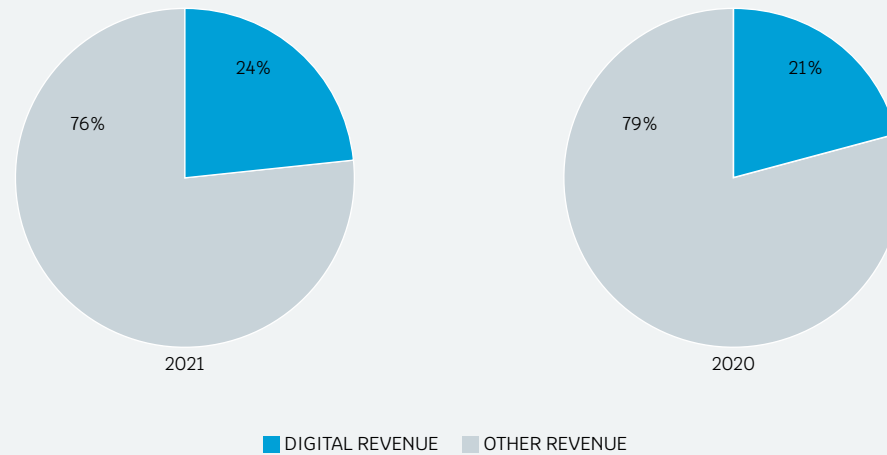


2020

### Chief digital indicators



### Weight of digital %





# DRIVERS



## 4. PRISA: COMMITTED TO SUSTAINABILITY



SUSTAINABILITY

# PRISA: COMMITTED TO SUSTAINABILITY

The very nature of PRISA's business activity makes it an **important contributor to the development of a democratic and sustainable society**. The Group delivers on its commitments in this regard not merely by responsibly managing and operating its businesses but also through its content and social initiatives.

Education is the first step to achieving the **society** we seek to build: a society that's **more diverse, more inclusive and more equitable**, one that believes in real equality between women and men and that strives to make this a reality; **a society that is more responsible in its relationship with the environment**. Education accompanies and furthers **the development of people and can open up real opportunities in their lives**.

Today we live surrounded by news, but receiving news and being informed are very different matters. The purpose of PRISA's media is to create some common ground where we can help people understand the world by providing them with the context of events and with **objective, rigorous and quality news**.

**Education and news are a key part of people's daily lives and both demand of us the same degree of social responsibility. Because people's lives can genuinely be improved through education, news and entertainment.**

As a Group, **we are committed to leading change** as we continue apace with our initiatives in education and news and in fostering awareness for

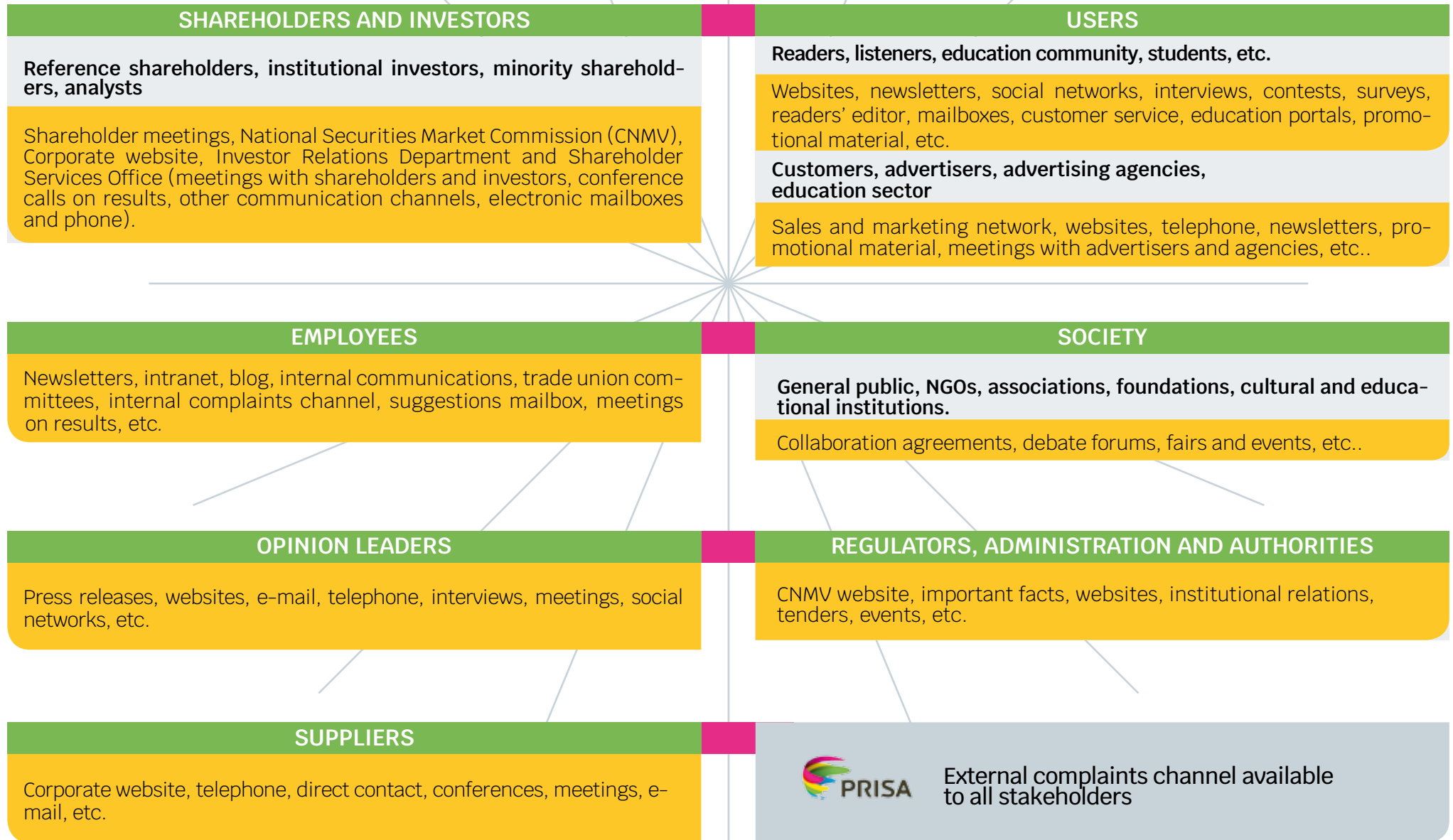
sustainable development, the goal being to contribute to the creation of a fairer, more ethical and more inclusive society that leaves no one behind. We seek to ensure a more sustainable planet and we are active in the fight against climate change, promoting digitization and continuously improving our impact on the environment.

Testament to PRISA's commitment is its *Sustainability Policy*, which sets out a framework that guarantees responsible engagement with all of the Group's stakeholders (published on the corporate website [www.prisa.com](http://www.prisa.com)). The *Sustainability Policy* was approved by the Board of Directors on December 18, 2018, and modified on November 16, 2020, and further amended on February 28, 2022.

PRISA's relationship and dialogue with its stakeholders is key to its exercise of social responsibility, and the Group engages with these through different communication channels. In this way, the organization can learn about the needs, expectations and interests of the communities where the Group operates, and is thus in a better position to get actively involved in their development while improving continuously.

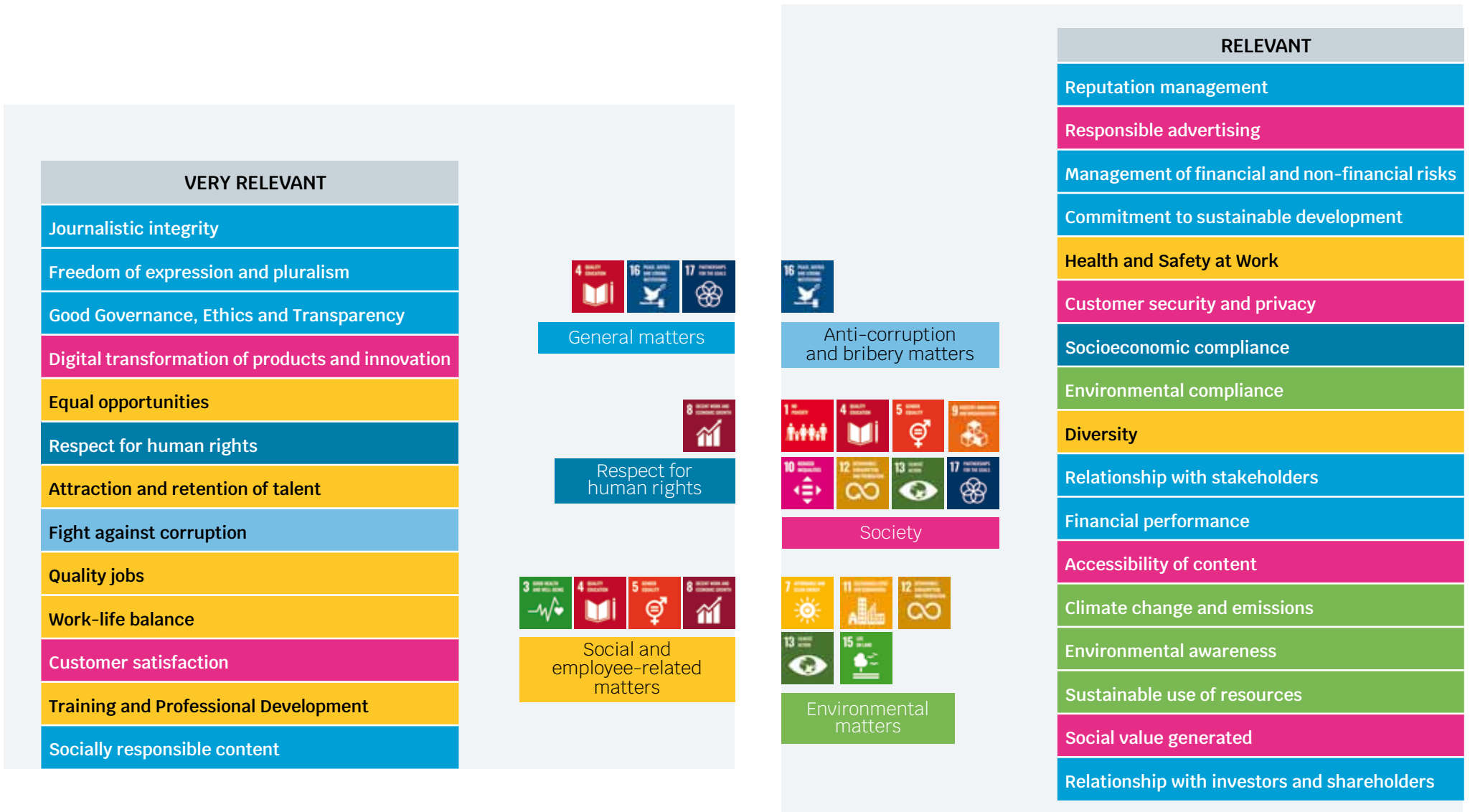
In addition, the company takes advantage of consultations with stakeholders to carry out the materiality analysis of the Group. It can thereby identify the most important issues and social and environmental effects and impacts that might have a positive or negative influence on the company's ability to implement its strategy and which, in turn, might substantially influence the decisions of stakeholders as well as how these stakeholders view the Group.

# DIALOGUE AND COMMUNICATION WITH STAKEHOLDERS



# MATERIALITY ANALYSIS

Relationship between the 30 relevant issues with regard to the six areas outlined in the Law 11/28 on non-financial information and diversity, and the impact of these on the SDGs.





# SUSTAINABLE DEVELOPMENT GOALS

The UN's 2030 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 must play in meeting the goals of the 2030 Agenda. The Group is likewise aware that, as a result of its operations, it impacts in one way or another on the SDGs. PRISA is thus an active member of the Global Compact of the United Nations through its Spanish network, which has the UN mandate to work on the SDGs with the private sector. The Group sits on the Network's steering committee and actively supports all its initiatives to advance the agenda. In addition, 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.

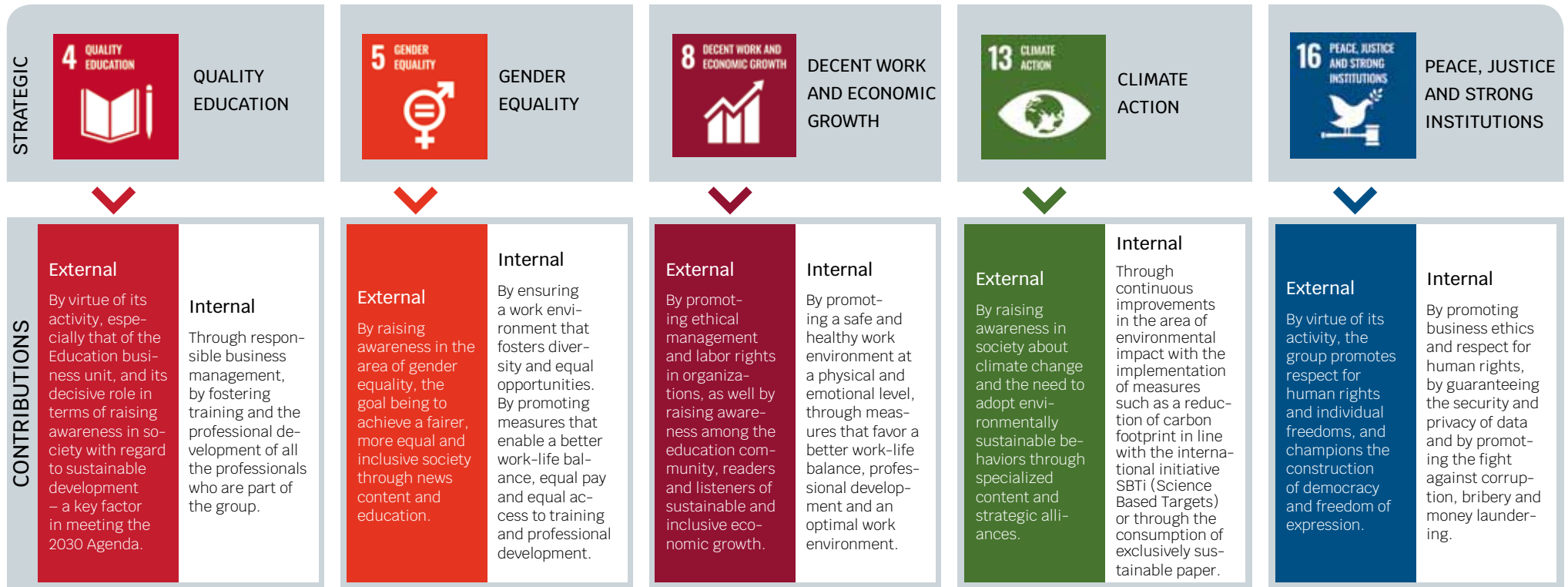
This report gives an account of the company's performance in terms of sustainable development over the course of the year and describes the main initiatives and projects undertaken. Here, the reader will find details of PRISA's contribution to the 2030 Agenda and of all those activities that especially impact certain SDGs. To this end, each section identifies those goals to which the Group contributes, taking into account the main reference guides.

In addition, Appendix 5 provides more detailed information on PRISA's contribution to the SDGs, as well as the GRI content related to the corresponding performance information.



# PRISA'S SUSTAINABILITY AND SDG STRATEGY

In order to better align the Group's *Sustainability and SDG Strategy* with the United Nations 2030 Agenda, PRISA has carried out a study to understand and prioritize its contributions to the SDGs in collaboration with our stakeholders.



Of all PRISA companies, the Santillana business unit is the one to make the greatest contribution to **SDG 4: Quality education**. As an education company, it places students center stage and sees teachers as agents of change. What's more, it promotes sustainable development through the creation of quality content.

Every day, PRISA's media offer truthful, independent and responsible news to readers, listeners and users, helping them to understand the world around them and fostering a more egalitarian, inclusive, fairer and more sustainable society.

Likewise, it is also worth highlighting the organization's commitment to the continuous training of its professionals. The Group is all too aware that talent and professional development give the organization a competitive advantage. In this regard, the Group intends to continue promoting training initiatives that place the management and promotion of talent at the center of its strategy of commitment to its professionals.

**4** QUALITY EDUCATION



**SDG 5: Gender Equality** is one of those goals where we must continue to forge ahead with tenacity and determination. The Group is acutely aware of the importance of achieving gender equality in order to achieve a fairer and more inclusive society. And PRISA will continue to make progress in this area through the operations of its two business units. On the one hand, the Group is committed to educational content that promotes a more egalitarian society and, on the other, it will continue to foster news that will spark the necessary social debate as we stride forward together with our stakeholders towards full equality between women and men. Internally, the Group will promote gender diversity in the composition of the Board of Directors and will continue to make progress in ensuring a work environment of full equality, while promoting female talent, a diverse workforce and fairer and equal remuneration between women and men.

**5** GENDER EQUALITY



Contributing to **SDG 8: Decent work and economic growth** is essential in order to guarantee PRISA's business success. The Sustainability and SDG Strategy understands that the well-being of the Group's professionals must be central to its strategy. The Group fosters measures that guarantee a safe and healthy work environment – both physically and emotionally – and strives to ensure a happy work-life balance, while promoting the professional development of personnel, and a continuous improvement of the work environment.

PRISA is also aware of the key role it plays as an organization when it comes to raising awareness among its stakeholders of the importance of generating sustainable and inclusive economic growth, and of promoting decent work. In this regard, it intends to redouble its commitments to raise awareness in the field of ethical management and respect for labor rights among the organizations in its value chain, and continue to foster awareness both in the educational community and among readers and listeners around these issues, which have a direct impact on people's quality of life and well-being.

**8** DECENT WORK AND ECONOMIC GROWTH



The fight against climate change – in other words, **SDG 13: Climate Action** – is key for PRISA, which is aware that this issue is perhaps the greatest challenge we face as a society. PRISA is determined to be part of the solution.

In this regard, PRISA will continue to foster awareness among its stakeholders of the importance of environmentally sustainable behavior in all areas, both in education and in the media. Internally, the Group is committed to continuously improving its environmental impact. The company analyzes and strives to reduce its consumption of key resources, such as paper or energy, applying measures linked to the circular economy. The Group also endeavors to reduce its carbon footprint in line with the initiative of recognized international prestige SBTi (Science Based Targets).

**13** CLIMATE ACTION



PRISA's contribution to **SDG 16: Peace, justice and strong institutions** stems from its firm commitment to business management based on professional ethics, responsibility, strict regulatory compliance and the best practices of good corporate governance. In addition, its very operations contribute to guaranteeing the exercise of individual freedoms, and favor freedom of expression and the construction of a healthy and plural democracy. Much of the hard work is done by the Group's news media, which are focused on creating a common ground that helps us to understand the world around us by offering context alongside objective, truthful and rigorous news. In this way, the Group's media fight fake news and disinformation.

The Group intends to continue making progress along these lines hand-in-hand with its stakeholders. It is committed to promoting the highest standards of business ethics and respect for human rights across the value chain. It guarantees, at all times, the security and privacy of the data it handles, while promoting new internal measures to fight corruption, bribery and money laundering.

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



Aware that this is the UN-designated *decade of action*, PRISA has aligned its Sustainability and SDG *Strategy 2022-2025 with the United Nations 2030 Agenda* with the aim of *taking real action*. The Group's business activity – namely, offering quality education and truthful, independent and responsible news – and the way in which PRISA manages itself can together ensure that the Group is able to successfully respond to current challenges while remaining faithful to the purpose of the company:

**”To contribute to the development and progress of people and society”**

The Group has thus set out four main ambitions for key Environmental, Social and Governance factors, and, for its Sustainability Strategy, **eleven priority objectives aligned with the five SDGs that it considers strategic.**

# A COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



## AMBITION

- Maximize social impact.
- Contribute to creating a more egalitarian and inclusive society.
- Promote the best good governance practices in the organization and among its stakeholders.
- Collaborate in the fight against climate change.



## PRIORITY OBJECTIVES

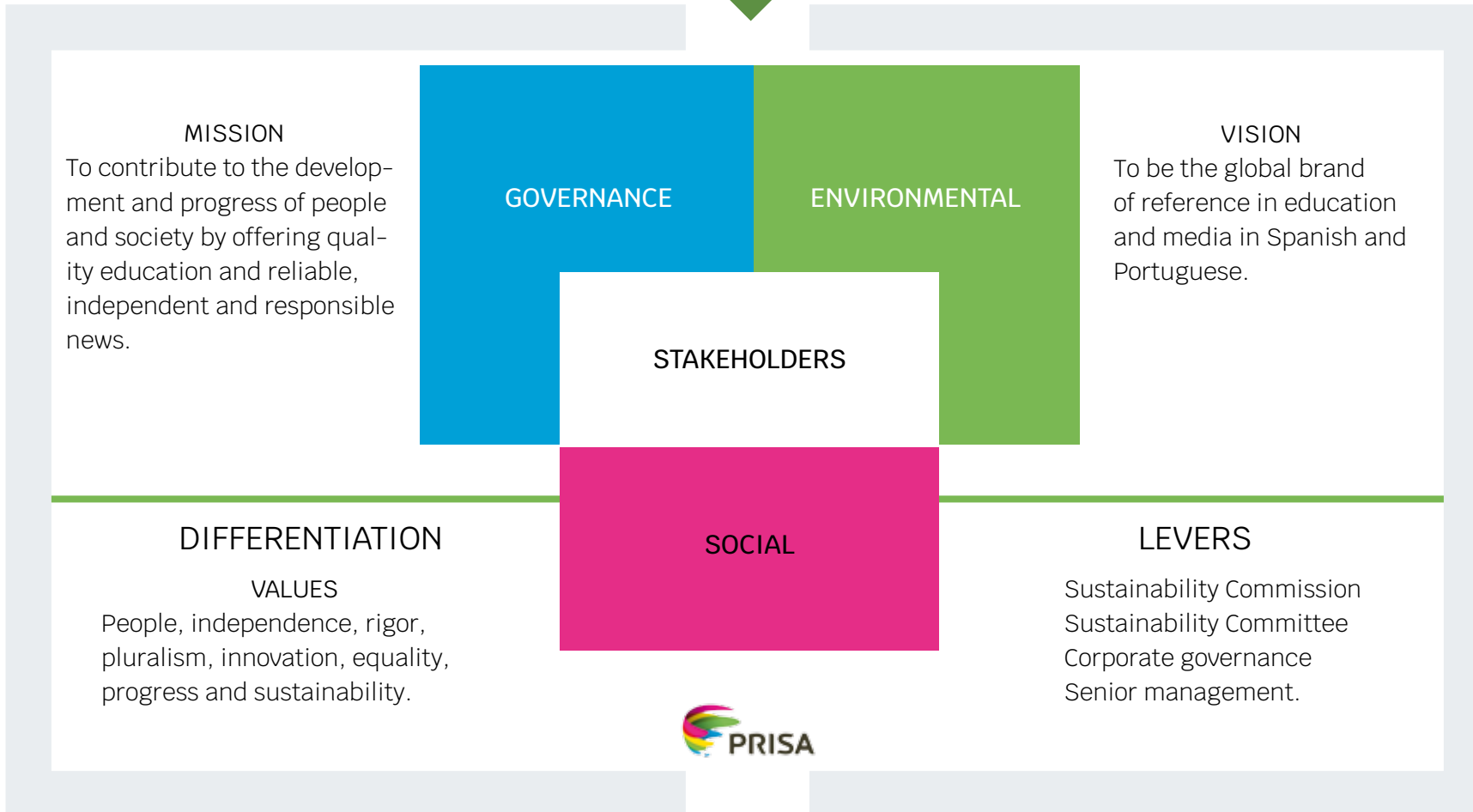
<ul style="list-style-type: none"> <li>■ Promote the creation and dissemination of content that contributes to sustainable development.</li> <li>■ Promote sustainable development in educational projects.</li> </ul>	
<ul style="list-style-type: none"> <li>■ Facilitate free advertising space for social and cultural organizations.</li> <li>■ Strengthen the ability to retain and attract talent.</li> </ul>	
<ul style="list-style-type: none"> <li>■ Adopt measures for the promotion and selection of women for managerial positions.</li> <li>■ Continue promoting greater gender diversity on the Board of Directors.</li> </ul>	
<ul style="list-style-type: none"> <li>■ Promote ethical behavior at PRISA.</li> <li>■ Promote professional ethics across the supply chain.</li> <li>■ Guarantee privacy and data security.</li> </ul>	
<ul style="list-style-type: none"> <li>■ Strive for a continuous reduction of GHG emissions.</li> <li>■ Minimize the environmental impact produced by the consumption of paper.</li> </ul>	



# SUSTAINABILITY AT PRISA

## OBJECTIVE

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

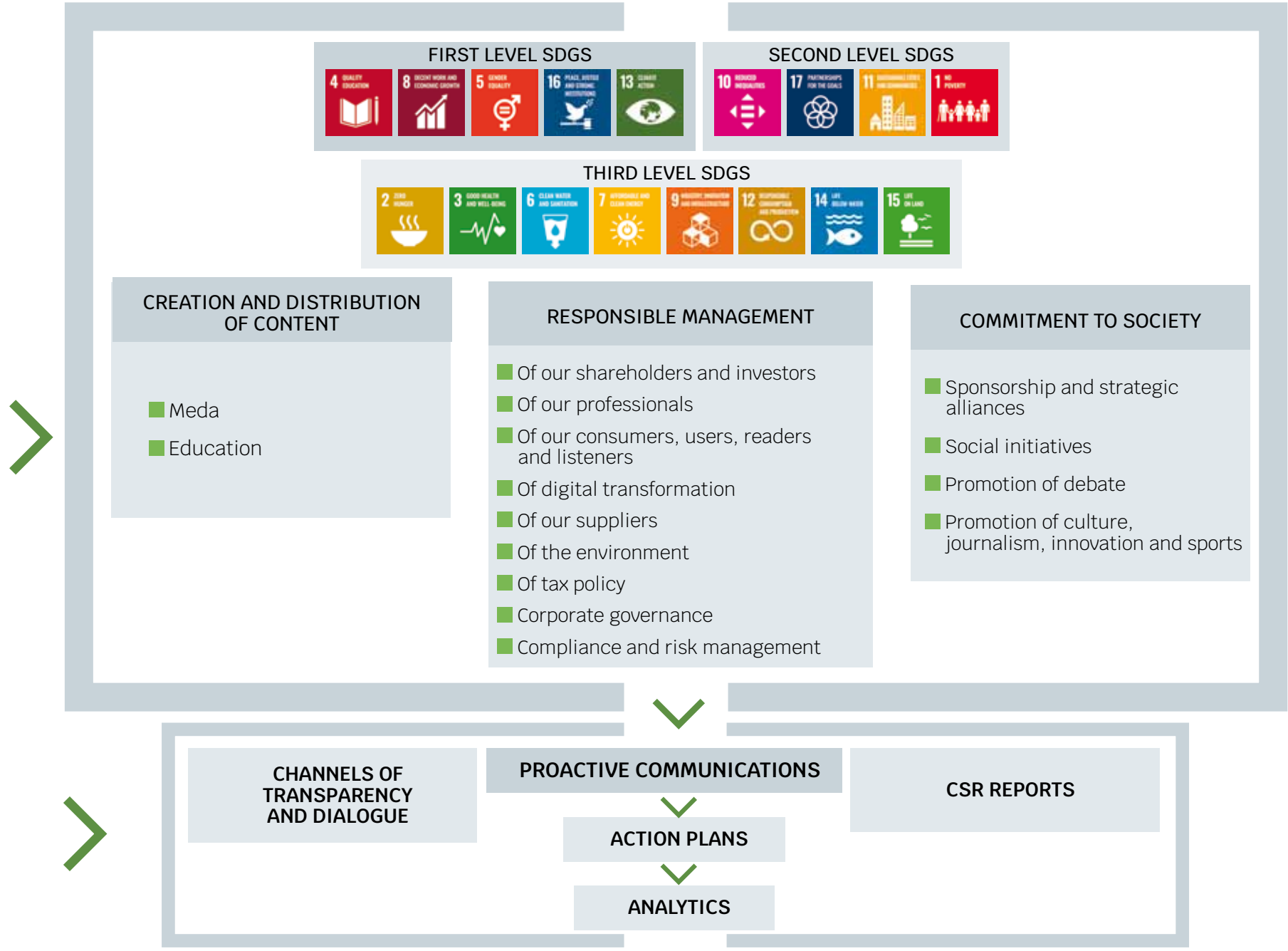


## APPROACH



TRANSVERSAL AND INTEGRATED

**SUSTAINABLE DEVELOPMENT GOALS**



# SUSTAINABILITY AT PRISA. CREATION AND DISTRIBUTION OF CONTENTS

CONTRIBUCIÓN  
ODS



**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 disinformation 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.

PRISA media have been challenged to act with ever greater social responsibility over the course of the past two years, as a result of the health crisis caused by COVID-19 and, more recently, the war in Ukraine. The explosion of information produced by both situations has meant that truthful and verified information has had to coexist alongside fake news of all kinds. PRISA's media have shown that their control mechanisms work and that they are up to the task of helping society to separate truthful news and information from mere rumors.

Despite these difficult years, PRISA's media have stood firm in their commitment to reach readers and listeners every morning. During the months

of lockdown and throughout the pandemic, our journalists continued working to ensure that news, information, culture and entertainment reached every home. An information office was made available to readers, the New Visual Narratives team at EL PAÍS worked tirelessly on initiatives to bring the public all the latest news on COVID-19, and podcasts were produced, as was a daily newsletter.

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. 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, are the chief tools to safeguard professional ethics.

The *Style Book* was conceived as an internal code that must be complied with by all journalists. In addition, its purpose is to guarantee the quality of all content by setting out standards that ensure correct and precise writing, with the utmost respect for the Spanish language, and that foster a house style with its own personality and that is accessible to readers.

In 2021, Álex Grijelmo, director of the EL PAÍS Editorial Unit, oversaw a new update of the *Style Book*, with which he has been closely involved since its first edition.

The EL PAÍS Style Book was conceived as an internal code that must be complied with by all journalists. It sets out ethical principles and its purpose is to guarantee the quality of all content.

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.”

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. The independence and non-manipulation of the news are key to guaranteeing the rights of readers and users. In addition, news and opinion are clearly differentiated, and advertising interests must never be the cause for the publication of certain news or information nor should they influence the ranking of a news item or video.

These ideals are embraced not just by EL PAÍS, but also by all other PRISA media outlets, which every day strive to present truthful and up-to-date quality information and news, as comprehensively as possible, and in ways that engage readers and help them to understand the world and form their own opinions. The management teams and the chief editors of each media outlet oversee all the content of their publications, both print and digital editions, following guidelines established in the style books.

Cadena SER, taking its inspiration from the EL PAÍS *Style Book*, developed its very own such guide in 2017. It has governed its operations ever since. Titled *En Antena*, it adapted the contents of the original to the requirements of radio, and is a clear example of radio’s commitment to its listeners. And the Group’s sports newspaper AS also published its *AS Style Book*, which brings together the principles by which AS journalists should be governed, wherever they operate.

With the aim of reinforcing the trust of readers and users in the media through greater transparency and public accountability, EL PAÍS has been affiliated to The Trust Project since 2018.

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 and digital standards.

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..

The chief such measure in 2021 was the redesign of the EL PAÍS website, which, though always a benchmark for accessibility, is now even more so. It has put the reader center stage and has successfully adapted to the new ways in which news information is consumed.



Meanwhile, media such as EL PAÍS, AS and LOS40 are all conveniently and quickly accessible through voice assistants, and the quality and duration of the daily audio news bulletin has been improved for smart speakers associated with platforms such as Alexa, Google Home and Google Assistant. This product is thus more accessible to the blind and for other users of smart devices, Android phones, Spotify, iTunes, mobile apps and web players. In 2021, the music stations and Cadena SER have developed a range of skills for Amazon.

What's more, the music networks have been working since 2018 to increase both the quantity and quality of content with subtitles, whether on their own or on external platforms (YouTube, Facebook...), to improve accessibility for people with hearing impairment.

From 2021, PRISA stations guarantee a percentage of capacity at the events they organize for persons with reduced mobility or with hearing impairment. For the latter, moreover, the presence of simultaneous sign language interpreters has been introduced.

Since 2019, the weekly content meeting in the digital newsrooms of the stations has included a new section to explore ideas, controversial issues, problems and possible solutions related to plurality, quality and independence.

The Chinese community in Spain also has access to EL PAÍS articles of interest in their language, specifically translated, and, in addition, news adapted for easy reading has begun to be published for people with intellectual disabilities. Videos are subtitled in several languages, and code is

designed so as to favor technologies that improve accessibility. Content is processed to de-index news found through online name searches, which favors the so-called right to be forgotten. And a system has been implemented to monitor the level of toxicity of

The Readers' Editor addresses readers' complaints in both the print and online edition.

comments on news, which uses alerts to ask the user to be mindful of the language they use.

EL PAÍS, readers can express their concerns and complaints in a number of ways. While Customer Service provides follow-up and responses to all queries, doubts and incidents raised, the most important channel is the Readers' Editor, which was established in 1985 to address complaints, comments and suggestions from readers regarding the contents of EL PAÍS and to ensure compliance with the *Style Book*.

Readers' complaints and criticisms are collected and published by the Readers' Editor, both in print and digital formats. Since 2019, the digital edition has a specific page, *The Readers' Editor Responds*. In addition, since 2021 the *Letters to the Editor* section has a specific space online. Extracts from some of these letters have been posted on Instagram, via a new EL PAÍS Opinion account, and a number have gone viral.





In addition, the newspaper interacts with its readers through a wide range of electronic media: in 2021, an EL PAÍS channel was launched on TikTok, the social network with the youngest audience. It joins the previous channels: Facebook, Facebook Live, Instagram, Twitter and YouTube. The newspaper also engages via meetings with readers and subscribers, newsletters, contests and virtual events. The Audience Development team actively monitors all social networks to detect topics of interest and transfer these to the newsroom

PRISA's radio stations provide mailboxes that the public can use to send comments or suggestions about programs, content, products or accessibility. They also have several channels to enable direct interaction with listeners: the generic email of the station or one that is specific to each site, social networks (where station engagement is particularly active on TikTok and Twitch), comments on the website or in the app stores, participation via audio, text or chats on YouTube, and the *Participate Button* on Cadena Dial, Cadena SER and Radiolé.

Audience interaction and engagement is a primary objective for all PRISA Radio stations: the work of radio is not only about sending out messages, but also about receiving and responding to them, because the people who watch and listen are at the center of everything we do.

Santillana and Moderna are the brands that have positioned PRISA as the world's leading publishing and educational group in Spanish and Portuguese. 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 Latin America.

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

As an education-sector company, Santillana endeavors at all times to raise awareness about key issues facing today's society, such as the 2030 Agenda of the United Nations. The company integrates the Sustainable Development Goals in a transversal way across all content. In addition, it promotes projects focused on raising awareness about specific SDGs, such as Healthy Living, in Mexico, or the webinars on health and well-being (SDG 3).

Santillana maintains collaboration agreements with organizations such as Tiflonexos, in Argentina, to provide accessible content for persons with visual impairments.



Meanwhile, Santillana contributes to teacher education and training through seminars, courses and workshops aimed at the education community, addressing issues such as new methodologies, digitalization, leadership, and so on. The company offers resources and support materials that teachers can use in their classes, such as the guides and activities included in the *#TienenTalento* campaign, and the company also disseminates content on trends in education and learning.

# PRISA'S CONTRIBUTION TO THE SDGS THROUGH ITS CONTENT

## PRISA MEDIA

CONTRIBUTES  
TO SDG



### SDG 4: Quality education

May 2020 saw the launch of the **EL PAÍS digital section *Educación*** (Education). Developed by a team of journalists with experience in teaching, it's envisaged as a place where the education community can share and explore their aspirations, problems, achievements and successes, while also following debate and getting updates on what's new in Spain and around the world.

EL PAÍS has always considered education news to be one of its cornerstones, and with this section the newspaper is set to see this commitment grow, mirroring the vital importance of education for personal and social development everywhere.

***Materia*** is a science, environment, health and technology news section 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. Since the outbreak of the

pandemic, it has prioritized useful, daily reporting on COVID-19 treatments, research, news about vaccines and in-depth analysis of the disease.

This effort has been rewarded with numerous awards: the article *A room, a bar, a classroom: how the coronavirus is spread in the air*, received the Kavli prize in 2021, considered to be the Pulitzer of science journalism. Meanwhile, *Materia* was honored with the CSIF-BBVA prize for scientific communication, with the jury lauding it as a "world reference in Spanish science journalism".

The **EL PAÍS *Sociedad*** section (Society) covers day-to-day issues of general public interest: education, health, the environment, inequality, feminism,



The founding team of the *Materia* section

dependency and religion, and offers a platform to those who inspire us to build a better future. It endeavors to be in tune with the demands of readers in terms of rights and freedoms.

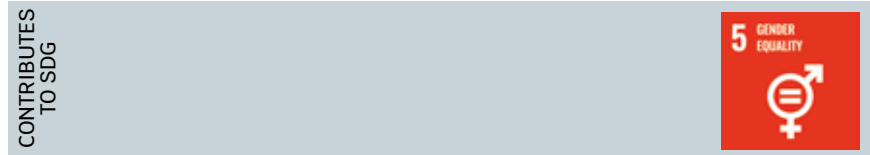
*Pienso, luego actúo* (I think, therefore I act) is an EL PAÍS initiative in collaboration with Yoigo to promote specific initiatives related to health, well-being, social rights and sustainability. It offers videos, interviews and articles that foster citizen awareness of social causes.

EL PAÍS has also become more engaged with **chess** by launching an exclusive new section on the game, with information articles, news, analysis, reports and interviews, as well as a daily game with an interactive board.

*Maravillosa jugada* (A great move) is written by Leontxo García and offers readers every Thursday – by email – original texts and a selection of the best and most recent content.



The founding team of the Materia section



## SDG 5: Gender equality

In 2021, the *Gender* issues division – created in 2018 – has continued apace with its objective of planning and improving the coverage given to issues related to equality and women. It operates transversely across all sections of the newspaper. Pilar Álvarez, the first editor of the section, won the Ame-coPress award for being the first woman to run a specific section on gender in newspaper media. At the beginning of 2022, Álvarez took over the helm at *Última hora*, passing on the top post at Gender to the journalist Isabel Valdés, who until then coordinated the women’s-interest blog *Mujeres*.

Meanwhile, through specific coverage, the newspaper AS seeks to **promote women in sports**. To this end, it offers news and coverage of football, bas-



ketball, water polo and tennis, to name but a few. It includes news on leading figures from the world of women's sports in Spain, giving them greater visibility, both online and in print.

CONTRIBUTES  
TO SDG



## SDG 13: Climate action

The **EL PAÍS** digital section *Climate and Environment* made its debut in 2020. At a time when the COVID-19 pandemic was totally dominating the news cycle, its aim was to prevent other emergencies from being forgotten.

It deals with topics such as biodiversity, air quality in cities, water management and plastic pollution, as well as the climate crisis from a range of different perspectives, such as the economy, social justice, health, food and international relations.

*Climate and Environment* is made up of a specialized team that works to bring these issues closer to the reader, with clear and practical information. It also features specialists from a range of disciplines who explore often complex issues in an easy-to-understand way. Readers are also provided with practical examples of what citizens can do to reduce their environmental footprint.

**Espacio Eco** is an initiative of **EL PAÍS** and the Fundación Ecoembes, that also airs on Cadena SER during *La Ventana* and *Hoy por hoy*. It shares initiatives by citizens, companies and cities in favor of the environment, especially with regard to recycling. Content encourages social contributions to achieving an efficient circular economy.



*Orígenes, el principio de la solución* (Origins, the beginning of the solution) is an initiative by **EL PAÍS** and **IKEA** to foster greater environmental responsibility among the general public, inviting them to reflect on how small decisions in daily life can contribute to protecting the planet. Content includes interviews by the actor, model and environmental activist Jon Kortajarena on matters such as energy saving, pollution, responsible water management and sustainable food.



Joined by popular scientists Pere Estupinyà and Javier Sampedro, journalist Javier del Pino introduces us to *La Ciencia*, a fortnightly Cadena SER program that shows audiences how science is a powerful tool for solving everyday problems.

Science journalist Nuño Domínguez and his guests tackle science, research and looking after planet Earth in *Noticias del planeta*, a weekly slot on *Hoy por hoy*.



## SDG 8: Decent work and economic growth

The *Fortuna* section of the business newspaper *CincoDías* offers coverage of lifestyle, culture, entrepreneurship and other issues related to the professional world from the point of view of management and business. Content includes food, luxury and innovation in a range of sectors, as well as reports, analysis and interviews with people in business and with managers.

*Buen gobierno* (Good governance) is the *CincoDías* section that offers weekly content on sustainable development related to business initiatives, as well as on social action, regulations and non-financial information.

The *Digital Transformation Space*, in collaboration with Vodafone and also available in EL PAÍS, is transversal content courtesy of Cadena SER (it is broadcast on *Hora 25*, *La Ventana* and *Hoy por hoy*) on technology and digital transformation processes, aimed at small businesses, large companies and public administrations.







## SDG 10: Reduced inequalities

EL PAÍS has reinforced its **Technology section** by bringing in more staff to generate content on digital transformation, cybersecurity and technological entrepreneurship, and thus contribute to the digital literacy of audiences. What's more, it also offers news from the sector, such as top events and the relationship between technology and other fields, such as the environment, entertainment, education...

**Retina** leads the way in raising social awareness about the new technological age we live in, and is an invaluable tool for fostering digital inclusion and bridging the digital gap. Retina events focus on how our technological future is set to shape culture, activism, art, architecture and education,



Jaime García Cantero, editor-in-chief of Retina

through forums where future trends are analyzed in order to explore possible futures and how these might be built in a more sustainable way.

Over at Cadena SER, listeners faithfully tune in every week to journalist Pablo Morán and his program **Punto de fuga**, which goes beyond 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

Cadena SER created the project **Marching for empty Spain** to reflect on and provide solutions to the problem of rural depopulation, which for many areas is an insurmountable obstacle to development. The initiative seeks to offer a platform to a movement and a forum to share solutions and resources.

**Vidas nuevas** (New Lives) is a project by EL PAÍS and Acnur which tells the stories of refugees who arrive in Spain to seek a new life. It also listens to those who have not yet been able to reach a safe haven. The articles deal with the effects of humanitarian aid, look at personal experiences and offer macro data on refugees.



Javier del Pino, anchor of Cadena SER radio show *A vivir que son dos días*

*Diálogos* is a fortnightly Cadena SER show presented by journalist Javier del Pino dealing with key social issues. He's joined by his collaborators, academic experts, social workers and others out there on the front lines.

*Carreteras secundarias* (Back roads), is a fortnightly segment that airs on the program *A vivir que son dos días*. This report-format show, presented by Bru Rovira and Valentina Rojo, seeks to follow the lives and experiences of those who live in the so-called "Empty Spain", the term given to underpopulated rural areas facing challenges such as poor telecommunications, road, transport and healthcare infrastructure.

and values, and has a vision, as highlighted by the UN, of focusing first on the needs of people and the planet.

*Planeta Futuro* constantly monitors official development aid in different countries, travels to the most vulnerable or at-risk places to see how aid funds are being invested, and reports on how sustainable development and socioeconomic growth are being promoted (or not) in the poorest countries on earth.

With levels of international aid falling, it's more urgent than ever that someone like *Planeta Futuro* scrutinizes and reports on how donor countries are living up to their international development aid commitments.



## SDG 17: Partnerships for the goals

*Planeta Futuro* is the EL PAÍS section dedicated to sustainable development, the environment, human rights and equality. It was born in 2014 out of an alliance between EL PAÍS and the Bill & Melinda Gates Foundation, with the initial aim of reinforcing news coverage of these issues in EL PAÍS and fostering political and social debate around the SDGs approved by the UN in 2015, and specifically, SDG 17 of the 2030 Agenda (Partnerships for the goals), which calls on parties to strengthen the means of implementation and to revitalize global partnerships for sustainable development.

Through alliances with third sector organizations, it promotes awareness of the SDGs through daily news, and understands that the SDGs can only be achieved with strong global partnerships and cooperation. *Planeta Futuro* is an example of an inclusive association based on these principles



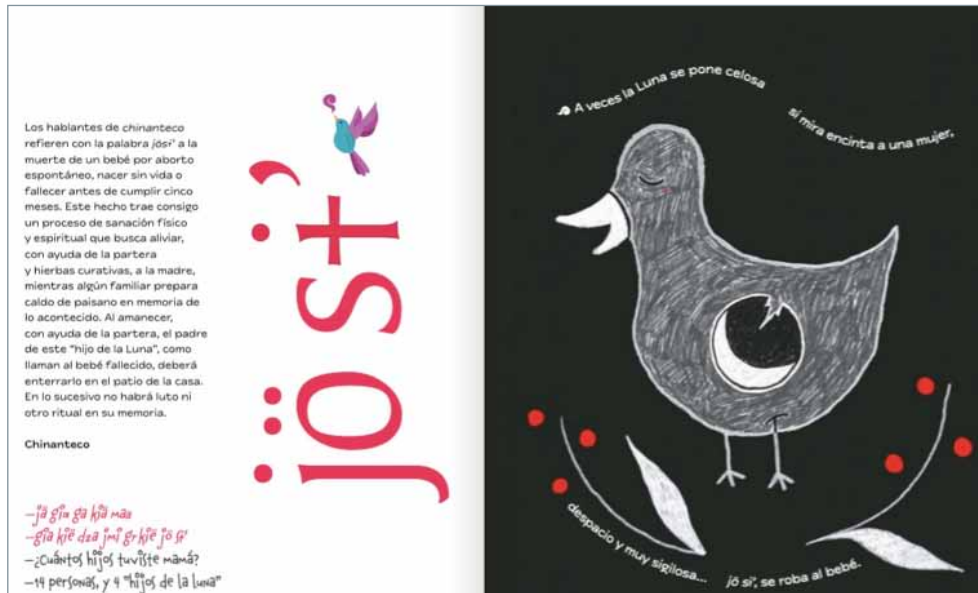
## SANTILLANA

CONTRIBUTES  
TO SDG



### SDG 4: Quality education

Santillana is firmly committed to the **United Nations 2030 Agenda** and the **Sustainable Development Goals (SDG)**, and seeks to deliver on this commitment through the provision of resources and the creation of editorial projects that seek to raise awareness and that offer training to the education community and students, in particular, as we rise to the challenges of sustainability.



In Mexico, the project **Asombro Compartir**, aimed at preschool and primary school students, includes learning materials developed with the Project Based Learning (PBL) methodology, inspired by an SDG or by STEM projects from NASA, MIT, Project Zero and UNESCO.

The year also saw the publication of the book **Intraducibles** (Untranslatable), a work that brings together 68 indigenous words that cannot be translated directly into Spanish, but that give a fascinating insight into the concepts and worldview of indigenous peoples. The book is part of a collective project that seeks to encourage Mexicans to engage with multiculturalism and the rich cultural tapestry around them.

A project aimed at raising environmental awareness among secondary school students was also launched in the format of a Mexico-Colombia exchange experience. This involved virtual classes that tried to answer the question: **“How do you propose conserving the iconic tourist spots in your country?”**.

In **Brazil**, the digital project **Solutions based on nature: you’re part of them** allows high school students to get involved in a project in the community.

In addition, a number of publications have been made available free of charge and in an accessible format, such as the *Anuário Brasileiro da Educação Básica 2021*, *Desafios da profissão docente*, *Educação Bilingue: Como fazer?*, *Educação em movimento: o direito universal, as transformações e possibilidades durante e após a pandemia*.

In **Colombia**, there were three projects related to sustainability: **Activamente Digital**, **Chrysalis** y **Set 21 Robótica**. Aimed at the different educational levels, these initiatives involve students in the construction of solutions to the problems and challenges raised by the different SDGs.



In Peru, also within Compartir, the project **Espacio para el Cambio** (Space for Change) has been created for secondary schools. This is an interdisciplinary project that helps students work on an SDG by watching a video, listening to a podcast, reading a text or studying images.



In an effort to respond to the challenge of the pandemic, Santillana launched a number of digital initiatives in 2021 to help schools, teachers and students to have a better learning experience through virtual connectivity. Videoconference tools such as **Zoom**, **Teams** and **Meet** have been

integrated into learning ecosystems. In addition, **thousands of items of digital** content and a range of online classes have been made available through the platforms **Aprendemos conectados** (We learn connected) and **Rutas Formativas** (Training Routes), thereby strengthening our coaching and consulting programs and accompanying schools during this global emergency.

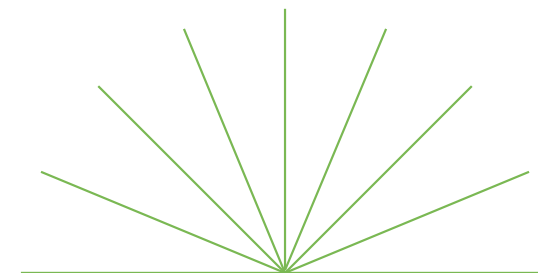
In 2021, Santillana also launched the **Regreso eficaz** (Effective Return) **program**, which made it possible to diagnose the level of student learning achievement when they started school in order to help those weakest students, and **Horizum**, a project that has made it easier for students to develop communication skills (reading, listening, writing and speaking) in a completely digital environment that promotes autonomous learning.

Meanwhile, a comprehensive learning program has been created for Catholic schools, called the **CREO System**, which seeks to transform the learning



experience from a religious perspective, and engages the entire education community and families.

**Richmond Solution** continues to innovate in its content and **Loqueleo Digital** aims to have more than 600 reading titles in Spanish and Portuguese by 2022.





# RESPONSIBLE MANAGEMENT OF OUR EMPLOYEES

CONTRIBUTES TO SDG



## EMPLOYMENT

In 2021, against a complex economic and social backdrop which particularly affected the media and education sectors, PRISA undertook an internal and corporate reorganization process, in addition to making changes in the senior management teams.

As a consequence of this new corporate and organizational framework, the Group will now move to adapt procedures in areas such as talent and company culture.

The number of Group employees at year-end 2021, distributed by country, gender and type of contract, is as follows:

	Number of Group employees distributed by country, gender and type of contract								
	Permanent Contract + PTR (Permanent trade representative)			Variable, Temporary Contract and TTR contracts (Temporary trade representative)			Total		
	M	W	Total	M	W	Total	M	W	Total
Argentina	75	181	256	0	1	1	75	182	257
Bolivia	18	13	31	0	0	0	18	13	31
Brazil	426	577	1.003	0	0	0	426	577	1.003
North Central America (includes Guatemala, Honduras and El Salvador)	74	63	137	0	0	0	74	63	137
Chile	221	166	387	0	0	0	221	166	387
Colombia	744	554	1.298	0	0	0	744	554	1.298
Central America South (including Costa Rica and Panama)	30	36	66	10	6	16	40	42	82
Ecuador	64	44	108	2	0	2	66	44	110
Spain	1.245	1.020	2.265	51	64	115	1.296	1.084	2.380
Mexico	329	384	713	0	0	0	329	384	713
Puerto Rico	13	11	24	0	0	0	13	11	24
Paraguay	10	15	25	0	0	0	10	15	25
Peru	43	51	94	41	49	90	84	100	184
Portugal	4	5	9	0	0	0	4	5	9
Dom. Rep.	61	38	99	0	0	0	61	38	99
Uruguay	9	14	23	0	0	0	9	14	23
USA	16	8	24	0	0	0	16	8	24
Venezuela	5	5	10	0	0	0	5	5	10
<b>Total</b>	<b>3.387</b>	<b>3.185</b>	<b>6.572</b>	<b>104</b>	<b>120</b>	<b>224</b>	<b>3.491</b>	<b>3.305</b>	<b>6.796</b>



The above breakdown shows that 95% of PRISA’s total workforce is on permanent contracts and 5% on temporary contracts (the same as in 2020). Men account for 51% of the workforce compared to a figure of 49% for women (versus 52% and 48%, respectively, in 2020). The breakdown by Business Unit is presented below:

2021	Men	Women
Santillana	45%	55%
PRISA Media	57%	43%
PRISA group	51%	49%

At year-end, 98% of the workforce was working full time compared to 74% in 2020, when a large part of the workforce in Spain was affected by Temporary Redundancy Proceedings (ERTE) linked to COVID-19. In 2021, the conditions for ordinary working hours have been restored and these percentages have returned to those seen in previous years.

The distribution by gender and professional category, with figures for 2021 and 2020, is as follows:

	2021			2020		
	Men	Women	TOTAL	Men	Women	TOTAL
Executives	167	106	273	186	109	295
Middle management	557	428	985	546	446	992
Other personnel	2.767	2.771	5.538	2.958	2.840	5.798
<b>Total</b>	<b>3.491</b>	<b>3.305</b>	<b>6.796</b>	<b>3.690</b>	<b>3.395</b>	<b>7.085</b>

The average age of men is 3.6% higher than the average age of women in the Group, with the Group average at 42.8 years compared to 43.1 years in 2020. 11% of employees are under 30 years old, 64% are between 30-50 years old, and 25% of the workforce is over 50 years old.

The average age by gender is as follows:

	Men	Women	Total
Group average age 2021	43,5	42,0	<b>42,8</b>
Group average age 2020	43,8	42,2	<b>43,1</b>

The distribution of the Group’s employees by geographical origin and average age is as follows:

	2021	2020
Spain	45,7	45,6
Latin America	41,7	41,6
Portugal	49,1	48,1
<b>Total</b>	<b>42,8</b>	<b>43,1</b>

The distribution by age ranges and job category is:

	2021			2020		
	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old
Executives	0%	2%	2%	0%	2%	2%
Middle management	0%	9%	6%	0%	8%	6%
Rest of employees	11%	53%	18%	10%	54%	18%
<b>Total</b>	<b>11%</b>	<b>64%</b>	<b>25%</b>	<b>10%</b>	<b>65%</b>	<b>25%</b>

The main business areas, in terms of workforce are PRISA Media, with 51% of employees (52% in 2020) and Santillana, with 48% (47% in 2020), with the following gender distribution:

	2021			2020		
	Men	Women	TOTAL	Men	Women	TOTAL
Santillana	1.489	1.793	<b>3.282</b>	1.517	1.808	<b>3.325</b>
PRISA Media	1.983	1.484	<b>3.467</b>	2.137	1.538	<b>3.675</b>
Rest of workforce	19	28	<b>47</b>	36	49	<b>85</b>
<b>Total</b>	<b>3.491</b>	<b>3.305</b>	<b>6.796</b>	<b>3.690</b>	<b>3.395</b>	<b>7.085</b>

The final workforce variation between 2021 and 2020 is -4%, due chiefly to the sale of Distasa, Radio in Argentina, and downsizing elsewhere, which are offset by the hiring of employees mainly in Mexico as a result of the new local regulations.

The voluntary turnover rate (measured as voluntary departures over average workforce) is 8.0% compared to 5.6% in 2020, mainly focused on Latin America (77% of the total number of departures with severance pay), while the redundancy rate stands at 9.7% compared to 4% in 2020 (measured as compensated layoffs over average workforce), mainly associated with departures due to staff turnover in most countries and downsizing.

Redundancies measured as layoffs with severance payments in the Group were made up in equal parts by men and women (50% men and 50% women). Employees between 30 and 50 years of age accounted for 62% of this total. 21% were executives and middle management, while 79% were other employees.

	Men	Women	Total
Executives and middle management	77	62	<b>139</b>
Other employees	263	275	<b>538</b>
<b>Total</b>	<b>340</b>	<b>337</b>	<b>677</b>

Across the Group, men accounted for 46% of voluntary redundancies, while 54% were women. 67% were aged between 30 and 50.

Furthermore, total average remuneration across the Group, considering all job categories, is EUR 30 thousand, with men's remuneration being EUR 33 thousand (+11% above the average) and women's EUR 26 thousand (-11% below the average).

Progress of the last two years:

	2021	2020
Average remuneration	29.754	28.485

The Group has carried out another study to calculate the salary gap that exists in its different professional categories, as it did in 2020. In this calculation, the average remuneration and the weight of each category have been relatively weighted, obtaining a cumulative figure of 7.3% in 2021, compared to 10.7% in 2020. By way of comparison, according to Eurostat (2019), the salary gap between men and women in the European Union was 14.1%.

However, this year, in line with the guide provided by the Institute for Women and Equal Opportunities the following formula has been used for the calculation of the salary gap:

$$\text{Salary gap} = (\text{men's salaries} - \text{women's salaries}) / \text{men's salaries} \times 100$$

	2021			2020		
	Men (€)	Women (€)	Gap (%)	Men (€)	Women (€)	Gap (%)
Senior Management	139.712	94.683	<b>32,23%</b>	147.908	83.886	<b>43,29%</b>
Middle management	54.214	44.454	<b>18,00%</b>	55.195	42.729	<b>22,58%</b>
Technical staff	26.000	23.721	<b>8,76%</b>	24.201	22.393	<b>7,47%</b>
Other staff	11.814	12.858	-8,83%	12.478	11.755	5,80%
<b>Total</b>	<b>32.889</b>	<b>26.373</b>	<b>19,81%</b>	<b>31.947</b>	<b>24.722</b>	<b>22,62%</b>

As can be seen, there is a significant deviation for the figure for the total wage gap, due to the fact that the largest pay gap is concentrated in managerial positions, where the gap is much higher than that seen among the rest of the categories and, moreover, this category is made up of a minority of employees. Weighting wages by the number of persons in each category gives a lower percentage<sup>1</sup>.

As to inclusiveness of persons with disability in employment, in Spain PRISA has partnerships in place with Special Employment Centers for the provision of certain services (mainly cleaning) and other cooperation mechanisms under Spanish law (donations to special employment centers). The Group employed 26 people with a degree of disability equal to or greater than 33% (23 people in 2020), distributed by geographical origin as follows:

	2021	2020
Spain	13	15
Rest	13	8
<b>Total</b>	<b>26</b>	<b>23</b>

Regarding disability, in Latin America there are different regulations applicable to each of the countries, and the Group complies with the regulations in force in each. In the countries with the greatest Group presence (Brazil, Colombia and Mexico), local regulations are fundamentally oriented to the adaptation of facilities and work organization systems for people with disabilities, as well as the adequacy and accessibility of the facilities.

## WORK ORGANIZATION

In Spain, the workforce generally has social benefits, life and accident insurance, disability or invalidity coverage, and maternity or paternity bonus pay-outs. In general terms, companies in Spain do not distinguish between full or part time or between a fixed or temporary contract to enable access to social benefits.

As a result of the continuation of measures focused on preserving health and safety at work due to the COVID-19 pandemic, PRISA has continued to facilitate and prioritize enabling employees to work from home with a flexible and efficient work organization model.

In Spain, the Group has a digital disconnection policy for Santillana and a separate policy for PRISA Media. In addition, this policy is being adapted for each media outlet as part of the process of renegotiating collective bargaining agreements.

In Spain, practically all of the collective agreements applicable to the various companies include working hours that are below the maximum legal working hours (40 hours per week). Furthermore, any exceptional overtime

<sup>1</sup> The remuneration paid to directors and executives is reported in note 21 "Related Party Transactions" and note 22 "Remuneration and other benefits for the Board of Directors" to the consolidated financial statements.

will be compensated in accordance with the provisions of some of the agreements of the companies that operate in Spain.

Some company agreements in Spain stipulate that overtime shall be compensated with days off.

Meanwhile, the distribution of the working day, both in Spain and in Latin America, includes practices of flexible start and finishing times, as well as the adaptation of intensive workdays at certain times of the year (summer, Christmas and Easter). This varying distribution of working hours is established by agreement between the different departments or legal representation of the workers.

In Spain, for some companies, the plan of measures favoring a better work-life balance has been maintained:

- Reduced working hours without having to justify childcare or similar extenuating circumstances such as care for elderly or persons with disability.
- Flexible schedules at companies and in areas not subject to set shifts, such as summer timetables.
- Paternity/maternity leave paid at 100% of salary.
- Childcare vouchers through the Flexible Remuneration Plan for employees who so request. This program remains available in some of the companies in Spain, with the catalog of products permitted by regulations.
- In Latin America, the most common practice is to offer flexible working schedules.

There have been no disputes or conflicts regarding work-life balance or organization of schedules.

Absenteeism rate and days lost are as follows:

Absenteeism rate <sup>2</sup>	1,47%
Total days lost	25.236

## HEALTH AND SAFETY

Promoting a preventive culture among all the companies that make up the Group remains a priority goal. Noteworthy in this regard is the Group's commitment to integrate risk prevention and workplace health and safety in the general management systems of companies.

In Spain, PRISA has a Department for the Prevention of Occupational Risks, 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. In Latin America, health and safety committees have been set up in several countries.

In 2021, another year marked by the pandemic, Group efforts have continued to focus on preventive measures and offering advice to our workers with regard to COVID-19. The company has maintained the policies, procedures and recommendations applied since the beginning of the pandemic, in March 2020, aimed at safeguarding the health of all employees and collaborators.

PRISA continues to make every effort to maintain the continuity of its activities in both Business Units by providing employees with the necessary tools to work from home.

Employees have continued to use forms of engagement and interaction that have enabled them to maintain a sense of belonging to the group while optimizing remote work.

In Spain, all these communications are channeled via a tool called *Comu-*

<sup>2</sup> Absenteeism rate: (total number of absenteeism hours / total number of theoretical hours worked ) x 100

nica, with a wide and varied content that ranges from recommendations for prevention, news about the activities carried out by the group, online training, talks on emotional support and resilience, activities aimed at fostering a better work-life balance and digital disconnection, and the dissemination of projects with high employee participation.

The Group has also focused a large part of its efforts on promoting health and prevention by establishing safety and isolation policies for the workplace, questionnaires and tests for employees, follow-up of those affected, all while optimizing processes through digital tools.

During 2021, 15 occupational accidents were registered across the Group (7 men and 8 women), 77% fewer than those recorded in 2020 (67).

The key measurement indexes for the Group’s health and safety are:

	Severity index <sup>(1)</sup>	Frequency index
Men	0,08	0,99
Women	0,07	1,19
<b>Total</b>	<b>0,07</b>	<b>1,09</b>

<sup>1</sup>Severity index: (No. days lost / No. hours worked) x 1 000.

<sup>2</sup>frequency index: (total number of accidents with sick leave / total number of hours worked) x 1 000 000.

In the area of accessibility to work centers, the Group has adapted its facilities in accordance with the regulations applicable in each country. There has been no litigation regarding accessibility and no complaints have been received due to a lack of provision at work centers in this regard.

## 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, repre-

sentation 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 collective labor agreements in some countries, while in others they may merely fall under the umbrella of state-specific or local regulations as collective agreements may not exist. In Spain 95% of employees are subject to collective agreements, and only very specific senior management and executives are not subject to such agreements. (At Santillana, executives are subject to collective bargaining agreements, except for senior management).

In Latin America, depending on the country, workers are covered by collective, union or sectoral agreements or, where applicable, as in Santillana Colombia, internal employment regulations are applied.

## TRAINING

PRISA employees have access to a wide range of online training opportunities through PRISA Campus (the Group’s own online training platform). On the online training platform, a wide range of training opportunities have been made available to all the different companies. While many Santillana employees avail of this platform, the bulk of their training is managed locally in each country and by corporate headquarters.

In Spain, thanks to the Flexible Remuneration Plan, the Group allows employees to contract their own training, provided that it is related to their position, as well as training in language learning (English and Portuguese). This type of training is not considered as remuneration in kind and is therefore exempt from taxation.



In Spain, Santillana's Work-Life Balance Plan permits employees to request unpaid leave of between 3 and 9 months to pursue training related to their jobs.

During 2021, 41,267 training hours were delivered compared to 33,140 hours during 2020, with the hours calculated using homogeneous criteria.

Total training hours	2021	2020
Santillana	31.170	22.781
PRISA Media	9.950	9.080
Corporate	147	1.279
<b>Total</b>	<b>41.267</b>	<b>33.140</b>

In 2021, 74% of the hours were delivered to the Santillana unit and 26% to PRISA Media and PRISA (Corporate). In 2020, 80% of the hours were delivered to Santillana and the remaining 20% were spread across the rest of the Group.

Regarding the distribution of training hours according to company position, 5% of the training hours were used by management, (compared to 12% in 2020), 24% by middle management (same percentage as in 2020) and 80% by other staff (compared to 64% in 2020).

As for the distribution of training hours by territory, 17% of training hours were given in Spain (13% in 2020) and the remaining 83% were used in the rest of the geographical areas where the Group operates (87% in 2020).

## EQUALITY

Equal opportunities between women and men is one of the basic objectives of the Group's Sustainability Strategy. Accordingly, the Group is working to develop and implement the necessary procedures to achieve these objectives in the coming years.

In addition, the Group's workforce is geographically, culturally, gender and age diverse. The following facts are testament to this:

- Presence of workers in 23 countries.
- More than 32 different nationalities.
- A workforce balance between women and men. At the end of 2021, men accounted for 51% of the workforce, while 49% were women.
- The average age of the Group in 2021 is 42.8 years old, 43.5 years old for men and 42.0 years old for women.

Furthermore, 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 section, 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.

In 2020 Santillana signed the Equality Plan 2020-2024, applicable to the employees of this business in Spain. Likewise, following the corporate changes brought about by the merger of the Media business units, work is underway to draw up a new *Equality Plan*. Good progress has been made in the negotiation of collective bargaining agreements, job descriptions and the development of diagnosis of the Business Units.

With regard to workplace harassment, the Group has a procedure in place for communication and action for dealing with psychosocial harm among the workforce. In addition, PRISA Media has presented a protocol against sexual and workplace harassment to the Legal Representation of Workers, which applies to all companies.

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

CONTRIBUTES  
TO SDG



PRISA's relationship with customers, readers, listeners and other types of consumers (teachers, students or parents of students in the case of Santillana) is based on transparency, and on offering services with quality standards that exceed the standards laid down by the applicable regulations.

In addition, in recent years, the Antitrust Policy has remained in force, the purpose of which is to describe the general principles and standards of action that Group companies, staff and managers must observe to ensure that these companies compete in the markets fairly. This promotes and guarantees free competition for the benefit of consumers and users and enables compliance with antitrust regulations in the jurisdictions in which the Group operates. Furthermore, this policy prevents all conduct that might constitute collusion, abuse or restriction of competition.

PRISA's businesses, activities and investments in the fields of 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, revised and published as Law 3/2014 March 27).

The Group also provides consumers with permanent complaint systems, such as the Whistleblower Channel for third parties, which is available on



the corporate website. The Business Units also establish specific channels in each country to address complaints associated with the services provided.

In Spain, PRISA Media has a Customer Service Center and also manages a communication channel with press subscribers. Here, incidents may be handled via chat, calls or e-mail. In 2021, 13,561 incidents were received, mostly related to use/satisfaction with regard to subscriptions. The Customer Service Center resolves incidents directly or manages resolution with the end suppliers of the services or products. When necessary, we esca-

late incidents to other departments, as is the case with data protection requests, which are referred to [privacidad@prisa.com](mailto:privacidad@prisa.com). In addition, El País has a Readers' Editor.

Santillana's activity in all countries is aimed at schools, bookshops, distributors and the end consumer. Each country has various channels of communication through which complaints are received. These are mainly logistical in nature. In 2021, 8,619 incidents were handled and managed.

## **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 or 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 Latin America to review their procedures for compliance with local data protection regulations.

For the exercise of their 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 (DPO) by email at [dpo@PRISA.com](mailto:dpo@PRISA.com). Likewise, there is a specific postal address. Furthermore, the digital services of PRISA Media have also made available specific emails: [privacidad@prisa.com](mailto:privacidad@prisa.com).

In 2021, the DPO received five complaints from the Spanish Agency for Data Protection (AEPD) with regard to the exercise of data protection rights, all of which corresponded to PRISA Media. No breaches were found nor were any sanctions imposed.

During 2021, a number of measures have been maintained or taken aimed at increasing information security. Confidentiality, availability and integrity of data processing have all been enhanced through:

- Privacy Impact Assessment (PIA).
- Update of the consent management platform for the use of cookies on the Group's web pages and mobile applications.
- Maintenance of the information security regulatory body, in which the rights of consumers/users have been taken into account.
- Updating of data protection and privacy policies.
- Maintenance of the approval and certification process with all main service providers, thus demonstrating a commitment to monitoring and evaluation to protect our consumers / users.

## RESPONSIBLE MANAGEMENT OF DIGITAL TRANSFORMATION

CONTRIBUTES  
TO SDG



2021 continued to be marked by the ongoing pandemic and its impact on development and innovation. This was particularly the case in media and education, sectors characterized by the use of new technologies and new narratives and where profound changes are taking place in audience and user habits.

In this landscape, PRISA's titles and brands have continued to innovate and the Group has given renewed impetus to its new digital transformation strategy, which, together with the structure of transversal platforms that it developed throughout 2021, allows it to maximize assets, expand the reach of content at a global scale and seek out synergies to generate innovative digital products in partnership with other stakeholders.

As part of this commitment, in 2021 José Gutiérrez came on board as Managing Director for Digital and Technology Solutions, with the brief of promoting the creation of products and services based on the combination of technology, data and audiences. It is envisaged that this will foster the growth of subscription models, while offering innovative and comprehensive digital marketing solutions.



The EL PAÍS AUDIO team

Thanks to the main initiatives included in the **2021-2024 Technology Master Plan**, **significant progress** has been made in the different business areas.

At **Noticias**, the news division, efforts have been made to simplify the ecosystem by consolidating the ARC Publishing system in the different media, improving design, boosting performance and customization of mobile applications and maximizing synergies with the creation of new audio verticals.

**EL PAÍS** has reinforced and improved performance in a number of areas. To further its digital strategy, the newspaper unveiled in **October 2021 the**



**redesign of its website.** After eleven months of hard work with a multi-disciplinary team of 80 experts, this new, fast and user-friendly site now offers readers and subscribers a new window on the world, where opinion, reports and new narrative formats are center stage.

Echoing the redesign, **EL PAÍS also gave its app a thorough revamp.** It has improved performance, design and usability, especially in order to accommodate new narrative formats, such as the audio content of EL PAÍS Audio. The newspaper is not just read: it is now also heard thanks to **audio news and the inclusion of current affairs podcasts.** The option to follow favorite topics and authors or the ability to save the news to read later are some of the new features offered by the app.

With the aim of improving the distribution of content, the newspaper has launched **personalized newsletters.** One such example is *El radar*, a bulletin that uses artificial intelligence to deliver content according to the reader's tastes and improves the rate of clicks. The newspaper has also reinforced its offer of newsletters for subscribers with products such as *La carta de Pepa Bueno*, a weekly letter from the editor-in-chief covering a top news story from a personal point of view.

Other personalized experiences offered by the newspaper include facilitating meetings between readers and people making the headlines as well as specialized reporters to get to grips with the big stories in the news.

Also in 2021, **EL PAÍS** was selected to be part of the second **Google News Initiative (GNI) Subscription Lab**, an initiative promoted by the Google News Initiative (GNI), FT Strategies (a boutique digital consultancy within

AS, the Group's sports newspaper, continued in 2021 with its commitment to the personalization of news and initiatives to increase user registrations.

the Financial Times) and the International News Media Association (INMA).

**AS**, the Group's sports newspaper, continued in 2021 with its commitment to the personalization of news and initiatives to increase

user registrations. In this regard, work has continued on the development of newsletters, as well as on new and extensive personalization features in the AS app under the name **Mi Zona.** This is an exclusive subject-to-registration service that the newspaper launched in March and that allows users to configure and personalize much of the news and content.

In addition, in 2021 the sports newspaper worked on the construction and launch of the **ARC Publishing platform**, from the publisher of *The Washington Post*. The tool made its debut in the *Tikitakas* and *Showroom* sections of the Spanish edition. This new CMS saves on costs by unifying news operations using the same management system as other business units, and also enhances security and stability.

In terms of digital transformation, AS took considerable steps over the year to mitigate the potential future impact of **a cookieless world** through anonymous cookies and by promoting user registration (+30%) with specific actions such as restricting content (subject to registration) to the most loyal users.

May witnessed the twentieth installment of the weekly international best-seller *Los Futbolísimos*. In **collaboration with Kimitec** and the **Maavi Foundation**, the newspaper offered its readers the chance to decide the direction of the plot. It was the first interactive novel in the series. Each chapter closed with a question and three possible answers. Readers had 46 hours to respond and the writer then wrote the next chapter based on the responses. The Maavi Foundation is the Kimitec foundation that aims to improve community integration and cohesion and protect young people.

In the month of June, the Spanish edition of AS launched **AS Stories** on the website. The new format works similarly to Instagram stories, and is a commitment to visual journalism for mobile users. At the end of the year it was rolled out for the Colombian edition as well.

2021 also saw the launch of **AS Audio**, which produces **original**, narrative, conversation and news podcasts. Big hits included *La Pica de AS* (covering a range of sports), *Mínimo de veterano* (NBA), *Los últimos de la lista* (foot-



ball), *KO a la Carrera* (boxing, MMA and wrestling) and *Hooligans Ilustrados* (football and literature). Some of these are among the most listened to content on audio platforms.

Also making its debut in 2021 was the **betting portal AS Apuestas**, in association with Spotlight Sports Group, the UK's leading sports betting company. The portal offers readers a website with the very best content in Spanish for betting: latest news, access to data and analysis of all the matches, with **predictions and forecasts based on artificial intelligence**.

In 2021, radio took a decisive step forward to **lead the digital transformation of radio and audio**.

Throughout the year, PRISA Media's radio stations have sought to make it easier for the user to consume all the content of the brands on a single site, which is **why all audio has been integrated into the main site**. Great efforts have been made to improve usability so that listeners of the main brands in Spain (Cadena SER, LOS40 and Cadena Dial) and in Latin America (Caracol, WRadio México, WRadio Colombia and ADN Radio Chile) can listen to all the best audio content in this one-stop shop. Thus, for the first time, the listening user can access not only the news but also live broadcasts and the brand's podcasts for a more complete experience.

Work has also been done on the **unification of technological structures**, in an effort to unify the current content management systems used in PRISA Media. The radio group updates its digital information using three content

One of the biggest novelties of the year was the launch of PRISA Audio. The Group has opted for the expansion of audio content through the creation of specific teams.

management systems or CMS – Tot, Pep and Wordpress – depending on the website. In search of greater efficiency, the goal is for all spoken-word radio stations to be managed with the same CMS. The migration of WRadio Colombia was completed in 2021, and the rest will follow during 2022.



Meanwhile, in 2021 **the audio recommendation platform** (Tailorcast) has also been perfected, thanks to the contribution of the Google Digital Innovation Program. Once rolled out across all brands, this recommendation engine will enable users to receive great-sounding, personalized audio recommendations. The engine is based on transcription, labeling and subsequent recommendation, which allows it to carry out its work in a personalized and practical way for the user, helping them to discover new audio products from our brands.

As part of PRISA's digital transformation strategy, **audio and video formats have been given a central role** and new teams have been assigned to develop podcasts and videos, and add sound to news. Also, thanks to the integration of new tools such as Triton Digital – which facilitates audio distribution and optimizes streaming strategy – enhanced audience measurement of these formats is now easier, as is optimization of income with in-stream advertising.

Of course, one of the biggest novelties of the year has been the **launch of PRISA Audio**. The Group has opted for the expansion of audio content through the creation of specific teams at the different news titles that

work in coordination with the editorial teams and who all share a commitment to formats that offer new experiences to readers and listeners. First to launch were AS Audio and EL PAÍS Audio, with the creation of specialized teams from a range of different disciplines.

Meanwhile the levers of **transformation in advertising** have been the incorporation of Digital Selling as a first step in the new B2B CRM. A new communication channel with advertisers encourages the purchase of advertising via the self-contracting portal. These advanced services for advertisers are coupled with the evolution of analytical systems and the unification of digital and radio advertising processes.

Santillana has been committed for many years to **innovation and technology** in all its services and educational content. This has been **key when it comes to offering an agile and effective response to the challenges of distance learning** in Latin America during the pandemic.

In 2021, the company reinforced its **digital ecosystem**, which already boasts **two million students on different platforms**. A new interface allows a better integration of Santillana applications, and enables the company to offer



schools a more personalized, smoother and more user-friendly experience.

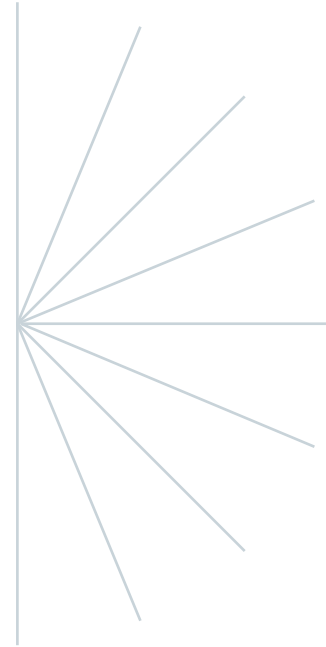
Leading education systems in the region, such as **Compartir** and **UNOi**, have been showing spectacular digital maturity and vitality rates for two years. The main learning platform, e-stela, has facilitated, in a new improved version, access to digital content, as well as connectivity between teachers, students and families through integrated synchronous communication tools (Microsoft Teams, Zoom and Google Meet) and asynchronous tools. All this has accentuated its value to **promote learning from home**. In 2021 it registered more than 188 million sessions. In addition, **more than 140 million content items have been consumed by more than 2 million virtual classrooms**.

Santillana's education projects include smart content that leaves a trace of what has been learned thanks to **digital analytics**, which makes the company one of the most advanced in Latin America in this regard. It deploys tools such as its Customer Relationship Management (CRM) system or the dashboard for school directors, which enables the **detailed and daily visualization of the use of the digital ecosystem in the school by students**. This favors greater personalization of learning.

Santillana has also incorporated the most disruptive practices in the field of **assessment**, with digital tools such as **Pleno**, which offers a complete diagnosis of student learning and greatly simplifies the work of teachers.



In addition, in 2021 Santillana has continued to offer the education community training, tutorials and a range of virtual seminars to support **digital training in areas related to innovation and technology**. One of the year's novelties was the creation of the **International Forum of Compartir Teachers**, a place for meeting and learning that offers inspiration for



more than 60,000 teachers in Latin America, addressing issues such as data analytics, hybrid learning, technology in the classroom and the latest educational trends and methodologies.



## RESPONSIBLE MANAGEMENT OF OUR SUPPLIERS

CONTRIBUTES TO SDG



### RESPONSIBLE MANAGEMENT OF THE SUPPLY CHAIN (SUBCONTRACTING AND SUPPLIERS)

PRISA is aware that if it is to have a positive impact on sustainability, then it must manage and work towards a responsible value chain, and that, moreover, it must adopt practices, policies and procedures that take into account the environmental and social impact of its suppliers.

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

For this reason, the General Procurement Conditions, available on PRISA's suppliers' portal, lay down a series of guidelines for responsible procurement and the consideration of social and environmental issues that must be effective from the very outset of negotiations.

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

In addition, the Group has a supplier approval procedure 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 and tax matters, occupational risks and hazards, fraud, corruption, as well as any environmental management systems that suppliers may have in place.

#### 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

PRISA remains as committed as ever to developing and generating a positive impact among its suppliers, promoting a truly local value chain, in line with the United Nations 2030 Agenda and, in particular, with SDG 8: Decent work and economic growth.

To this end, it has a three-year commitment to ensure that the Group's and each business unit's spend on procurement from local suppliers be in excess of 80%. A local supplier is understood to be one who is tax resident where the purchase and delivery of the product or service takes place.

In 2021, payments to suppliers for the entire Group amounted to 524 million euros, 91.9% of which were made to local suppliers (482 million euros). By Business Unit, Santillana and PRISA Media dedicated 91% and 93% respectively of their spending on local suppliers.

In 2021, PRISA increased its percentage of suppliers who were officially approved in terms of environmental practices, employment practices, human rights and social aspects, from 58% in 2020 to 74% in 2021.

Payment to suppliers (million euros)		
	2021	2020
Total suppliers	524	510
Local suppliers	482	456

Payments to local suppliers	
2021	2020
91,90%	89,50%



# RESPONSIBLE MANAGEMENT OF THE ENVIRONMENT



## A COMMITMENT TO ENVIRONMENTAL PROTECTION

As set out in its Code of Ethics, PRISA is firmly committed to applying sustainability criteria in all its business areas, as it strives to ensure increasingly efficient management of natural resources and adequate protection of the environment in which it operates so as to minimize negative environmental impacts.

Thus, the Group is inherently committed to environmental protection and is likewise committed to raising awareness with regard to good environmental practices in its daily management, even if its business model and its activities have a low environmental impact.

In 2021, one of the major milestones in terms of PRISA's responsible environmental management was the approval of its *Environmental Policy*, following its review by the Group's Compliance Unit and approval by the General Secretary and the Board of Directors. The policy defines the Group's commitment in this area and sets out the following essential principles:

- To protect the environment with a commitment to: reducing the carbon footprint, making sustainable use of resources and managing the waste generated by the Group's activities; compliance with the standards established in the environmental regulations applicable in those countries

where the Group operates; actively contributing to raising awareness of the effects of climate change and to raising awareness that encourages respect for nature and the protection of biodiversity, taking advantage of the Group's ability to reach millions of digital users.

- To be cognizant of and continuously assess the environmental impacts of PRISA in order to: adequately manage the risks and circumstances that cause them; improve and update the mechanisms designed to mitigate or eradicate them; increase the use of sustainable technology by transforming legacy businesses into digital ones; and support initiatives to prevent or minimize potential environmental impacts.
- Promote best practices in responsible management and apply environmental sustainability criteria when it comes to making investment decisions, as well as across the supply chain and in the execution of the Group's business activity.
- Disseminate these essential principles, establishing permanent communication with all staff and stakeholders, while promoting at all times and at all levels environmental responsibility and commitment as a participatory task and a priority issue with regard to editorial content; and sharing regularly and transparently the environmental results and actions carried out.

During 2021, the Group has made every effort to communicate this Environmental Policy, establishing a specific dissemination and awareness-raising plan with regard to the content of said Policy.

Thus, the "Comunica" communication tool was used to announce the *Environmental Policy* in May 2021, and the four principles mentioned above



were outlined alongside the Group's general commitment to the United Nations Global Compact. Details were also given on the future communication strategy in environmental matters, with subsequent monthly updates scheduled in 2021 as follows:

- June: *Reduction of CO<sub>2</sub> emissions and Responsible printing.*
- July: *Responsible water consumption.*
- September: *Advice on responsible driving.*
- October: *Responsible electricity consumption.*
- November: *The sustainable office.*
- December: *The paper life cycle.*

In the case of Santillana, these communications are made through the "Santillana al día" bulletin.

During 2021, the Group has successfully turned its commitments to the environment into concrete actions:

- 100% renewable energy with a Guarantee of Origin (GDO) certificate in Spain, from July 2021.
- Self-generation of 142 MWh of clean energy, thanks to the photovoltaic plant located at the Miguel Yuste headquarters in Madrid, equivalent to a reduction of 129 t of CO<sub>2</sub> during 2021, plus the planting of 176 trees.
- Efficient lighting technology in major installations in Spain.
- Reduced impact on commuting emissions by prioritizing teleworking.
- Expansion of the calculation of scope 3 of the carbon footprint, with the incorporation of Latin American travel in vehicles not owned by PRISA, as well as emissions generated by radio signal carriers and the transport of publications in Spain.

## AWARENESS RAISING AND POSITIVE IMPACT

Finally, in addition to responsible management of operations, natural resources and consumption derived from its daily activity, the Group is convinced that the greatest positive impact it can generate is through public awareness and education, disseminating truthful, transparent and critical information through its communication channels. This adds value and helps to promote sustainability. An example of this are the various awards and projects with an environmental focus in 2021, such as the *Retina ECO Awards*, *El País Origins Project*, *Another World is Necessary project*, among others. Together, these reinforce the Group's commitment and its contribution to SDG 13: Climate Action.

## PREVENTIVE MEASURES

As mentioned above, in addition to promoting its *Environmental Policy* and environmental awareness internally and externally, the Group is committed to the precautionary principle. Thus, in addition to its aforementioned policy in this area, PRISA has guarantees in its insurance programme in different countries to cover any potential accidental or sudden polluting event that might be caused by its various operations.

PRISA continues to select and collaborate with suppliers who guarantee and promote responsible, sustainable management and the protection of the environment, both in the procurement of materials directly associated with the publishing business (such as paper), and the management of the recovery, reuse or recycling of waste generated by its activities. To this end, it cooperates with authorized waste managers.

PRISA continues to move forward with its preventive measures: potential suppliers for the provision of outsourced services are now explicitly required by PRISA specifications to inform the Group of their company's environmental commitments, and how these are reflected in their operations and with regard to the Sustainable Development Goals of the 2030 Agenda.

## WASTE MANAGEMENT AND THE CIRCULAR ECONOMY

The promotion of the circular economy and proper waste management are key if PRISA is to meet its environmental objectives. Prevention, recycling and other forms of waste recovery and disposal are therefore constantly promoted.

PRISA promotes operational and awareness-raising measures aimed at the workforce to reduce waste generation and encourage ongoing improvements in waste segregation in order to ensure its correct recovery. Actions carried out in 2021 in this area are described below.

### Proper management of the waste

The Business Units promote the appropriate management of all waste generated, in line with the Group's environmental management policy. Waste has been managed and subsequently destroyed with approved suppliers, most notably confidential documentation, selective waste such as wood or scrap and WEEE (waste electrical and electronic equipment).

At PRISA Media (Radio Colombia), for example, 95 kilograms of computers and peripherals and 72 kilograms of computer screens have been certified for destruction, in compliance with Colombian regulations.

Finally, Santillana Puerto Rico renewed two digital printing presses in 2021. The replaced equipment was made available to the supplier for destruction in a responsible manner and in compliance with applicable environmental regulations.

### Paper and cardboard recycling

PRISA promotes recycling, chiefly of paper and cardboard as these are the most consumed raw materials due to the type of business and activity carried out.

In Spain, the Group has established an agreement with the *Another World Is Necessary* Association to collect paper and cardboard waste at the Miguel

Yuste headquarters in Madrid, with around 12,100 kilograms collected between November and December. It should be noted that this Association fosters the reintegration of people at risk of social exclusion into the labor market, in line with SDG 8: Decent Work and Economic Growth, and SDG 10: Reduced Inequalities. Thus, in November 2021, 60 hours of direct employment were provided to people at risk of social exclusion.

Likewise, PRISA Media (Radio Chile) has maintained the collection agreement with the San José Foundation for Adoption since 2008, recycling 510 kilograms of paper in 2021, 70% more than in 2020.

### Recycling of other waste

At Iberoamericana Radio Chile, agreements have been negotiated with various organizations for the use and recovery of waste: 847 kilograms of glass, cans and containers with RECILAPP, and 1,087 kilograms of obsolete electronics, recycled with PAÑIWE.

### Other actions

100 ionic smoke detectors have been replaced at various sites in Spain with Am-241-free optical technology, with the obsolete detectors managed in accordance with RD 110/2015 on waste electrical and electronic equipment by an authorized manager. The installation of a further 40 such detectors is planned for 2022, thus completing the renovation plan.

## RESPONSIBLE USE OF RESOURCES

PRISA is keenly aware of the importance of making a conscious and, therefore, responsible use of natural resources and materials consumed in its operations in order to ensure the environmental sustainability of its surrounding milieu. Thus, the Group focuses on reducing consumption as much as possible and on promoting initiatives that encourage sustainable development.

## Consumption of raw materials

Based on the principle of responsible consumption, PRISA has promoted a range of initiatives across its Business Units. For example, initiatives have been organized for the reuse of pallets and cardboard, reusing and repur-

Type of material	2021		2020	
	Total consumption of material (t)	% Renewable and sustainable materials	Total consumption of material (t)	% Renewable and sustainable materials
Paper from renewable or recycled sources	11,882	20%	17,567	35%
Paper from sustainable sources (FSC or equivalent)	47,562	80%	32,553	65%
Cardboard	3,228	100%	2,512	100%
Plates	66	0%	62	0%
<b>Total paper consumption<sup>3</sup></b>	<b>59,444</b>		<b>50,120</b>	

posing these materials for further use. Meanwhile, in Brazil, Peru and Argentina, Santillana has reported reuse rates of around 85%, which serve as a benchmark of good practice for the rest of the countries.

Likewise, in 2021, Santillana achieved 97% consumption of FSC-certified paper from sustainably managed forests. Lastly, it is worth noting the increased use of lighter-weight paper (40 g. vs 42 g.) in PRISA Media’s press area. This led to a reduction in consumption of 57 tonnes in 2021.

Furthermore, responsible printing projects have been promoted in offices to progressively reduce paper and toner consumption, such as at Radio Caracol in Colombia, where by 2021 all invoices to suppliers were sent electronically.

<sup>3</sup> The reported changes in paper consumption are due to the consequences of the low activity in 2020 resulting from the COVID-19 pandemic.

## Water consumption

PRISA consumes water mainly for its daily use in its offices, as well as for cleaning its facilities. This is obtained through the corresponding municipal public network. In no case do PRISA businesses have their own supply.

2021	2020
49.408 m <sup>3</sup>	59.278 m <sup>3</sup>

In 2021, water consumption was reduced by 16.65% compared to 2020.

## Power consumption

Although PRISA maintains various initiatives to reduce consumption, explained below, in 2021 there has been an increase in electricity consumption, most notably in energy from renewable sources, thanks to a return to face-to-face activity and the rebound after the first waves of the COVID-19 pandemic in 2020, which had prompted an exponential drop in resource consumption by the businesses.

PRISA Group electricity consumption	2021	2020
Renewable source (GWh)	22,7	5,1
Non-renewable source (GWh)	10,6	20,5
<b>Total consumption (GWh)</b>	<b>33,4</b>	<b>25,6</b>

The global data on renewable energy consumption can be summarized as follows:

	2021	2020
Use of renewable energy	68%	20%

The Group remains committed to the rational and efficient use of energy, and promotes measures to improve efficiency on an ongoing basis, such as:

- The commissioning of the photovoltaic plant located in the Miguel Yuste building (Madrid) has resulted in the production of 142 MWh of clean energy in 2021.
- Efficient lighting technology at the main facilities in Spain and in some Business Units in Latin America (PRISA Media Mexico and Chile, and Santillana Peru, Honduras and Brazil). At the headquarters on Gran Vía in Madrid, for example, energy consumption has been reduced by 290,000 kWh.
- Installation of timers in busy areas and a change from conventional lights to LED. Annual preventive maintenance of equipment and the reduction of air conditioning equipment has led to savings in consumption at Santillana Peru of around 71,353 kWh in 2021.
- Policy of switching off office equipment and lighting during non-operational hours, accompanied by patrols and motion sensors to promote energy savings.
- Awareness-raising and energy efficiency campaigns.

## Fuel consumption

With regard to fuel consumption, there has also been a considerable increase in 2021 due to the return of face-to-face activity, after the first year of major impact and crisis caused by the COVID-19 pandemic. However, the Group is constantly working to reduce the consumption of fossil fuels by increasing the consumption of renewable energies, by purchasing green energy and by self-generation of clean energy, thanks to photovoltaic plant projects to produce domestic hot water, thereby resulting in lower consumption of natural gas.

Natural gas		Diesel	
2021	2020	2021	2020
258.264 m <sup>3</sup>	154.732 m <sup>3</sup>	112.446 liters	991.365 liters

## CLIMATE CHANGE

The Group is acutely aware of the enormous challenge facing humanity and the private business sector in the fight against the climate emergency. Tackling climate change is, therefore, an essential part of the Group's environmental strategy and objectives.

Thus, with a view to minimizing the impact of the Group's business activity associated with the emission of greenhouse gasses, a commitment has been made to the following measures:

- Promoting actions to become more energy efficient and reduce fuel consumption, through the various measures explained above (including the promotion of renewable energies).
- Promotion of sustainable mobility, with the progressive replacement of the fleet in Spain by vehicles with ECO technology, as well as encouraging more responsible travel.
- Digitalisation of the Group's businesses, leveraging the momentum of digital transformation and innovation.
- Promotion of awareness-raising activities, projects and events that reinforce the public commitment of PRISA to the United Nations 2030 Agenda and to SDG 13: Climate action. Testament to this commitment is the Spanish Sustainable Mobility Week Award for the article *2 Carriles bici: la respuesta de las ciudades ante la pandemia* (Two bicycle lanes: the response of cities to the pandemic).

With regard to minimizing the impact of PRISA's activity linked to greenhouse gas emissions, during 2021 there were a number of initiatives. These involved the use of renewable energies and have had a direct impact on the volume of emissions:

■ In July 2021, the Group signed a contract with Naturgy whereby 100% of the energy purchased for its work centers in Spain is of renewable origin, thus complying with the principles established in the *Environmental Policy*.

■ Additionally, in some Latin American countries, such as Chile, Argentina, Colombia and Costa Rica, the businesses have started to report their consumption by using the breakdown of energy sources as published by their respective governments.

■ As part of the process of accelerating the Group’s ongoing digital transformation, the migration project to servers, the changes from desktops to laptops and shutting down servers has enabled us to calculate a CO<sub>2</sub> saving of approximately 177 Tn CO<sub>2</sub>/year<sup>4</sup>).

Carbon footprint Scopes 1 and 2 (t CO <sub>2</sub> eq)	2021	2020	% change 2021-2020
Total Scope 1 emissions	778	619	25,6%
Total Scope 2 emissions	3.325	5.683	-41,5%

For the calculation of value chain emissions (Scope 3 emissions), in line with the objective of improving transparency and diligence with regard to our impact on the natural environment, in 2021 we included in said calculation:

- PRISA Media’s Latin American travel data.
- Emissions generated by the carriers (Axion and Cellnex) of the radio signal in Spain.
- Transport and distribution (Boyaca) of press in Spain.

Carbon footprint Scope 3 (t CO <sub>2</sub> eq)		2021	2020	% change 2021-2020
Avión	Short-haul flights	1.171	854	37%
	Medium-haul flights	193	188	3%
	Long-haul flights	768	776	-1%
Rail		40	48	-17%
Road	Diesel	289	82	255%
	Petrol	2.697	1.403	92%
Carrier (Axion, Cellnex)	kWh	4.629	-	-
Transport and distribution press	Diesel	403	-	-
Paper		28.625	24.134	19%
<b>Total</b>		<b>38.814</b>	<b>27.484</b>	<b>41%</b>

Lastly, in 2021, we continued to monitor the scope of the actions that the Group can directly manage with regard to its impact on the environment and the energy it directly requires for its activity (Scopes 1 and 2).

This indicator measures the tonnes of CO<sub>2</sub> equivalent emitted for a turnover of 1 million euros, thereby quantifying the carbon footprint generated by PRISA’s businesses due to direct emissions.

t CO <sub>2</sub> eq. / euros 1 million invoiced <sup>5</sup>	
2021	2020
5,54	8,99

<sup>4</sup> 150 desktops to laptops - saved 1,950 kg CO<sub>2</sub>e/year  
 Calculation: desktop (150 x 169 kg CO<sub>2</sub>e/year = 25,350) - laptop (150 x 156 kg CO<sub>2</sub>e/year = 23,400) = 1,950 kg CO<sub>2</sub>e/year

191 Servers shut down - saved 174,956 kg CO<sub>2</sub>e/year  
 Calculation servers 191 x 916 kg CO<sub>2</sub>e/year = 174,956 kg CO<sub>2</sub>e/year  
 Total = 176,906 kg CO<sub>2</sub>e/year

The Carbon Footprint of Servers-GoClimate Blog

<sup>5</sup> Method of calculation: t of CO<sub>2</sub> eq. consolidated for scopes 1 (natural gas and diesel) and 2 (electricity) / Annual consolidated turnover (million euros)



## OTHER ASPECTS

### Pollution

As in 2020, the use of vehicles by PRISA staff continues to be the main factor of direct impact on atmospheric pollution, although teleworking policies, prompted by the COVID-19 pandemic, have led to less travel to work centers with a resulting lower impact in terms of emissions.

In addition, PRISA continues to promote initiatives to reduce the impact of travel. In 2021:

- The progressive incorporation of sustainable renting vehicles in Spain has continued apace, reaching 27% of vehicles with ECO label versus 16% in 2020.
- Promotion of sustainable mobility, facilitating the purchase of monthly public transport passes with tax advantages; charging points for electric vehicles at the Miguel Yuste headquarters in Madrid (eight charging points, two per station); campus bicycle parking (currently eight spaces).

Finally, due to the nature of the Group's businesses, facilities and locations, noise and light pollution are not deemed to be of significance.

### Protection of biodiversity

Due to the nature of the Group's businesses, and based on the analysis carried out for the Non-Financial Risk Map, it has been determined that the impact of the business operations on biodiversity is nil. It should be remembered that activity is carried out in urban areas or on industrial estates where there is a low risk of affecting biodiversity.

However, at PRISA Media (Caracol Radio in Colombia), measures have been put in place to restore biodiversity, in this case to mitigate the impact of a

one-off instance of deforestation which was deemed unavoidable to preserve the safety and security of transmissions. As a result, following the instructions of the Corporación Autónoma Regional de Cundinamarca - CAR Dirección de Infraestructura Ambiental, another area will be reforested, with four trees planted for each tree felled, with this reforestation program set to last for three years.

### Food waste

Companies providing catering services at group facilities are now using responsible management procedures to reduce food waste. They have been asked to provide a food waste control plan pursuant to the "preliminary draft of the Law on Prevention of Food Loss and Wastage" of October 2021.

## THE EU TAXONOMY FOR SUSTAINABLE ACTIVITIES

### Regulatory context

The European Union is promoting an Action Plan on Financing on Sustainable Growth as a roadmap to promote sustainable finance. This includes the creation of the European Taxonomy, a tool that classifies economic activities according to their potential impact and contribution to sustainability.

In relation to the environmental variable of the Taxonomy, it proposes identifying economic activities that can contribute to climate change mitigation and adaptation. It sets out a number of requirements, which, if met, will qualify an activity as sustainable, allowing companies, investors and regulators to obtain more uniform information on the activities that contribute to meeting environmental objectives. This regulation establishes reporting requirements for companies that are obliged to publish their Non-Financial Information Statements.

The regulatory framework of the Taxonomy is currently defined by the following regulations:

<sup>5</sup> Method of calculation: t of CO<sub>2</sub> eq. consolidated for scopes 1 (natural gas and diesel) and 2 (electricity) / Annual consolidated turnover (million euros)

- Regulation (EU) 2020/852 of 18 June 2020 on the establishment of a framework to facilitate sustainable investments.
- Delegated Regulation (EU) 2021/2139 of 4 June 2021 establishing technical selection criteria for determining the conditions under which an economic activity is deemed to make a substantial contribution to climate change mitigation or adaptation and for determining whether that economic activity does not significantly detriment any of the other environmental objectives.
- Delegated Regulation (EU) 2021/2178 of 6 July 2021 specifying the content and presentation of information to be disclosed by companies regarding environmentally sustainable economic activities, and specifying the methodology for complying with the disclosure obligation.

This legislative framework sets out the selection criteria for determining the conditions under which an economic activity is considered to make a substantial contribution to climate change mitigation or adaptation, including whether this economic activity does not significantly detriment any of the other environmental objectives.

## Reporting requirements derived from the taxonomy

According to Article 8 of Regulation (EU) 2020/852, for the 2021 financial year, it is necessary to provide the eligibility percentage of turnover, eligibility percentage of investments in fixed assets (Capex) and eligibility percentage of operating expenditure (Opex). Here it is considered necessary to adapt the concepts “eligible activity” and “aligned activity”.

- Eligible activity (covered in this report): any activity on the list in Appendix I (mitigation) and Appendix II (adaptation) of Commission Delegated Regulation (EU) 2021/2139.
- Aligned activity: Eligible activities that meet the requisites of a substantial contribution to at least one of the six objectives defined in the Regulation, that comply with the principle of doing no significant harm to the other objectives, and that comply with the minimum social guarantees in line with OECD Guidelines and the UN’s Guiding Principles

## Scope of the report

With regard to 2021, PRISA has conducted the eligibility analysis of its activities in accordance with the regulations in force. The assessment of compliance with the technical criteria was not taken into account. This exercise will be reviewed in 2022, since it will likely be necessary to cover the alignment requisites, and take into account any additional directives that may be issued.

The economic activity carried out by PRISA that has the potential to make a substantial contribution to adaptation to climate change is **8.3 Radio programming and broadcasting activities**.

## Percentage eligibility of the volume of business

(thousand of euros)

This indicator shows the relative importance of the net business volume arising from products or services associated with economic activities contemplated by the Taxonomy over the Total Net Income.

A. Eligible activities according to the PRISA Group taxonomy				
Economic Activity	NACE codes	Absolute turnover (currency) (Thousand of euros)	Share of turnover (%)	Enabling Activity (F) or Transition Activity (T)
Radio Stations	J60	219.193	28,88%	Radio broadcasting
<b>Total A</b>	-	<b>219.193</b>	<b>28,88%</b>	

B. Ineligible activities according to the PRISA Group taxonomy			
Economic Activity	Absolute turnover (currency) (Thousand of euros)	Share of turnover (%)	Enabling Activity (F) or Transition Activity (T)
Newspaper	181.055	23,85%	
Non-educational book publishing, online platform	358.675	47,27%	
<b>Total B</b>	<b>539.730</b>	<b>71,12%</b>	

<b>Total A y B</b>	<b>759.058 <sup>6</sup></b>	<b>100%</b>
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## Capex eligibility percentage

Defines the proportion of Capex (investments in fixed assets) that corresponds to assets or processes associated with economic activities covered by the Taxonomy.

A. Eligible activities according to the PRISA Group taxonomy				
Economic Activity	NACE codes	Capex (currency) (Thousand of euros)	Share of Capex (%)	Enabling Activity (F) or Transition Activity (T)
Radio Stations	J60	5.357	11,85%	Radio broadcasting
<b>Total A</b>	-	<b>5.357</b>	<b>11,86%</b>	-

B. Ineligible activities according to the PRISA Group taxonomy		
Economic Activity	Capex (currency) (Thousand of euros)	Share of Capex (%)
Newspaper	5.674	12,56%
Educational book publishing, online platform	34.160	75,59%
<b>Total B</b>	<b>39.834</b>	<b>88,15%</b>

<b>Total A + B</b>	<b>45.191</b>	<b>100%</b>
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<sup>6</sup> Aggregated (non-consolidated) turnover totals, i.e. including inter-group transactions.

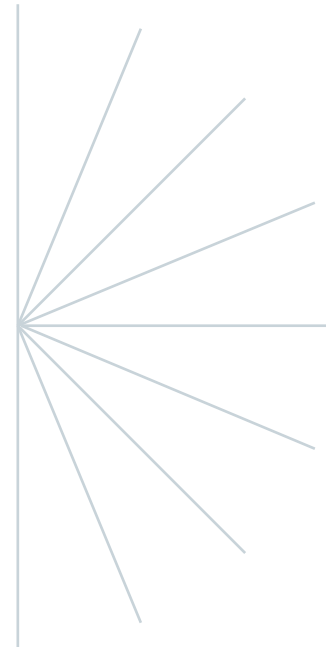
## Opex eligibility percentage x

Defines the proportion of Opex (operating expenses) that corresponds to assets or processes associated with economic activities covered by the Taxonomy.

A. Eligible activities according to the PRISA Group taxonomy				
Economic Activity	NACE codes	Opex (mOpex (currency) (Thousand of euros))	Share of Opex (%)	Enabling Activity (F) or Transition Activity (T)
Radio Stations	J60	201.498	29,71%	Radio broadcasting
<b>Total A</b>	-	<b>201.498</b>	<b>29,71%</b>	-

B. Ineligible activities according to the PRISA Group taxonomy		
Economic Activity	Opex (currency) (Thousand of euros)	Share of Opex (%)
Newspaper	187.089	27,59%
Educational book publishing, online platform	289.542	42,70%
<b>Total B</b>	<b>476.631</b>	<b>70,29%</b>

<b>Total A + B</b>	<b>678.129</b>	<b>100%</b>
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## CORPORATE GOVERNANCE

CONTRIBUTES  
TO SDG



### MAJOR CHANGES DURING THE FINANCIAL YEAR

#### Corporate operations

2021 saw a number of important strategic and organizational changes at PRISA.

In February, the Board of Directors approved a series of changes aimed at furthering the Group's transformation. Notable among these was the appointment of Joseph Oughourlian as non-executive chairperson of the Board of Directors, following a proposal and prior report by the Appointments, Remuneration and Corporate Governance Committee.

In March, the Board of Directors approved a new organizational structure aimed at facilitating the operational separation of the Group's Education (Santillana) and Media (Radio and News) businesses. The Group thus went from having a single executive director (the CEO) to having two: Francisco Cuadrado as executive chairperson and head of the Education business (Santillana) and Carlos Núñez as executive chairperson and head of the PRISA Media business .

Meanwhile, a profound reorganization has affected both the composition of the Board of Directors and the group's senior management.

In January, Vivendi, active in the telecommunications and entertainment markets, acquired 9.9% of the company's share capital. The French group's strategy has clear synergies with PRISA, namely to increase Spanish-language digital content in the areas of education, news and entertainment.

#### Main changes in the shareholder structure

In January 2021, Vivendi acquired 9.9% of PRISA. According to the French group, this strategic investment is part of its policy to strengthen itself as a large content, entertainment and media group and increase its presence in the Spanish-language market in Europe, Latin America and the US.

#### Main changes in the Board of Directors and management teams

2021 witnessed a number of significant changes in the governance of PRISA.

#### Board of Directors and board committees

- In February, PRISA's Board of Directors approved a series of changes aimed at furthering the Group's transformation. Notable among these was the appointment of Joseph Oughourlian as non-executive chairperson of the Board of Directors, following a proposal and prior report by the Appointments, Remuneration and Corporate Governance Committee. Mr. Oughourlian had held the post of deputy chairperson of the board since April 2019 and his appointment as chairperson was carried out within



the framework of the Succession Plan launched by the Board of Directors after the resignation, in December 2020, of the previous chairperson.

Given that the new chairperson of the board held the status of proprietary director, it was agreed to appoint the independent director Rosaura Varo to the position of deputy chairperson of the Board of Directors and to maintain Béatrice de Clermont as coordinating director.

- Also in February, Javier de Jaime Guijarro submitted his resignation as director. To fill the vacancy, the Board of Directors appointed María José Marín Rey-Stolle as independent director.

- In March, the Board of Directors approved a new organizational structure aimed at facilitating the operational separation of the Group's Education (Santillana) and Media (Radio and News) businesses, tapping the full potential of Santillana and laying the foundations for the creation of PRISA Media (the new business unit that brings together the Radio and News businesses). It was decided that PRISA should go from having a single executive director (the then CEO Manuel Mirat Santiago) to having two, one as head and executive chair of Education (Santillana) and the other as head and executive chair of PRISA Media. As a consequence:

- In May, Mr. Carlos Núñez Murías was appointed executive chairperson of PRISA Media, and, in June, executive director of PRISA (by agreement of the General Shareholders' Meeting).

- Mr. Manuel Mirat Santiago was appointed executive chairperson of Santillana and resigned as CEO of PRISA, effective as of the General Shareholders' Meeting in June 2021.

- In March, the Board of Directors approved the change of Amber UK LLP's representative on the Board, who since then has been Miguel Barroso.

- At the General Shareholders' Meeting held in June 2021, the following resolutions were adopted:

- The re-election and appointment, respectively, of Manuel Mirat Santiago and Carlos Núñez Murías as executive directors of PRISA.

- The incorporation to the Board of Directors of PRISA of a new proprietary director, Ms. Carmen Fernández de Alarcón, increasing the number of directors from 12 to 14.

After the General Shareholders' Meeting was held, the appointment of Manuel Mirat Santiago as Executive Chairperson of Santillana, as well as his resignation as CEO of PRISA became effective. The new organizational structure of the two business areas (Education and Media) thus became effective, with Manuel Mirat at the helm of Education and Carlos Núñez at the helm of Media. Both also became executive directors of PRISA.

- In July, PRISA's Board of Directors approved a changeover at Santillana and Manuel Mirat Santiago was replaced as executive chairperson of Santillana by Francisco Cuadrado. Likewise, Mr. Mirat resigned as executive director of PRISA and Mr. Cuadrado was appointed director of PRISA, by co-option and with the category of executive.

- Also in July, Ignacio Polanco Moreno tendered his resignation as honorary chairperson and Xavier Pujol Tobeña resigned as secretary of the Board of Directors. The latter was replaced by Pablo Jiménez de Parga Maseda.

- In November, Dominique D'Hinnin also tendered his resignation as director of PRISA. He was replaced by the independent director Teresa Quirós Álvarez.

- During the 2021 financial year, the structure of the board committees has been reorganized (Executive Delegate Committee; the Audit, Risk and Compliance Committee; and the Appointments, Remuneration and Corporate Governance Committee).

It should be noted that in February 2022, the PRISA Board of Directors agreed to set up a Sustainability Committee.

## Senior management

Senior management has also undergone a profound reorganization. Particularly noteworthy are:

- The departure of the former CEOs of Santillana (Miguel Ángel Cayuela Sebastián), PRISA Radio (Pedro García-Guillén) and PRISA Noticias (Alejandro Martínez Peón).
- The incorporation of a new chief financial officer (David Mesonero, replacing Guillermo de Juanes Montmeterme) and a new secretary of the board (Pablo Jiménez de Parga Maseda, replacing Mr. Xavier Pujol Tobeña).

After the corporate reorganization, senior leadership is now made up of the following directors: the executive chair of Santillana, the executive chair of PRISA Media, the secretary of the Board of Directors, the CFO, the director of communication and institutional relations, and the director of internal audit.

## Review of the company's internal regulations

In keeping with the Group's policy of constantly updating and reviewing the corporate governance system and the company's internal regulations, in 2021 PRISA carried out a review and update of its internal regulations, specifically: the *Bylaws*; the *Regulations of the General Meeting of Shareholders*; the *Regulations of the Board of Directors* and the *Internal Regulations of conduct in matters related to the securities markets*, with the main purpose of:

- Incorporating some of the novelties introduced by Law 5/2021, which modifies the consolidated text of the Companies Act, and other financial regulations with regard to promoting the long-term involvement of shareholders in listed companies.
- Adapting their content to the organizational changes made in the Group (both to the Board of Directors and in the management teams as well as the compliance body).

- Incorporating certain improvements of a technical nature in order to clarify the meaning of some issues, improve their wording and facilitate their better understanding.

The board has also approved an *internal procedure for related-party transactions and intra-group transactions*, so that the Board of Directors, with the support of the Audit, Risk and Compliance Committee, can ensure that related-party transactions are carried out in accordance with the interests of the company, under market conditions, while at all times respecting the principle of equal treatment of shareholders and following a transparent process in which compliance with applicable regulations is guaranteed.

A *Compliance Policy* for the Group was also approved and the internal regulatory system regarding compliance has been reviewed and updated

## GOVERNING BODIES

An ongoing review of company performance and operations in the area of corporate social responsibility informs and guides all the work of the Group's 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 Meeting of Shareholders and the Board of Directors are the highest governing bodies of the company.

In February 2022, and with the aim of decisively organizing and promoting the Group's sustainability strategy, the Board of Directors agreed to set up a Sustainability Committee, in addition to the existing committees (Executive Delegate Committee, Audit, Risk and Compliance Committee, and Appointments, Remuneration and Corporate Governance Committee).

## Composition and organization chart of the Board of Directors and their responsibilities

The Board of Directors is made up of 14 directors (2 executive directors, 6 independent directors and 6 so-called *dominicales* – proprietary directors or directors representing major shareholders).

The Board of Directors has a non-executive chairperson and a non-executive deputy chairperson, as well as a coordinating director who is an independent.

The chairperson of the board is responsible for organizing the board and promoting and developing the good governance of the company, as provided for in the Board Regulations.

The two executive directors are, respectively, the heads and executive chairs of the two Group businesses (Santillana and PRISA Media), and they are responsible for directing the management and progress of the businesses and leading their senior management teams, within the scope of their respective business units.

The Board of Directors has an Executive 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, Risk and Compliance Committee and an Appointments, Remuneration and Corporate Governance Committee. In February 2022, the Board of Directors agreed to set up a Sustainability Committee, which joins the aforementioned committees

Members of the company's senior management report directly to the Board of Directors and are appointed by the board.

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, initially, in December 2018 and subsequently modified in November 2020 to adapt it to the CNMV's good governance recommendations and again in February 2022 to reorganize responsibility for sustainability among the board committees).

Additionally, the different committees are responsible for decision-making in the economic, environmental or social spheres, as provided for in the *Regulations of the Board of Directors*.

Both the Audit, Risk and Compliance Committee and the Appointments, Remuneration and Corporate Governance Committee have issued their respective annual reports, describing the functions and activities carried out during the 2021 financial year

## Policy for selection of directors and diversity

The accompanying organization chart reflects the composition of the Board of Directors and its committees as of March 2022. As of December 31, 2021, the board was made up of 14 directors: 2 executive directors, 6 independent directors and 6 so-called *dominicales* – proprietary directors or directors representing major shareholders.

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 and biographies are available online at [www.prisa.com](http://www.prisa.com).

The company has a *Policy for the Promotion of Diversity in the Appointment of Directors* whose principles and objectives may be summarized as follows: i) diversity in the composition of the board in its broadest sense (knowledge, experience, background, age and gender), with special emphasis on gender diversity. This foresees that by the end of the year 2022, and thereafter, women shall account for no less than 40% of the total members of the Board of Directors. Between now and then, it must not be less than 30%; and ii) an adequate balance in the board as a whole, which

## BOARD OF DIRECTORS AND BOARD COMMITTEES

### BOARD OF DIRECTORS

**NON-EXECUTIVE CHAIRPERSON**  
Joseph Oughourlian (Proprietary director)

**NON-EXECUTIVE DEPUTY CHAIRPERSON**  
Rosauro Varo Rodríguez (Independent director)

**COORDINATING DIRECTOR**  
Béatrice de Clermont-Tonnerre (Independent director)

**NON-DIRECTOR SECRETARY**  
Pablo Jiménez de Parga

Roberto Alcántara Rojas (Proprietary director)

María Teresa Ballester Fornés  
(Independent director)

Miguel Barroso Ayats  
-representing Amber Capital UK LLP -  
(Proprietary director)

Francisco Cuadrado Pérez (Executive director)  
Teresa Quirós Álvarez (Independent director)

Carmen Fernández de Alarcón Roca (Proprietary director)

María José Marín Rey-Stolle (Independent director)

Carlos Núñez Murías (Executive director)

Manuel Polanco Moreno (Proprietary director)

Javier Santiso Guimaras (Independent director)

Khalid Thani Abdullah Al Thani (Proprietary director)

Roberto  
Alcántara Rojas

Khalid Thani  
Abdullah Al Thani

Francisco  
Cuadrado Pérez

Non-executive  
CHAIRPERSON  
Joseph Oughourlian

Carlos  
Núñez Murías

Javier  
Santiso Guimaras

Manuel  
Polanco Moreno

María Teresa  
Ballester Fornés

Miguel  
Barroso Ayats

Carmen  
Fernández  
de Alarcón Roca

Non-executive  
DEPUTY CHAIRPERSON  
Rosauro  
Varo Rodríguez

Coordinating director  
Béatrice  
de Clermont-Tonnerre

D.ª Teresa  
Quirós Álvarez

María José  
Marín Rey-Stolle

Non-director  
SECRETARY  
Pablo Jiménez  
de Parga

#### Executive Delegate Committee

CHAIRPERSON  
Joseph Oughourlian

MEMBERS  
Béatrice de Clermont-Tonnerre  
Francisco Cuadrado Pérez  
María José Marín Rey-Stolle  
Carlos Núñez Murías  
Manuel Polanco Moreno  
Javier Santiso Guimaras  
Rosauro Varo Rodríguez

SECRETARY  
Pablo Jiménez de Parga

#### Audit, Risk and Compliance Committee

CHAIRPERSON  
Teresa Quirós Álvarez

MEMBERS  
María Teresa Ballester Fornés  
Carmen Fernández de Alarcón Roca  
María José Marín Rey-Stolle

SECRETARY  
Pablo Jiménez de Parga

#### Appointments, Remuneration and Corporate Governance Committee

CHAIRPERSON  
Béatrice de Clermont-Tonnerre

MEMBERS  
Carmen Fernández de Alarcón Roca  
Javier Santiso Guimaras  
Rosauro Varo Rodríguez

SECRETARY  
Pablo Jiménez de Parga

#### Sustainability Committee

CHAIRPERSON  
María Teresa Ballester Fornés

MEMBERS  
Miguel Barroso Ayats  
(representing Amber Capital UK LLP)  
Béatrice de Clermont-Tonnerre  
Carmen Fernández de Alarcón Roca  
Teresa Quirós Álvarez

SECRETARY  
Pablo Jiménez de Parga

enriches decision-making and ensures that diverse and plural points of view are brought to the table.

The Appointments, Remuneration and Corporate Governance Committee, at its meeting held in January 2022, carried out its annual assessment of compliance with the *Policy for the Promotion of Diversity in the Appointment of Directors*, and concluded that the composition of the Board of Directors is reasonably diverse in terms of knowledge, experience, origin, gender and age, with a positive balance as a whole.

The Appointments, Remuneration and Corporate Governance Committee concluded that, during the 2021 financial year, the principles, objectives and procedures set forth in the *Policy for the Promotion of Diversity in the Appointment of Directors* had been taken into account with regard to the appointment and re-election of directors, as well as election to other positions.

Actions carried out to reinforce the presence of women on the Board of Directors are noteworthy. Three new female directors joined the Board in 2021. The Board now has 5 female directors, who represent 35.7% of its total members.

The female directors have a notable presence on the company's bodies: Béatrice de Clermont-Tonnerre is coordinating director, chair of the Appointments, Remuneration and Corporate Governance Committee and member of both the Executive Delegate Committee and the Sustainability Committee; Teresa Quirós chairs the Audit, Risk and Compliance Committee and sits on the Sustainability Committee; Carmen Fernández de Alarcón is a member of the Appointments, Remuneration and Corporate Governance Committee, the Audit, Risk and Compliance Committee and the Sustainability Committee; María Teresa Ballester chairs the Sustainability Committee and sits on the Audit, Risk and Compliance Committee; and María José Marín Rey-Stolle is a member of the Executive Delegate Committee and of the Audit, Risk and Compliance Committee.

Thus, at present, the proportion of women in the composition of the different Board committees of the board is significant: the figure is 100%

on the Audit, Risk and Compliance Committee; 80% on the Sustainability Committee; 50% on the Appointments, Remuneration and Corporate Governance Committee; and 25% on the Executive Delegate Committee. The *Annual Corporate Governance Report* provides the results of the analysis carried out by the Appointments, Remuneration and Corporate Governance Committee. Both this committee and the Board have highlighted the need to continue advancing the Group's goals with regard to gender diversity in order to comply with the objectives recommended by the CNMV (and expressly included in the *Policy for the Promotion of Diversity in the Appointment of Directors*) which states that by end of the year 2022, and thereafter, women must account for no less than 40% of the total members of the Board of Directors. Likewise, the company must promote more women to senior positions, although considerable progress has indeed been made in this area over the course of 2021.

With regard to stakeholder representation, only two directors have the status of executive, six are so-called *dominicales* – proprietary directors or directors representing certain significant shareholders (the non-executive chairperson Joseph Oughourlian; Amber Capital UK LLP, represented by Miguel Barroso; Carmen Fernández de Alarcón, Manuel Polanco Moreno; Roberto Alcántara Rojas; and Khalid Thani Abdullah Al Thani) – and the remaining six directors are independent directors (the non-executive deputy chairperson Mr. Rosauro Varo; the coordinating director Béatrice de Clermont-Tonnerre; María Teresa Ballester; Javier Santiso; María José Marín Rey-Stolle; and Teresa Quirós).

## Conflicts of interest

Spanish Corporate Law, 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 among members of the Board of Directors.



## 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 social responsibility. This process is regulated by the Regulations of the Board.

In 2021, the performance and composition of the Board of Directors and its committees were evaluated for the year 2020. Likewise, the chairperson of the board was evaluated for the performance of his duties, as was the then CEO and the chairs of the committees. Details may be found in the *Annual Corporate Governance Report* for the 2021 financial year.

## Engagement with stakeholders

The Group is equipped with a corporate communication 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 said groups. 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 currents in society at large. The Group's various media have made available permanent communication channels to this end.

There are, for instance, institutional channels to receive suggestions, concerns and complaints. The companies also 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 as well as open to debate on ideas. Likewise, stakeholders may submit their queries, sugges-

tions and complaints to the Corporate Center, through the Communications Department, the Investor Relations Department and / or the Shareholder Services Office. The corporate website ([www.prisa.com](http://www.prisa.com)), also keeps shareholders, investors and the general public updated with relevant information about the company.

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

Additionally, 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 of 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.
- iv) to maintain a relationship of dialogue and cooperation with the Administration and, in particular, the Spanish National Securities Market Commission (CNMV).

Some members of the company's administrative and management bodies hold executive functions, with direct and immediate involvement in the Group's media. In particular, the two executive directors of the company are, in turn, executive chairpersons and heads of the Group's businesses (Education and PRISA Media). This places them in a position of permanent dialogue with all stakeholders.

## OPERATING 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 position 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 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 Board of Directors is not directly involved in the process of defining content, although the executive directors Francisco Cuadrado and Carlos Núñez, are, in turn, executive chairpersons and heads of the two Group businesses. Likewise, the directors Rosauro Varo, Béatrice de Clermont-Tonnerre, Manuel Polanco Moreno and Miguel Barroso form part of the boards of other Group companies.

## EL PAÍS

The newspaper's editor-in-chief is responsible for the editorial line of EL PAÍS, and is answerable to both readers and the courts, 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 newsroom oppose the nomination, by means of a written argument, the Board 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. If two-thirds of the newsroom are opposed to 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 the 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 their qualifications, 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



The EL PAÍS newsroom

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.

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 vote is 50% of the newsroom plus one. The publishing company and management will provide the Committee and its meetings with all the necessary facilities for the performance of its

duties. Committee members may not be penalized or dismissed for their activities as professional representatives.

## 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 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 are 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.



Anchors and hosts of Cadena SER radio programs

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, is in line with the characteristics of each product or brand. This is thanks to the work of the managing directors, 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 autonomy 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 publically available set of rules that ensures that all those who work in 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.

## 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 different working methods, while presenting content in new formats that help to make technology more classroom friendly.

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 Santillana corporate center coordinates the committees and ensures compliance with the rules and laws of each country

## COLLABORATION WITH RELEVANT INSTITUTIONS AND ASSOCIATIONS

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 their respective sectors





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.

In the area of education, Santillana participates in the main sectoral associations of the countries in which it is present. In addition, at an international level, Santillana belongs to the World Wide Web Consortium (W3C) and the IMS Global Learning Consortium and a range of other associations active in the education sector.

With regard to Press, the Group's newspapers and magazines participate in the European Publishers Council, an important association of publishers that represents the common interests and points of view of members with regard to the EU authorities, and in the *Asociación de Medios de Información / Association of News Media* (AMI, formerly AEDE). They are also active in the Leading European Newspaper Alliance (LENA), which champions and promotes quality journalism; in the ARI (Association of News Magazines) and in the Spanish Association of Publishers of Cultural Magazines (ARCE). All the Group's media in Spain are signed up to the Association for Self-regulation in Commercial Media (known as Autocontrol) and, in the area of intellectual property rights, to CEDRO (Centro Español de Derechos

Reprográficos). EL PAÍS, meanwhile, is also part of the Catalan journalists's association, Col·legi de Periodistes de Catalunya, the World Association of Newspaper and News Publishers (WAN-IFRA), the Online Publishers Association Europe (OPA Europe), and the Sociedad Interamericana de Prensa (SIP) and, together with AS and CincoDías, the Association for Media Research (AIMC).

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 (Autocontrol), and PROMUSICAE, whose main purpose is to represent and defend the interests of the Spanish music industry.





## RISK MANAGEMENT

CONTRIBUTES  
TO SDG



## RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS

In order to permanently monitor the most significant risks, including tax risks, PRISA has established a Risk Management System, the purpose of which is to identify and control the risks to which the Group is exposed and which might potentially affect its capacity to meet the objectives defined in the Strategic Plan as well as the goals of its businesses.

This system is referred to in PRISA's *Risk Control and Management Policy*, approved by the Board of Directors in November 2020, which identifies the Group's main risks in four categories: financial, strategic and operational risks, non-financial risks and reputational risks.

This policy sets out the reference framework to control and manage risks associated with the Group's activity, with the aim of controlling, mitigating and managing any threat to meeting the defined objectives and of facilitating the proper execution of the strategic roadmap.

The Group also has an Internal Control over Financial Reporting System (ICFR), which was initially developed on the basis of the COSO 1992 methodological framework and adapted to the new COSO 2013 Framework in 2014.

To manage criminal risks, PRISA has a *Crime Prevention and Detection Model* in place in Spain and has developed compliance models in the key countries where the Group is present: Brazil, Mexico and Colombia. Compliance models cover environmental, labor relations, and corruption and bribery risks for each business activity. For each of these risks, the Group sets risk control and mitigation measures based on their potential impact on the businesses.

## PROCESS FOR THE IDENTIFICATION, DETECTION AND MANAGEMENT OF RISKS

The Risk Management System operates by business unit, and is then consolidated, in turn, at the corporate level through a comprehensive and integrated management model equipped with specific tools, focused on the ad-hoc analysis of different risks, based on their evolution, assessment and changing circumstances over time.

The identification of risks is carried out by the CEOs of the business units and the corporate center. The managing bodies of the respective businesses are entrusted with determining who shall be responsible for managing each risk and for the action plans and controls. As indicated above, at the corporate level, risk management is consolidated through the integrated management model, which provides a dynamic, consistent picture of the situation and one that is better suited for the purposes of monitoring, control and management.

In this respect, in addition to corporate management, the business units contribute to the proper functioning of the risk control and management

systems and, in particular, are entrusted with identifying, managing and adequately quantifying any risks that might affect them. They also actively participate in defining the risk strategy and in risk management decisions, ensuring that the systems in place adequately mitigate risks within the framework of the policy defined by the Board of Directors and the Audit, Risk and Compliance Committee.

The Group has a risk map as a tool for the graphic representation of risks, which is used to identify and assess the risks of the Group's business activities.

Annually, the Internal Audit Department aggregates and standardizes the risks identified by each business unit in order to draw up the Group and business risk maps. Non-financial risks are identified and assessed annually by the businesses, and Group and business non-financial risk maps are drawn up on the basis of this assessment.

Both the integrated management model and the risk maps are reported to the Audit, Risk and Compliance Committee, which is responsible for supervising and periodically assessing the Group's risk control and management systems and for establishing the level of risk considered acceptable, based on risk aversion, tolerance or appetite in each specific case.

## KEY RISKS MONITORED

The Group's main risks are grouped into the following categories:

- Risks relating to financial conditions<sup>1</sup>.
- Strategic and operational risks<sup>2</sup>.
- Reputational risks.
- Non-financial risks.

<sup>1</sup>Details of the risks related to financial conditions can be found in note 3 of PRISA's *Consolidated Management Report*.

<sup>2</sup>Details of strategic and operational risks can be found in note 3 of the PRISA's *Consolidated Management Report*.

With regard to reputational risks, this category identifies risks associated with a potential negative impact on the Group and its results, as a consequence of behavior that does not meet the expectations of the market or the various stakeholders, including conduct related to corruption.

With regard to non-financial risks, these fall into four broad categories aligned with the areas described in Law 11/2018 on non-financial information and diversity. Some of the risks that have been identified for each of the categories and the associated performance indicator are detailed below:

- Environmental management: Risk relating to sustainable or responsible supply of raw materials, waste generation and the circular economy. The indicators are, respectively, the percentage of paper purchased from sustainable sources and paper from renewable or recycled sources.
- Labor and personnel management: Risks relating to our capacity to attract and retain talent, promote equality, and prevent corruption and bribery. The key performance indicators are the involuntary turnover rate, the percentage of staff covered by equality plans and the number of complaints received in relation to corruption and bribery.
- Society: Risk of affecting consumers; cybersecurity and privacy risks (among employees, consumers and across the supply chain). The key performance indicators are the number of complaints and grievances received and instances of private data being leaked.
- Supply chain: Risks involved with associating or linking with third parties without an adequate approval process. The indicator is the percentage of payments to local suppliers.

Throughout this report, each chapter provides further information on the indicators used to monitor and assess these risks. In the table at the end of this report, this information is linked to the GRI standards.

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

CONTRIBUTES TO SDG



**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 cornerstone upon which the Group's entire compliance model is built.**

PRISA's Code of Ethics<sup>1</sup> 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 and English on both the PRISA corporate website ([www.prisa.com](http://www.prisa.com)), 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 respect for 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, PRISA has a Compliance Unit (CU), which in July 2021 went from being a multi-person commission to a unipersonal body with the appointment of a Chief Compliance Officer (CCO) as head of regulatory compliance at PRISA.

The ongoing development of the compliance model aims to strengthen the independence of the Company's three lines of defense in the area of compliance risk management. The model seeks to promote an ethical corporate culture of compliance,

making this an additional lever in the company's sustainability. The CCO has autonomous powers of initiative and control, reports directly to the PRISA Audit, Risk and Compliance Committee, and is responsible, among other functions, for ensuring and promoting the ethical behavior of the Group's employees and professionals, as well as identifying, managing and mitigating compliance risks<sup>2</sup>. In addition, the CCO has taken over the functions of the Criminal Prevention Body provided for in the Criminal Code.

The parent companies of the Group's Businesses have their respective compliance units, which act in coordination with the CCO. In the last quarter of 2021, work has been carried out on the development of the compliance model in the Business Units in Spain, in line with the Company's model, to replace the CU as a commission with a CU as a single-person body with a Chief Compliance Officer. This model will be effective from 2022. The purpose of this development in the Business Units is to strengthen compliance and to increase the coordination of common compliance objectives between PRISA and its subsidiaries. Certain subsidiaries of the Business Units, due to their significance or legislative requirements in the coun-



<sup>1</sup> It is referred to in paragraph F.1.2 of the *Annual Corporate Governance Report*.

<sup>2</sup> Described in paragraph F.1.2 of the *Annual Corporate Governance Report*.

tries in which they operate, have set up specific compliance units or appointed a compliance officer. In this regard, there are Compliance Units or officers in companies in Brazil, Mexico, Ecuador, Colombia and El Salvador, among others.

Likewise, PRISA Group has a whistleblower channel<sup>3</sup>, which is accessible on the corporate website ([www.prisa.com](http://www.prisa.com)) to third parties, on the employees' intranet and through a post office box in Madrid, through which any person, anonymously and confidentially, can report any irregularity or breach of both external and internal regulations. The complaints handling procedure, in place since 2016, was revised in November 2021 to adapt it to the new compliance model. It regulates the reporting of irregularities, guarantees that there will be no retaliation against whistleblowers who report alleged non-compliance or irregularities in good faith, describes the process of investigation, resolution, the application of sanctions (if applicable) and the communication of decisions taken.

The whistleblower channel is managed by the Group's CCO. Thus, if an event affects a Business Unit, the CCO will pass it on to the corresponding Business Unit in order to coordinate its analysis with the latter. If the Businesses' CUs receive complaints through other channels they will bring these to the attention of the CCO. In relation to the process of investigating the allegations, depending on the sphere, scope and persons allegedly involved, the CU of PRISA or of the Businesses will assess the investigation strategy to be developed, and may follow different routes, including the outsourcing of all or part of the investigation. In any case, it is essential to include in the dossier detailed information on all the actions carried out. Once the investigation has been completed, the findings and decisions taken will be detailed in order to mitigate risks and seek to prevent further irregularities from occurring.

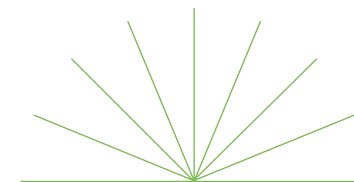
With respect to resolving queries related to the Code of Ethics and other internal regulatory, ethics and compliance matters, the Group's employ-

ees also have a compliance mailbox ([cumplimiento@PRISA.com](mailto:cumplimiento@PRISA.com)), managed by the CCO.

Finally, there are compliance mailboxes associated with the Compliance Units of each business, redirected to the Group's compliance mailbox, through which concerns can be reported on any ethical or integrity issues, on the Code of Ethics and other matters, as well as reports of improper conduct. A procedure similar to that for complaints received through the whistleblower channel is followed when processing complaints received through these mailboxes.

In 2021, 24 complaints were received, 4 fewer than in 2020 (28). Of these, 4 were deemed to be substantiated, 4 are ongoing, 3 of which are employment claims, and 16 were deemed to be unfounded. The substantiated complaints have resulted, in one case, in the dismissal of the respondent, in another case in an employment sanction and in the other two cases in commitments to change the management style of the leadership.

<sup>3</sup> Described in paragraph F.1.2 of the *Annual Corporate Governance Report*.



## RESPECT FOR HUMAN RIGHTS

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PRISA is firmly committed to respect for human rights and individual freedoms. Testament to this commitment, PRISA is an active member of the Global Compact of the United Nations through its Spanish network, where it sits on the steering committee. 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.

The PRISA *Code of Ethics* includes general ethical principles with regard to respect for human rights. In its article 4, it undertakes to respect and protect human rights and public freedoms, commits itself to the construction of democracy and to freedom of expression, the preservation of the natural environment and collaboration to further the development and well-being of the communities in which it operates and engages. Likewise, the Code expresses its total rejection of child labor and forced or compulsory labor, and a commitment to respect the freedom of association and collective bargaining of workers. All these commitments enshrined in the *Code of Ethics* are readily available to all stakeholders and to the general public on PRISA's corporate website.

Likewise, PRISA monitors and promotes the ethical behavior of the Group's professionals and monitors, disseminates and offers training with regard

to the *Code of Ethics* within the framework of its *Compliance Program* and its *Crime Prevention and Detection Model*.

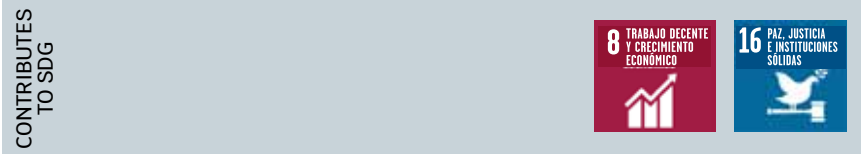
Regarding the systems in place for the prevention of human rights abuses in the supply chain, PRISA's *General Conditions for Procurement* include safeguards for the prevention of such abuses. These are available on the website. Additionally, during the supplier approval process, suppliers are evaluated in terms of social responsibility, which includes assessing their respect for human rights. This is a prerequisite for being validated and certified as a PRISA supplier.

As for non-financial risks, a key indicator to assess the risks in the area of human rights is the number of complaints received and substantiated. Of the total number of complaints received and dealt with in 2021, 10 pertained to the area of human rights as they are chiefly complaints regarding harassment at work. This was 5 complaints fewer than in 2020. After review, it has been concluded that of the 10 complaints, 6 were unsubstantiated, 1 is in the conclusions phase with no impact on human rights, and the other 3 have been reported through labor lawsuits, which are being processed. In this respect, it has not been necessary to apply disciplinary measures and in the aforementioned legal cases, the outcomes will be in accordance with court rulings.

PRISA monitors and promotes the ethical behavior of the Group's professionals.



# THE FIGHT AGAINST CORRUPTION AND BRIBERY



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

On October 26, 2021, the PRISA Board of Directors approved the Group’s Compliance Policy. PRISA’s Compliance Policy is, in effect, a declaration of the Group’s commitment to regulatory compliance. However, the organization sees the concept of compliance as going further than merely complying with applicable laws and internal regulations. It also includes the promotion of a culture of ethics and corporate integrity within the Group in all its daily activities. With this policy, PRISA thus reinforces its commitment to the company’s very purpose and to the values, principles and standards of conduct as promulgated in the *Code of Ethics*.

In addition, the Group has an online course on the *Code of Ethics*, made available to employees in December 2020. As of December 31, 2021, the number of employees who had completed the course was approximately 2,270 people. This course reviews the principles and rules of conduct as

set out in the Code of Ethics and stresses the transversality of said Code. It also underscores the necessary collaboration of all to minimize the risks of non-compliance and fosters awareness of the need to act ethically, with integrity and responsibility.

The principles regarding internal control and prevention of corruption are reinforced by other specific rules in our compliance model such as the *Anti-Corruption Policy*, approved by the PRISA Board of Directors in February 2017, which establishes the Group’s commitment in the fight against corruption in all its forms, in all areas of activity and in all countries in which it operates, and the Guidelines issued to strengthen measures to prevent and avoid money laundering from criminal or illicit activities in the Group’s companies. These rules lay down guidelines, precautions and procedures that must be observed by all professionals and companies in the Group when conducting their business activities.

Likewise, taking as its framework the *Code of Ethics* and the anti-corruption policy, the Board of Directors, in October 2018, approved the *Investment and Financing Policy*, which aims to establish the applicable framework with regard to the analysis, approval and control of investment or divestment projects and the coverage of financial needs, as well as the oversight and management of financial risks of the Group’s businesses.

As a further measure, 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.

The *Crime Prevention and Detection Model* is another of the pillars on which the compliance model is built, in line with the general organiza-

With regards to the protocol for action in cases of corruption, bribery or laundering, the complaints or whistleblowers' channel and compliance mailboxes are made available to all employees.

tional and management requirements set out in sections 2 and 5 of article 31 bis of the Spanish Criminal Code for Spanish subsidiaries. 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.

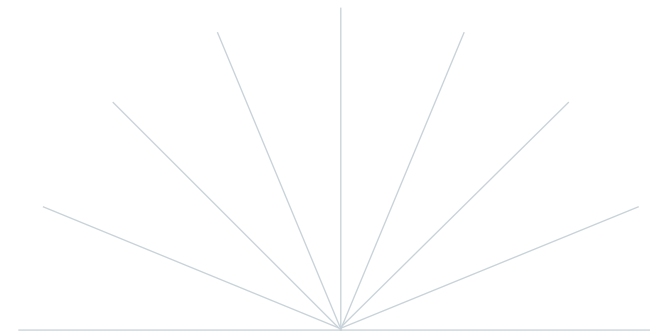
With regard to the measures envisaged to prevent corruption and bribery, the *Strategic Sustainability Plan* for the next financial year envisages actions such as launching a specific course on anti-corruption with a global scope in the Group and continuing to promote the Code of Ethics course and a greater understanding of said code..

A key indicator for assessing the risk of corruption, in all its forms in both the public and private sectors, is the number of complaints received and substantiated each year. Of the 24 complaints received and analyzed in 2021, five related to corruption compared to eight complaints of the same nature in 2020. Of the corruption complaints handled in 2021, none were deemed to be substantiated, compared to three in the previous year. Therefore, it has not been necessary to apply disciplinary measures. Nevertheless, in general, preventive measures have been taken by promoting the Code of Ethics course and by providing employees with the means to make enquiries on the subject.

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

- Procedure for engaging with public administrations.
- Restrictions and limits on powers within the corporate structure.
- Travel and business expenses policy

With regards to the protocol for action in cases of corruption, bribery or laundering, the complaints or whistleblowers' channel and compliance mailboxes are made available to all employees and third parties. In addition, employees may consult their direct superior or Human Resources Department or Officer. 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.



# RESPONSIBLE MANAGEMENT OF TAX POLICY



**PRISA is committed to the principles of responsibility, prudence and transparency with regard to compliance with tax obligations and in its relationship with tax administrations.**

In an effort to meet these commitments to sustainable development, responsibility and transparency, the Group’s tax strategy seeks at all times to comply with tax regulations, collaborate with the tax authorities in all territories where it operates and follow the guiding principles of good tax governance. The Group will endeavor to minimize tax risks that may arise from its operations. And it will guarantee responsible tax behavior to its stakeholders, without detriment to the generation of value for the shareholder, while avoiding risks and tax inefficiencies in the execution of business decisions, thereby ensuring good business management.

In this context, in accordance with the provisions of the Capital Companies Act, the maximum responsibility for determining the tax strategy in PRISA Group lies with its Board of Directors with the support of the Audit, Risk and Compliance Committee.

PRISA’s tax strategy was approved by the Board of Directors in 2015. It includes the values of the organization, the principles of the strategy, good tax practices and guidelines for its implementation and communication.

Reinforcing the Group’s tax strategy, is the *Tax Policy* and the *Manual for the model for prevention and detection of crime*.

The following table details the consolidated profit before tax for 2021 included in the Consolidated Financial Statements, by country.

Country	Thousand of euros
Brazil	15.479
Chile	5.461
Colombia	5.135
Mexico	10.988
Guatemala	1.972
Dominican Republic	7.177
Ecuador	1.721
Bolivia	1.204
Peru	(1.137)
Portugal	84
Argentina	1.045
Spain	(135.228)
Other countries	4.533
<b>Total</b>	<b>(81.566)</b>

In addition, the amount of corporation taxes paid by these entities in 2021 amounts to EUR 13,219 thousand, broken down as follows:

Country	Thousand of euros
Brazil	2.285
Chile	2.617
Colombia	1.484
Mexico	1.858
Guatemala	891
Dominican Republic	415
Ecuador	0
Bolivia	425
Peru	329
Portugal	876
Argentina	758
Spain	(1.081)
Other countries	2.362
<b>Total</b>	<b>13.219</b>

In Spain, PRISA files consolidated tax returns as permitted by the Spanish Corporation Tax Law. It is the Parent of tax group number 2/91, which includes all subsidiaries that meet the requirements established in the legislation governing the taxation of the consolidated profit of corporate groups.

GLR Services, Inc. also files consolidated tax returns in the United States together with its subsidiaries that meet the requirements for application of this special consolidated tax regime.

The other Group subsidiaries file individual tax returns, in accordance with the tax legislation prevailing in each country.

As detailed in the tax note to the Group's Consolidated Financial Statements, the reconciliation between the consolidated accounting profit and the consolidated tax at the general tax rate in force in Spain is shown in the following table, followed by a brief explanation of the main adjustments applied to determine the taxable basis of the various PRISA Group companies.

	Income statement	
	2021	2020
<b>Consolidated net profit under IFRS</b>		
	(81.566)	(166.392)
<b>Taxation of continuing activities</b>		
Rate of 25%	(20.391)	(41.598)
Consolidation adjustments	(1.881)	24
Temporary differences	2.375	1.900
Permanent differences <sup>(1)</sup>	18.711	14.665
Tax loss carryforwards	(69)	(921)
Tax credits and tax relief	(111)	(251)
Effect of non-activation of tax income <sup>(2)</sup>	17.010	39.563
Effect of applying different tax rates <sup>(3)</sup>	3.746	2.871
Current corporation tax expense	<b>19.390</b>	<b>16.253</b>
Deferred tax expense on temporary differences	<b>(2.665)</b>	<b>(2.352)</b>
Pre-tax on profits	<b>16.725</b>	<b>13.901</b>
Adjustment of prior years' tax <sup>(4)</sup>	(1.042)	63.975
Foreign tax expense <sup>(5)</sup>	3.456	2.400
Employee profit sharing <sup>(6)</sup>	1.096	795
Adjustments to consolidated tax	734	-
<b>Corporation tax TOTAL</b>	<b>20.969</b>	<b>81.071</b>

(\*) Brackets indicate income

(1) The permanent differences arise mainly from:

- The different accounting and tax criteria for recording expenditure derived from certain provisions and certain assets.
- Non-deductible expenses.
- The negative off-balance sheet adjustment for the merger tax difference, attributable to 2018, arising from the merger of Promotora de Informaciones, S.A. and PRISA Televisión, S.A.U. (merger by absorption described in Note 17 of the Notes to the Financial Statements of Promotora de Informaciones, S.A. for 2013), and applying the requirements of the then current article 89.3 of the Tax Law to give it tax effect.
- 5% taxation of dividends.
- A negative adjustment arising from the recovery for tax purposes of one-tenth of the amount adjusted in prior years as a result of the limitation on the deductibility of write down expense.
- The limitation on the deductibility of financial expenses provided for in Article 16 of the Spanish Corporate Company Tax Act.

(2) This relates to the effect of companies that have not recognised a deferred tax asset because they accrued losses in the year.

(3) This relates to the effect of taxation of profits from American subsidiaries at different rates.

(4) This refers to the effect on the income statement arising from the regularization of Corporate Company Tax for previous years and the accounting record of the effect of the 2016–2018 Inspection.

(5) This relates to the expense for taxes paid abroad, which arose from withholdings at source on the income from exports of services provided by the Group’s Spanish companies abroad and dividends.

(6) The P.T.U. is one more component of the Company Tax expense in some countries such as Mexico and Ecuador.

Finally, subsidies received by the Group represent 0.4% of total operating revenues.





## SHAREHOLDERS AND INVESTORS

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### SHAREHOLDER STRUCTURE

As of December 31, 2021, PRISA's share capital amounted to 70,865,019.30 euros and is represented by 708,650,193 ordinary shares, all of them belonging to the same class and series, each with a par value of EUR 0.10, and all of which were 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 Market Interconnection System (SIBE).

At year-end 2021, the most significant shareholders in the share capital were Amber Capital UK LLP, Vivendi, Telefonica, Rucandio, International Media Group, Consorcio Transportista Occher SA, Banco Santander, Carlos Fernández, Inversora de Carso SA and Melqart Opportunities Master Fund Ltd. The company's free float is around 20%.

### COMMUNICATION CHANNELS WITH SHAREHOLDERS AND INVESTORS

PRISA has a *Policy for information, communications and contacts with shareholders and institutional investors* that regulates general principles in this regard. It also has the following main information channels, outlined

below, which the company uses for the disclosure of economic-financial, non-financial and corporate information to the aforementioned groups.

#### NATIONAL SECURITIES MARKET COMMISSION (CNMV) AND OTHER OFFICIAL BODIES

The website of Spain's National Securities Market Commission, CNMV ([www.cnmv.es](http://www.cnmv.es)), is one of the main channels for information about the company, enabling it to communicate all information that, according to current legislation, is deemed significant, privileged or relevant, as well as any other economic-financial, non-financial and corporate information required by law.

Likewise, the company complies with its reporting obligations vis-à-vis other official bodies whenever this is mandated by law.

#### CORPORATE WEBSITE

The corporate website ([www.prisa.com](http://www.prisa.com)) is one of the most important channels of information the company has made available to all its stakeholders. The corporate website publishes all the information that the company makes available to shareholders, institutional investors and the markets in general. Said information may be that which is required by law or merely deemed to be of general interest. It may be of an economic-financial, non-financial or corporate nature, and demand timely publication. It may remain available for subsequent consultation, thereby contributing to transparency – a priority value when it comes to the Group's relations with the markets and with the general public. All information is added simultaneously and is permanently updated, whenever possible, in Spanish and English.

In particular, the corporate website:

- i. 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.
- ii. It has a specific section called *Shareholders and Investors*, which provides all the information required by the *Ley de Sociedades de Capital* (Companies Act) and by market regulations, as well as internal corporate governance rules. Also published is information on share price, regular financial information, the annual accounts and the management report – which includes the non-financial information statement – information on the Board of Directors and the management team, the *Annual Corporate Governance Report*, the *Annual Report on Director Remuneration* and the *Annual Sustainability Report*.
- iii. It allows immediate access to communications of privileged information and other significant information made available to the CNMV.
- iv. It publishes all documents required under current regulations concerning the convening and holding of general meetings of shareholders, and makes available to shareholders a computer tool to promote their informed participation in the general shareholders' meeting. This allows them to better exercise their rights and fosters greater participation. Additionally, the shareholders' meetings are streamed live via the website.
- v. The website also streams presentations of the financial results that the company makes periodically to the markets and in which institutional investors and analysts are given the opportunity to ask questions. The company endeavors to ensure that each complete presentation remains accessible on the corporate website for a reasonable period of time.

#### MEETINGS WITH SHAREHOLDERS AND INVESTORS

The company regularly organizes informative meetings on the progress of the company and the Group or on other aspects that might be of interest to analysts and institutional investors. These include, for example, road shows

in financial centers in Spain and abroad, which are attended by the CEO or other directors of the organization.

Likewise, the company also attends events organized by investment banks to meet with institutional investors.

In addition, the company also organizes regular conference calls, as outlined above, on the most significant aspects of the financial results published by the company. These are streamed on the company website and are accompanied by simultaneous English translation, and are open to management teams, analysts and institutional investors.

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 the strict compliance by the company with the principle of equal treatment of all shareholders. The company is at all times extremely mindful of rules governing privileged information, other significant information, and relations with both shareholders and the markets, provided for in the law and in its own internal regulations (and, in particular, the *Board of Directors Regulations*, the *Internal Code of Conduct in matters relating to the securities markets* and the *Code of Ethics*).



## 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. These channels are as follows:

i. The Investor Relations Department is integrated into the Office of Investor Relations – and this reports, in turn, to the Finance Department of the Company. It primarily serves analysts and institutional investors, 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 minority shareholders in relation to share performance.

II. 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 (ways to access available information, guidance on the corporate website, questions relating to general meetings of shareholders, etc.).

The contact details (email address and telephone numbers) of the Investor Relations Department and the Shareholder Services Office are kept updated on the corporate website.

## ANNUAL GENERAL MEETING OF SHAREHOLDERS

*Convening and holding the Annual General Meeting of Shareholders: shareholders' rights to information and participation*

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 taking 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.

In particular, the Board of Directors will adopt the following measures:

- i. It will ensure that it has made available to all shareholders, prior to the General Shareholders' Meeting, whatever information is required in accordance with current regulations, and furthermore, it will endeavor to make available to shareholders all information that might be of interest and can reasonably be provided, even when there is no legal requirement to do so.
- ii. It will respond with the utmost diligence to any and all requests for information made by shareholders prior to the General Shareholders' Meeting.
- iii. It will respond with the utmost diligence to any and all questions that shareholders may ask on the occasion of the General Shareholders' Meeting.

The Board of Directors encourages and promotes the use of the corporate website to facilitate the exercise of shareholders' rights to information and participation with regard to the General Shareholders' Meeting, and there is a computer tool that allows them to request information, delegate their representation and vote remotely. An English translation of the main reports and documents is made available to shareholders on the corporate website, over which the Spanish version will prevail, unless otherwise indicated, in the event of a discrepancy.

From the calling of the General Shareholders' Meeting and until it is held, the Shareholder Service Office will guide shareholders on the different procedures available to them to exercise the rights that correspond to them within the framework of the General Shareholders' Meeting. and, especially, the rights to information, to vote and representation.



Likewise, shareholders representing at least 3% of the share capital may: a) request that an addendum be published, adding one or more items to the agenda of the General Shareholders' Meeting, provided that the new points are accompanied by a justification or, where appropriate, a justified proposal; and b) submit substantiated proposals on matters already included or that should be included in the agenda of any General Shareholders' Meeting. Shareholders are asked to exercise the aforementioned rights in a spirit of loyalty, good faith and within the framework of corporate interest, under the terms provided by law. The company may collect the necessary documentation and information to verify compliance with said terms, and will ensure the subsequent dissemination of the new items and the proposed resolutions on the agenda and, if applicable, will attach any relevant documentation, in accordance with the provisions of the law. It will do so as soon as possible, and will endeavor to issue new attendance, proxy and distance voting cards that include the new items on the agenda and the additional proposals.

Public requests for the delegation of votes made by the Board of Directors or by any of its members must clearly detail the voting intention of the representative in the event that the shareholder does not give instructions. Where appropriate, the existence of potential conflicts of interests must be stated.

On the occasion of the convening of the General Shareholders' Meeting, the company may use the services of agencies, organizations and financial intermediaries for a better distribution of information among its shareholders and investors.

#### ***Communication with proxy advisors***

The Secretary of the Board of Directors and the Investor Relations Department attend to the queries of proxy advisors with regard to any proposed resolutions that are submitted to the General Shareholders' Meeting.

### **USE OF MEDIA TO COMMUNICATE NEWS AND INFORMATION TO THE MARKETS**

#### ***Corporate Communication and Institutional Relations Department. Preparation and distribution of press releases***

The company has a Communications and Institutional Relations Department, one of whose tasks is to prepare and distribute press releases to the media that deal with news about the Group or its business units.

Likewise, stakeholders can send their queries, suggestions and complaints to the company's corporate center through the Communications and Institutional Relations Department, whose contact details are kept updated on the corporate website.

It should also be noted that PRISA is the parent company of one of the most important media groups in the Spanish-speaking world and that the Group's media have a wide range of different channels that are permanently open in order to ensure fluid communication with the plurality of interests in society at large.

### ***Disclosure of news likely to contain privileged information or other important information***

In the event that any information generated by the company is likely to be classified as privileged information or deemed to be especially significant, this will be first communicated to the CNMV through the authorized representatives designated by the company for this purpose.

Information pending communication to the CNMV may not be disseminated by any other means without first being published on its website. In addition, the content of the information disclosed to the market by any information or communication channel other than the CNMV must be consistent with the information sent to said body.

### **SOCIAL NETWORKS**

The Communications and Institutional Relations Department also uses social media as a vehicle to publicize news of the company and its businesses, though always with the utmost care and due diligence to pay attention to procedures outlined above on internal coordination with regard to the disclosure of news likely to contain privileged or similar information.

### **COMPLAINTS CHANNEL**

The company has a complaints or whistleblower channel, accessible via the corporate website, and available to all PRISA stakeholders. The channel accepts complaints and concerns about any possible irregularity or non-compliance related to financial, accounting or sales practice or regulatory breaches or non-compliance committed by employees or companies of the Group.

This is a confidential communications channel between stakeholders and the Audit, Risk and Compliance Committee and the company's Management.



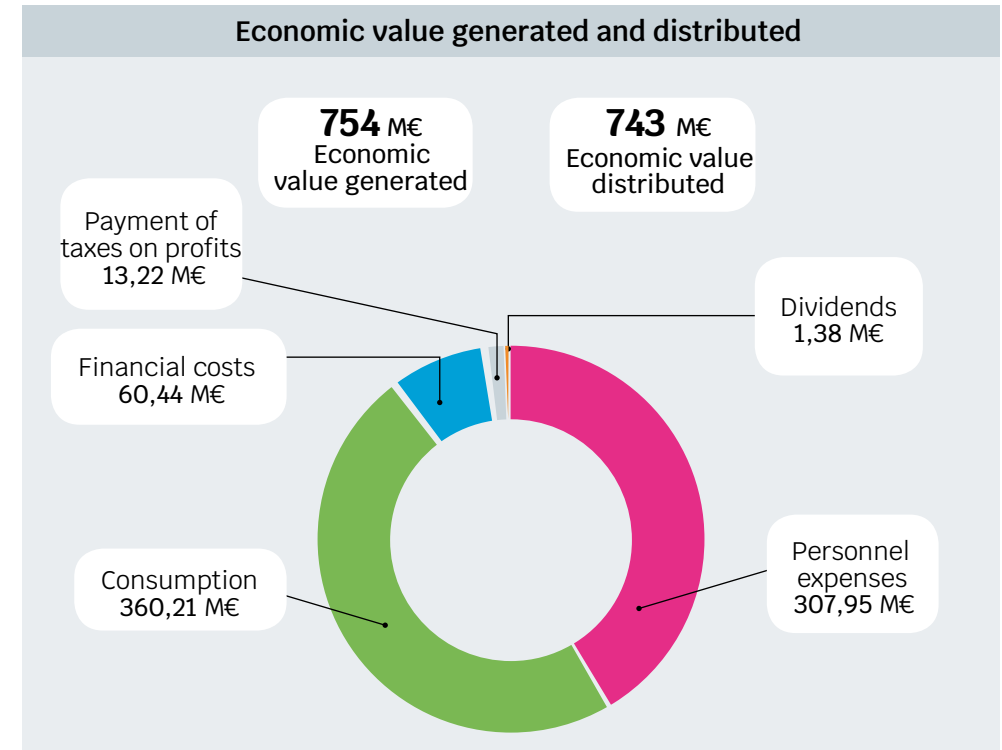


## A COMMITMENT TO SOCIETY



PRISA is acutely aware of its contribution to the progress and development of society through its business operations, and it works actively to communicate and educate with regard to a wide range of issues of interest to the general public. The Group is firmly committed to generating a positive impact and to the promotion of initiatives of a social nature which, on occasion, are organized in partnership with other organizations or strategic allies.

PRISA's direct impact on society is reflected in the total value generated and distributed in 2021, with the Group's direct contribution due to its business activity. Revenue and expenses incurred, including payroll associated with the contribution of value in the generation of employment, are detailed here in the accompanying infographic.



## SOCIAL COMMITMENT

The Group's social action is carried out transversally by each of the business units, and varies according to their area of activity and region.

In total, in 2021 Prisa made contributions totaling 3.717 million euros (1.495 million euros in 2020), which represents 34% of the economic value retained in 2021.

Contributions to foundations and non-profit organizations (thousands of €)	2021	2020
Corporate	316	263
Santillana	661	483
PRISA Media	2.740	749
<b>Total Group</b>	<b>3.717</b>	<b>1.495</b>

The associations, foundations and NGOs with which the company collaborates are very diverse. The Group carries out a wide range of initiatives in the different countries where it operates: Brazil, Chile, Mexico, Guatemala, El Salvador, Honduras and Puerto Rico, among others.

Business unit	Nº. of entities 2021	Nº. of entities 2020
PRISA Media	26	5
Santillana	19	13
Corporate	7	6
<b>TOTAL</b>	<b>52</b>	<b>24</b>

Of these contributions, 89% correspond to the provision of advertising space to social and cultural organizations for a total value of 3.309 million euros.

## COMMITMENT TO SUSTAINABLE DEVELOPMENT

The Group makes good on its commitment to sustainable development through a range of initiatives and projects aligned with the SDGs and with a view to meeting the goals of the 2030 Agenda

The Group has set five SDGs it sees as priorities – chiefly in areas where company operations have an impact: SDG 4, Quality education; SDG 5, Gen-

der equality; SDG 8, Decent work and economic growth; SDG 13, Climate Action; and SDG 16, Peace, Justice and Strong Institutions. Furthermore, it has established four complementary goals: SDG 10: Reduced Inequalities; SDG 17: Partnerships for the Goals; SDG 11: Sustainable Cities and Communities; and SDG 1: No Poverty.

PRISA is an active member of the **Global Compact of the United Nations** through its Spanish network, where it sits on the steering committee. 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.

To this end, Prisa has participated in the *#apoyamoslosODS* campaign (Let's support the SDGs) to raise the profile and further the aims of the 2030 Agenda. In addition, it is part of the group of companies behind the **go!SDG Awards** that pay tribute to innovative projects that contribute to the achievement of the SDGs.

In September 2021, the Group launched **the campaign #DejaBuenaHuella (Leave a Good Mark) across all its media**. The Initiative was aimed at reaffirming the company's commitment to the success of the 2030 Agenda, which was then celebrating its sixth anniversary. With this initiative, the Group invited the general public to discover how even the smallest actions can help society meet the SDGs. The 2030 Agenda is a global framework of action for countries, institutions and companies and, crucially, the individual contributions of citizens.

The #DejaBuenaHuella campaign appealed directly to this individual responsibility.

Likewise, PRISA is part of the group of companies that make up the **SERES Foundation**. In 2021, it collaborated in the dissemination of its initiatives, focusing on the social impact of companies. The Group also promoted the



SERES Awards, which honor strategic and innovative initiatives that generate value for both society and for companies.

It is also a partner of **Forética**. This is the leading organization in sustainability and corporate social responsibility. Its mission is to integrate social and environmental considerations and good governance into the strategy and management of companies. and good governance into the strategy and management of companies. In 2021, the Group took part, as a media partner, in the **JOBS 2030 – Future of Work** project, a Forética initiative that seeks to advance the sustainable growth of society by guaranteeing diversity and inclusion in the workplace.

Forética recognized the UAM-EL PAÍS School of Journalism as one of the 40 business initiatives to have the highest social impact within the framework of the project, testament to a commitment to SDG 8: Decent work and economic growth and SDG 4: Quality education, both priority objectives.

In the field of education, 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 UAM-EL PAÍS School of Journalism

In addition, PRISA collaborates with the **Fundación Instituto Hermes** in the defense of democratic principles, the development of the information society and the championing of digital rights. 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 the personal and social development of adolescents and young people through education in positive attitudes and prevention of behaviors that might put them at risk

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 2009, it has supported **Earth Hour**, an initiative with which it reinforces its contribution to SDG 13: Climate Action, of the United Nations 2030 Agenda.



Earth Hour, a WWF initiative in which PRISA collaborates

In the field of innovation, research and development, Prisa is the founding patron of the **Pro CNIC Foundation** (National Center for Cardiovascular Research) and is active in the dissemination of the Foundation's initiatives and campaigns.

PRISA is also active as media partner of **the Emergency Committee**, made up of the NGOs Action Against Hunger, Doctors of the World, Oxfam Inter-món, Plan International and World Vision, who came together to channel the solidarity of citizens and companies at times of major humanitarian emergencies.

## PRISA'S CONTRIBUTION TO THE SDG THROUGH ITS SOCIAL COMMITMENT

CONTRIBUTES TO SDG



### SDG 4: Quality education

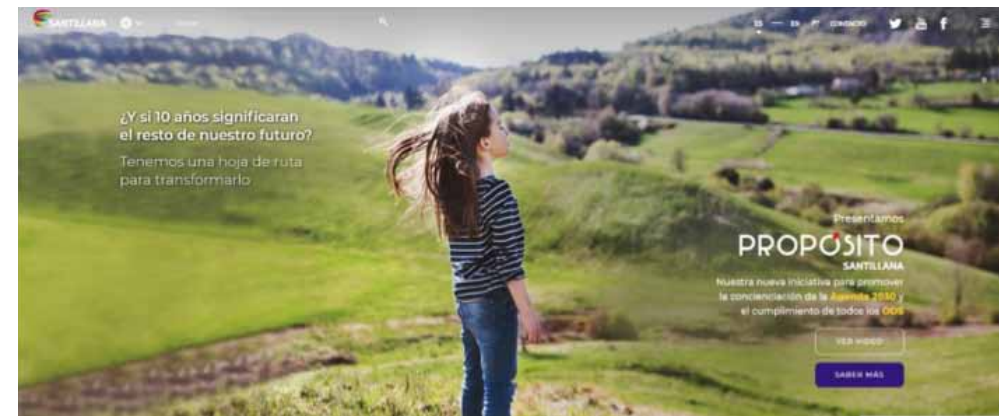
Santillana contributed to society through the many educational initiatives it launched in 2021.

In 2021, **Santillana continued to accompany teachers, students and families** by providing virtual training and learning, much of it free. More than 1,500 online training and awareness events were held for the education community on a range of different topics: the use of educational technology, new hybrid-learning methodologies, the socio-emotional management of students, evaluation and the use and interpretation of learning analytics, among others. In Brazil, a series of webinars, broadcast on Santillana's YouTube and Facebook channels, clocked up 1,552,695 views.

In addition to training and learning, the company focused its efforts on generating social impact in three areas: support for students with special needs, with campaigns such as **Accessible school books**, in collaboration

with the association Tiflonexos (Argentina) in order to create the first digital library for visually impaired children; the promotion of reading, with initiatives such as the national campaign **More Books. More education. A better future**, also in Argentina; and conferences and educational publications, plus forums exploring the challenges facing education in the future.

In terms of content, a range of **new educational projects** developed in 2021 have **gradually incorporated the SDGs** of the United Nations 2030 Agenda, as well as the ongoing quest for solutions to the challenges of sustainability. In Mexico, the project **Asombro Compartir**, aimed at pre-school and primary school students, includes learning materials developed with the Project Based Learning (PBL) methodology, inspired by an SDG or by STEM projects from NASA, MIT, Project Zero and UNESCO.



The project Propósito Santillana

In 2021, the **Santillana Propósito project**, created to promote its social commitment and communicate all its sustainability initiatives in Latin America, has continued apace. Within this framework, an internal and external communication campaign has been developed to disseminate the United Nations SDGs.



PRISA Media’s impact on society has included forums in which different professionals and students can meet and debate important issues for society.

Notable projects included **EL PAÍS con tu futuro** (EL PAÍS with your future), an educational event focused on the world of work and professional development that offers young people careers guidance. The pieces published on [elpais.com](http://elpais.com) reached 51 million people.

The **UAM-EL PAÍS School of Journalism**, created in 1986, belongs to a non-profit foundation run jointly by the Autonomous University of Madrid and EL PAÍS. Its main activity is the master’s degree in journalism, which had 109 students in 2021. The School of Journalism has also given a variety of courses to 877 students over the course of the year.

Events such as **Branding Day** and **Foros y Encuentros SER** (SER Forums) contribute to fostering debate. These events bring together people from different backgrounds (from leaders to students and entrepreneurs) to exchange knowledge on the fundamentals of business communication, marketing, the media or coaching.



CONTRIBUTES TO SDG



## SDG 16: Peace, justice and strong institutions

PRISA Media’s range of outlets are committed, as part of their daily mission, to offering readers, listeners and users quality news and information that is truthful, engaging and as complete as possible in a way that helps them to understand the world around them and form their own opinions.

EL PAÍS joined **The Trust Project in 2018**, an initiative born with the aim of reinforcing public trust in the media through greater transparency and accountability. By means of a range of trust indicators and digital standards, this project seeks to identify and safeguard quality news produced by rigorous media. EL PAÍS unequivocally shares the commitment to transparency that The Trust Project promotes and fosters.

In 2021, EL PAÍS launched the campaign ***Porque si somos más, la oscuridad es menos*** (The more we are, the less the darkness), in which a direct appeal is made to the reader to combat disinformation and help build a society that continues to grow and prosper.

The **Ortega y Gasset Journalism Awards**, created in 1984 by EL PAÍS, pay tribute to the most outstanding works of journalism, originally published in Spanish-language media during the previous year, recognizing, in particular, work that champions human rights, independence and rigor: in short all the hallmarks of excellent journalism. In 2021, the awards honored the public service nature of journalism during the year of the pandemic, while not losing sight of the other enormous challenge facing the world: the environmental crisis.





The Ondas Awards 2021

The **Ondas Awards**, after 68 editions, remain as committed as ever to recognizing and promoting radio, music and television productions that embrace innovation and improve the audience experience. In 2021, 550 nominees from 17 countries around the world vied for the top prizes.

CONTRIBUTES  
TO SDG

## SDG 8: Decent work and economic growth

PRISA Media organized and hosted a large number of economic forums, events and debates. These included **The Future Forum: Observatory of economic trends**, organized by CincoDías in collaboration with Grupo Santander, and which explored the necessary reform of the labor market and the future of economic-financial activity.



European funds for transformation debate

EL PAÍS organized the fourth edition of the **Trends Forum** with the aim of anticipating and analyzing the challenges set to shape politics and the economy in Spain in 2022. The newspaper also hosted the **European funds for transformation debate**, in collaboration with Deloitte, on the challenges and opportunities of the Next Generation program. The event brought together Reyes Maroto, Spain's Minister of Industry, Commerce and Tourism, and the heads of various Spanish companies.

**A country for...** is the title of a content series – produced by EL PAÍS with the collaboration of Telefónica – that focuses on post-pandemic recovery in different areas.

The **RETINA SQL** event analyzed the position of Europe and Spain in the face of global challenges, while exploring the importance of foresight within organizations, as well as technological determinism and change management.

The **CincoDías Awards for Business Innovation** pay tribute to the most innovative initiatives in the business sector and have become, in their fourteenth edition, a key event in the business calendar.

Cadena SER traveled the country with the roadshow **La SER recorre España** (SER tours Spain) with the aim of getting to know, first-hand, the political and social situation in times of pandemic and hear how Spain's regions are facing the future. Other forums, such as **Conversa – Legacy 2030: the legacy you leave**, fostered debate and reflection on different SDGs. **I+D AGRO** explored job opportunities, new technologies, local success stories, future projects and European and national funding.



By promoting leading scientific voices, PRISA Media helps young women discover role models that could shape their own future decisions. Other events, such as **Con voz de mujer** (With a woman's voice), give airtime to women from a range of different fields (politics, business, culture and sports), the goal being to inspire and promote a more egalitarian society.

Of course, 2021 was a year during which research was more vital than ever. And the Dial Awards were also eager to pay tribute to science by giving a voice to women scientists, role models for thousands of girls, and collaborating with Higher Council for Scientific Research (CSIC) projects.

Part of the proceeds from the gala of the 25th edition of the Dial Awards went to IPNA-CSIC projects, run by CSIC's center in Tenerife and a world leader in sustainable development on oceanic islands.



## SDG 5: Gender equality

PRISA Media, through Cadena Dial, continued with the **campaign Diversamente Iguales. Auténticamente Libres** (Diversely Equal. Authentically Free) in favor of a more diverse society, with equal rights and opportunities for all. Coinciding with International Day of Women and Girls in Science, Cadena Dial launched the initiative **Mx=C. Mujeres por igual en la ciencia** (Women's equality in science) to highlight the role of women scientists



## SDG 13: Climate action

In 2021, PRISA Media addressed the environmental crisis with a series of events, including the second edition of the **Making a Commitment Forum: Challenges after COP26. What can you do for sustainability?**, the series of events called **Zero Emission**, organized by EL PAÍS and Acciona, and **Sustainability Radar**, an initiative of EL PAÍS and Banco Santander. These events bring together experts in technology and the environment and business leaders to address the enormous challenge of climate change and to explore potential solutions.



The Making a Commitment Forum

EL PAÍS RETINA organized the first edition of the **Retina ECO Awards**, which seek to pay tribute to the best projects in the fight against climate change and for sustainability using technology.

LOS40 continued apace with its solid commitment to caring for the planet.

Initiatives included the environmental campaign **Tune into your planet**, which seeks to raise awareness and mobilize listeners, users and public opinion to adopt measures that have a positive impact on the environment. The campaign was promoted through its platforms LOS40, LOS40 Classic, LOS40 Dance and LOS40 Urban.

**LOS40 Music Awards** have become a powerful ally when it comes to giving greater visibility to the fight against climate change and, in the 2021 edition, to the issue of our seas and oceans by being held in the Balearic Islands, a region of outstanding natural value.

In an ongoing effort to raise awareness on climate change, Santillana has



LOS40 Music Awards

carried out a number of different initiatives, such as the **virtual exchange experience between high school students from Mexico and Colombia**. This involved virtual classes that tried to answer the question: **“How do you propose conserving the iconic tourist spots in your country?”**.

In some cases, environmental protection is also promoted with recycling campaigns to support local communities.



CONTRIBUTES TO SDG



## SDG 10: Reduced inequalities

At PRISA Media, EL PAÍS organized in Madrid and Barcelona the forum **Other ways of thinking about the city: ideas against inequality**, to support our cities in the wake of the pandemic and create a space in which new approaches are explored that combine environmental sustainability, socio-economic and gender equity with initiatives to reduce inequality as well as strategies that guarantee equal opportunities.

**Empty Spain**, organized by Cadena SER, was developed throughout 2021 as a nomadic forum with the aim of giving greater visibility to the rural environment and to explore how institutions are tackling the demographic challenge. Valuing the rurality of Spain is a way of reducing inequalities and may be achieved through business revitalization sparked by these forums.



The #Voyaser program (Guatemala)

Santillana's chief initiatives to reduce inequalities in 2021 included the donation of educational material to classroom libraries in low-income Mayan communities in Guatemala, implemented by the **Asociación Educadores Populares Reasentados** of Quiché, as well as to the NGO **Dona un libro, cambia una mente** (Donate a book, change a mind), which promotes the mass collection of books to create or strengthen libraries at Honduran public education centers. Financial contributions have also been made to the **Fundación Entreculturas / Fe y Alegría**, for the implementation of the program **#Voyaser**, which helps girls at risk of social exclusion to finish high school in Peru and Guatemala.



The #Voyaser program (Guatemala)



The #Voyaser program (Guatemala)



## SDG 17: Partnerships for the goals

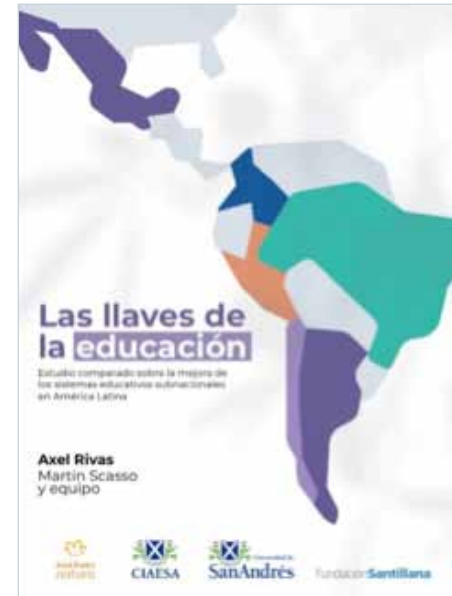
### The Fundación Santillana

Aimed at promoting debate and reflection on the education sector and its current challenges, the Fundación Santillana has focused its activity on Brazil and Argentina, above all.

In Brazil the Foundation promoted the weekly series of videos **Reflections for a post-pandemic world**, an initiative broadcast live on Facebook and YouTube. More than 80 education experts from the country have collaborated on this project.

The Foundation also participated in numerous events, such as the **PNE Observatory** on the National Education Plan, and it strengthened alliances with industry associations. Likewise, it has continued to support the **Gestão Escolar**, **Professores do Brasil Awards** and the **Viva Leitura Awards**, while continuing to publish its line of publications on the challenges facing the teaching profession or bilingual education. Noteworthy in this regard were the publications *Educação em movimento* and *Educação Bilíngue: como fazer?*

In **Argentina**, a number of webinars were organized, such as the virtual meetings **Learning to be a Director; Times, spaces and resources in hybrid learning**; and **Emotional Education in Early Stage**



**Learning.** Meanwhile, through its participation in events and its educational publications, the Foundation has strengthened its alliances with different national and international institutions, such as Unesco Chile, the Natura Institute, the Center for Research in Public Policies for Equity and Quality, and the School of Education of the University of San Andrés. Noteworthy publications include *The keys to education and The systemic improvement of education – Case studies from Latin America*, prepared and coordinated by the expert Axel Rivas.

For yet another year running. The Foundation threw its weight behind the **Vivalectura Awards**, an initiative that seeks to pay tribute to the most outstanding experiences in the area of reading promotion at a national level in different categories: school, society, reading among teachers and digital environments. Created by the National Ministry of Education as part of its National Reading Plan, it also enjoys the support of the Organization of Ibero-American States (OEI). In 2021, this award was declared of Educational Interest by the country's Ministry of Education.





AWARDS



AWARDS

## AWARDS

The Ondas Awards, the Ortega y Gasset Awards, the CincoDías Awards, the Dial Awards, the Radiolé Awards, the Retina ECO Awards, the As Sports Awards and the LOS40 Music Awards rightly rank among the world's most prestigious awards created for the promotion and recognition of outstanding achievement in the fields of journalism, culture, music, business innovation and sports. Each and every one of these awards, since its very first edition, has become a hallmark of excellence at PRISA, and, together, they are a source of great pride for the Group.

### THE ONDAS AWARDS

The 2021 Ondas Awards broke its own record with 550 nominations from 17 countries around the world.

The gala ceremony, held at the Teatre Coliseum in Barcelona, also welcomed the 2020 winners who'd been unable to pick up their awards the previous year due to the pandemic. Among 2021's big winners were **Radio Televisión Canaria** and the **Cadena SER News Services in the Canary Islands**, both for their coverage of the **La Palma volcanic eruption**. A special Ondas Award was given to **Iñaki Gabilondo** for his long and successful career at the service of radio and listeners.

2021 also saw the debut of a brand new category (best local radio program). The 2021 edition was also notable for the sharp increase in nominations in the category of best podcast or digital broadcast program and the record number of entries in the national television category.



Iñaki Gabilondo collects his 2021 Ondas Award from his granddaughter Marta

### THE ORTEGA Y GASSET JOURNALISM AWARDS 2021

The **Ortega y Gasset Journalism Awards**, created in 1984 by EL PAÍS, pay tribute to the most outstanding works of journalism, originally published in Spanish-language media during the previous year, recognizing, in particular, work that champions human rights, independence and rigor: in short all the hallmarks of excellent journalism. In 2021, the awards honored the public service nature of journalism during the year of the SARS-COV-2 pandemic, while not losing sight of the other enormous challenge facing the world: the environmental crisis.

The award for **Best Report or Investigation** – which honors the best text in print or digital media – went to *Las mujeres que ganaron al desierto* by **Isabela Ponce** (The women who beat the desert), which follows the struggle of four women in a semi-desert area of Ecuador as they get water to their crops. It was published in the Ecuadorian media outlet *GK*, which specializes in features on the environment, transparency and gender.

The report *A room, a bar and a classroom: how the coronavirus is spread through the air*, a special by Javier Salas and Mariano Zafra and published in *EL PAÍS*, received the award in the category of **Best Multimedia Coverage**, which recognizes the best work published in multimedia format in any digital media. The journalists used visual narrative to show how health measures can slow the spread of the coronavirus in three very different everyday scenarios. This article clocked up more than 12 million readers within a few days of publication and was praised by numerous international experts. “This multimedia report not only changed lives, it saved them. At a time when it was not yet well known how the aerosol transmission of the coronavirus worked, it was of great help to millions of readers. It is also the perfect expression of the public service nature of journalism, of journalism that helps people to make decisions”.

The prize for the **Best Photograph** honors the most outstanding photograph published in a print or digital communication medium. Photographer **Brais Lorenzo**, from the Efe agency, won the award for an image titled *Cumpleaños* (Birthday). Here, Elena Pérez is seen celebrating her 98th birthday in a nursing home in Ourense (Galicia). The nursing home had been one of the first places in the region to be hard hit by the pandemic, but it was now free of the disease.

The **Lifetime Career Award** pays tribute to an outstanding career in journalism and in 2021 went, unanimously, to **Carlos Fernando Chamorro**, a **Nicaraguan investigative journalist** who, from an early age, openly supported the fight to overthrow the dictatorship of Anastasio Somoza, un-



*Birthday*, by Brais Lorenzo

der which his father had been murdered when he was editor-in-chief of *La Prensa*. Chamorro has worked as a reporter, directed documentaries and has served as the Government’s Deputy Minister of Culture. He is currently the editor of the newspaper and news website *Confidencial*. He also presents the television program *Esta Semana* and is a member of the Governing Council of the Gabo Foundation. In January 2019, after threats from the Daniel Ortega regime, he went into exile in Costa Rica seeking political asylum. He remained there for ten months before returning to Nicaragua in November 2019. Several of the media outlets he oversees have been raided by the police on several occasions, with materials being confiscated.

## THE CINCO DÍAS AWARDS FOR BUSINESS INNOVATION

The **CincoDías Awards for Business Innovation**, now in their 14th edition, have become a key event in the business calendar. This year's outing for the awards was notable for the high number of nominees as well as the combined prestige of top-tier attendees at the gala, which brought together leading figures from the public and private sectors.



The CincoDías Awards for Business Innovation

The reputation enjoyed by the CincoDías Awards for Business Innovation is testament not only to the newspaper's prestige, but also to the broad interest aroused by innovation, a concept understood by CincoDías as a key value.

The award for **the Most Innovative Business Initiative in the field of New Technologies** went to Enagás and Acciona, for their project *Green & Digital Hydrogen Mallorca*, in which Cemex and IDAE also participate, and which seeks to decarbonise the Balearic Islands.

The award for **Most Innovative Business Initiative in the category of Corporate Social Responsibility** went to **the Cruzcampo Foundation** and its **scholarship program to attract young people with difficulties in finding a job** to the hospitality sector, in a project that's committed to personal and professional growth.

The award for **Most Innovative Business Initiative linked to a University went to Sensia Solutions**, a tech company linked to the Carlos III University of Madrid that helps industrial companies around the world to **reinforce the safety of their employees and facilities, optimize their operations and reduce their carbon footprint** through products based on infrared cameras and technologies

The award for **the Most Innovative Start-Up** honored the work of **Trucksters**, an operator of long-distance freight transport services with an innovative truck-relay system based on artificial intelligence and big data. Thanks to the **optimization of drivers' shifts**, these can **rest longer** at home, while transport gains in **efficiency, safety, speed and cost reduction**. Companies such as Porsche have invested and it was accelerated by Lanzadera, Juan Roig's entrepreneurial ecosystem.

The award for **the Most Innovative Manager** went to **Carlota Pi**, co-founder and executive chairperson of the energy utilities company Holaluz. An industrial engineer by training, she has more than 15 years of experience in the energy sector, both in Spain, as well as in the US and Germany.

## THE AS SPORTS AWARDS

**A year after the upheaval caused by COVID-19**, though sport began to get back on its feet, it had not yet fully returned to normal. Most of the major competitions returned to their usual fixtures, however, after the cataclysm that hit the 2020 calendar, and **the public returned to the stands across much of the world**. 2021 also served to get postponed competitions back on track, such as the Tokyo Olympics and the UEFA European Football Championship – and all of this was faithfully reflected at the AS Sports Awards.





The AS Sports Awards

Sustainable Development Goal 3 (Good Health and Well-being) seeks to reduce premature deaths from noncommunicable diseases by one third by 2030 through prevention and treatment and the promotion of mental health and well-being.

Sport can potentially make a key contribution to meeting this goal, and the AS Sports Awards are a celebration of men and women on the international sports scene who encourage the practice of sport among the general public.

In the **category of Lifetime Career**, the award went to **Felipe Benítez Reyes**. Meanwhile, **Fátima Gálvez** and **Alberto Fernández** received the award in the **Olympic category**, and **Susana Rodríguez** in the **Paralympic category**. **Carlos Alcaraz** was named the **Most Promising Newcomer** and **Luis Suárez** won the prize in the **Americas category**. Other winners included **Alexia Putellas** and **Karim Benzema**, **Atlético de Madrid**, the tennis player **Novak Djokovic**, sprint canoer **Teresa Portela** and sprint kayaker **Saúl Craviotto**, climber **Alberto Ginés**, karateka **Sandra Sánchez**, tennis player **Paula Badosa** and triple jumpers **Yulimar Rojas** and **Ana Peleteiro**. The **Trinidad Alfonso Foundation** won the award in the **social category**.

## THE RETINA ECO AWARDS

The **Retina ECO Awards**, organized by EL PAÍS in collaboration with Capgemini, pay tribute to innovative projects in the fields of combating climate change and of sustainability and in which technology plays an important role.

In 2020, the awards sought to recognize the merit of four companies or organizations and their corporate innovation projects in sustainability and the fight against climate change. The proposed project had to have a presence in Spain or be overseen from Spain.

The **green generation award** recognizes projects linked to the generation of clean and renewable energy, its distribution and transport or its storage, as well as self-consumption and distributed generation. It was won by **Repsol's Solmatch project**.

The **efficient consumption award** is aimed at projects that seek to reduce energy consumption, including smart buildings, energy efficiency in industrial environments, sensorization and monitoring systems, optimization and modeling of consumption. It was awarded to the **Zero Emissions Rural Site project**, by **Cellnex**.

The **smart mobility award** is intended for projects in the field of urban and interurban mobility, logistics and smart distribution, as well as smart cities and sustainable vehicles. It went to the **Airbus Zero Emissions project**.



The Retina ECO Awards



The **sustainable ecosystem award** pays tribute to projects with a sectoral or multi-company impact that seek sustainable development and progress in environmental projects, including green financing, the circular economy and offsetting emissions. The winner was a **joint project by Técnicas Reunidas and Reciclalia**.

## THE DIAL AWARDS

The gala of the 25th Dial Awards was held on November 23 at the Santa Cruz de Tenerife International Center for Trade Fairs and Congresses and, just like every year, it was a gala in which awards and solidarity went hand in hand.

The event saw the debut of *Virgen de las Nieves* by Melendi, a poetic tribute to those who suffered and continue to suffer from the La Palma volcano, and to whom all proceeds will go. The aid will be channeled through the **Fundación Canaria Taburiente Especial (Funcataes)**, a non-profit organization based in Los Llanos de Aridane, on the island of La Palma, whose purpose is to collaborate in the care of people with intellectual disabilities and which offers help and education that favors their integration into the workplace. It provides much-needed help to many people with disabilities



The Dial Awards

and their relatives or guardians, many of whom suffered first-hand the consequences of the volcanic eruption.

The Dial Awards' commitment to society was also made evident by the **tribute paid to science and the Higher Council for Scientific Research (CSIC) – and especially the role of women scientists in a year in which their work has proved vital**. Part of the gala proceeds went to research projects of the IPNA-CSIC (Institute of Natural Products and Agrobiology of Tenerife). In addition, **one of the prizes was awarded to the researcher and second deputy director of the IPNA-CSIC, Inés Pérez Martín**, on behalf of all female researchers in science in Spain. This initiative marked the culmination of the initiative **MX=C. Mujeres por igual en la ciencia** with which Cadena Dial has promoted the role of women in science throughout the year.

## THE LOS40 MUSIC AWARDS

The LOS40 Music awards contributed to **promoting the natural and cultural heritage of the Balearic Islands** with seven exclusive secret shows and three major concerts in iconic venues and areas rightly renowned for their outstanding natural beauty or cultural and historical value. These included the Quarries of S'Hostal and the Cova d'en Xoroi (both in Menorca), and the Bellver castle, the La Misericordia cultural center and the Teatre Principal d'Inca (all in Mallorca).

For the LOS40 Music Awards graphics, the **Majorcan artist Albert Pinya** took his cue from the marine fauna of the Balearic Islands as his starting point and used the occasion to champion respect for the environment.

LOS40 maintained in this edition its **solid commitment to the planet and to promoting initiatives in favor of the environment and sustainability**. This was reflected in the commitment to the use of local products in the menus – both at the nominees' dinner and at the gala itself – and in the choice of restaurants: **Casa Maca** as well as the chef with a green star for sustainability, **Andrés Genestra**. This represented a clear commitment to sustainability in food that respects the rhythms of nature and that strives to innovate



It was all in a good cause too, with Alalá, the Art and Culture Foundation for integration, being the night's big winner.

The gala was presented by Joaquín Hurtado and La Húngara, and winners included **Kiko Rivera** for best multimedia digital project, **Kiki Morente** who picked up the *Temple y Pureza* award, and **Mocedades** in honor of their 50-year musical career. **Rocío Dúrcal** was honored with a posthumous *in memoriam* award, which was collected by her daughter Shaila. Other awards went to **Pascual González and Cantores de Híspalis, Rosario, Marina Carmona, Barrul, Los del Río and Gonzalo Alhambra.**

The audience enjoyed performances by Ángela Carrasco, Demarco Flamen-co, Davinia, Antonio Moreno “El Polito”, Shaila Dúrcal, Carmen Lemos and La Familia Camarón.

through initiatives that preserve the environment by managing resources and eliminating waste.

In addition, **to reduce paper and cut CO<sub>2</sub>**, for the first time ever, LOS40 made an app available to the more than 500 people attending, including guests, partners and the media, as an alternative to physical invitations.

Also, for the gala held at the Palma de Mallorca Velodrome, **13 smart 240L containers were installed** (7 for paper, 4 for glass and 2 for packaging) which, thanks to their monitoring systems, measured the amount of waste in real time at the points where it was generated.

Finally, a special red-carpet initiative saw the artists respond to a range of prompts related to sustainability and the protection of the planet.

## THE RADIOLÉ AWARDS

The gala for the **2021 Radiolé Awards** was held on October 29 at the Seville Conference and Exhibition Center (FIBES). These awards each year **recognize the careers, work and popularity of the top artists in Spanish music.**



# DESIRABLE



## 5. APPENDICES

ANEXOS





# APPLICATION AND SCOPE OF THIS REPORT

This *Sustainability Report* is aligned with and complements the *Statement of Non-Financial Information*, independently verified and included in the *Management Report of the Consolidated Report 2021* 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 2021, 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.

Furthermore, the data provided are either an aggregate of all the information at a Group level or broken down by business unit, 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 *Sustainability Report* contains information on the Group's business units – PRISA Media and Santillana – 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 the Sustainable Development Goals of the 2030 Agenda, 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. In terms of GRI Sustainability Reporting Standards, this report has been prepared in accordance with the Core level.

In accordance with GRI guidelines, PRISA has carried out a materiality analysis. This analysis identified all those environmental, social and eco-

conomic aspects that are significant and relevant 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: *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 2021.

## 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 SUSTAINABILITY REPORTING STANDARDS, UN GLOBAL COMPACT PRINCIPLES AND SUSTAINABLE DEVELOPMENT GOALS**

GENERAL DISCLOSURES GRI STANDARD					
GRI STANDARD	DISCLOSURE TITLE	SECTION	PAGE / OMISSION / Comments	SDG	GLOBAL COMPACT
<b>ORGANIZATIONAL PROFILE</b>					
102-1	Name of the organization	• PRISA, a global group	Promotora de Informaciones SA (PRISA)		
102-2	Activities, brands, products, and services	• PRISA, a global group • Main figures	7, 9, 12, 30, 31 PRISA does not market any prohibited or litigated products		
102-3	Location of headquarters	• PRISA, a global group	9-10		
102-4	Location of operations	• PRISA, a global group	9-10		
102-5	Ownership and legal form	• Shareholders and investors	106, Annual Corporate Governance Report (IACG) 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	9, 10, 19-35		
102-7	Scale of the organization	• Main figures	9, 30-35		
102-8	Information on employees and other workers	• of our professionals	9, 60-66	5: Gender Equality 8: Decent Work and Economic Growth	
102-9	Supply chain	• of our suppliers	74		
102-10	Significant changes to the organization and its supply chain	• Corporate governance	85		
<b>PARTICIPATION AND EXTERNAL INITIATIVES</b>					
102-11	Precautionary Principle or approach	• Compliance and risk management	96-105		
102-12	External initiatives	• Year in review • Dialogue and communication with stakeholders • A commitment to society	13-18, 111-120		
102-13	Membership of associations	• Year in review • Corporate governance • A commitment to society	13-18, 111-120		
<b>STRATEGY</b>					
102-14	Statement from senior decision-maker	• Letters from the Chairman and CEO of PRISA	5		
102-15	Key impacts, risks, and opportunities	• A commitment to society • of our suppliers • Compliance and risk management • Appendix	74-80, 96-106, IACG		

GENERAL DISCLOSURES GRI STANDARD					
GRI STANDARD	DISCLOSURE TITLE	SECTION	PAGE / OMISSION / Comments	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>	11,12	16: Peace and Justice Strong Institutions	10: Business should work against corruption in all its forms
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>	38-47, 98-105	16: Peace and Justice Strong Institutions	10: Business should work against corruption in all its forms
<b>CORPORATE GOVERNANCE</b>					
102-18	Governance structure	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	87-92, IAGC, <i>Company Bylaws, Rules of the Board of Directors</i> All committees of the Board of the Company have responsibility for decision-making on some or all economic, environmental and / or social	16: Peace and Justice Strong Institutions	10: Business should work against corruption in all its forms
102-19	Delegating authority	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	85-98	16: Peace and Justice Strong Institutions	
102-20	Executive-level responsibility for economic, environmental, and social topics	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	85-98 All committees of the Board of the Company have responsibility for decision-making on some or all economic, environmental and / or social	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>	38-47, 92-98	16: Peace and Justice Strong Institutions	
102-22	Composition of the highest governance body and its committees	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	85-89, IACG, <i>Rules of the Board of Directors</i>	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>	85-89, <i>Rules of the Board of Directors</i>	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>	85-89, <i>Rules of the Board of Directors</i>	5: Gender Equality 16: Peace and Justice Strong Institutions	10: Business should work against corruption in all its forms
102-25	Conflicts of interest	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	90	16: Peace and Justice Strong Institutions	10: Business should work against corruption in all its forms
<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>	85-95, Annual Corporate Governance Report (IACG), Rules of the Board of Directors		
<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>	78-85, IACG, <i>Rules of the Board of Directors</i>		
102-28	Evaluating the highest governance body's performance	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	85, 8IACG, <i>Rules of the Board of Directors</i>		10: Business should work against corruption in all its forms

GENERAL DISCLOSURES GRI STANDARD					
GRI STANDARD	DISCLOSURE TITLE	SECTION	PAGE / OMISSION / Comments	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>• A commitment to society: Introduction</li> </ul>	38-47, 87-88, 98-106, 111-120, Rules of the Board of Directors, Annual Corporate Governance Report	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>	87-88, 98-10, Rules of the Board of Directors, IAGC		
102-31	Review of economic, environmental, and social topics	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	87-88, Rules of the Board of Directors, IAGC		
<b>HIGHEST GOVERNANCE BODY'S ROLE IN SUSTAINABILITY REPORTING</b>					
102-32	Highest governance body's role in sustainability reporting	<ul style="list-style-type: none"> <li>• Corporate governance</li> </ul>	The Board of Directors of PRISA supervises and approves the 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>	11-12, 85-86, 98-106, IAGC		
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		16: Peace and Justice Strong Institutions	
<b>STAKEHOLDER ENGAGEMENT</b>					
102-40	List of stakeholder groups	<ul style="list-style-type: none"> <li>• Dialogue and communication with stakeholders</li> </ul>	39		
102-41	Collective bargaining agreements	<ul style="list-style-type: none"> <li>• Responsible management of our professionals</li> </ul>	65-66	8: Business should undertake initiatives to promote greater environmental responsibility	3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
102-42	Identifying and selecting stakeholders	<ul style="list-style-type: none"> <li>• Dialogue and communication with stakeholders</li> </ul>	39		
102-43	Approach to stakeholder engagement	<ul style="list-style-type: none"> <li>• Dialogue and communication with stakeholders</li> </ul>	39-47, 91-92 PRISA and its business units regularly conduct satisfaction surveys among users and listeners		
102-44	Key topics and concerns raised	<ul style="list-style-type: none"> <li>• Materiality analysis</li> </ul>	40 PRISA and its business units regularly conduct satisfaction surveys among users and listeners		

GENERAL DISCLOSURES GRI STANDARD					
GRI STANDARD	DISCLOSURE TITLE	SECTION	PAGE / OMISSION / Comments	SDG	GLOBAL COMPACT
<b>MATERIAL TOPICS AND THEIR BOUNDARIES</b>					
102-45	Entities included in the consolidated financial statements	• Appendix	IAGC		
102-46	Defining report content and topic Boundaries	• Materiality analysis • Appendix	40, 130-131		
102-47	List of material topics	• Materiality analysis	40		
102-48	Restatements of information	• Appendix	130-131		
102-49	Changes in reporting	• Appendix	130-131		
<b>REPORT PROFILE</b>					
102-50	Reporting period	• Appendix	130-131		
102-51	Date of most recent report	• Appendix	130-131		
102-52	Reporting cycle	• Appendix	PRISA issues its sustainability report on an annual basis		
102-53	Contact point for questions regarding the report	• Appendix	146		
<b>GRI Index</b>					
102-54	Claims of reporting in accordance with the GRI Standards	• Appendix	127-128		
102-55	GRI content index	• Appendix	132-144		
<b>Verification</b>					
102-56	External assurance		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	39-47		
103-2	The management approach and its components	• Materiality analysis	39-47		

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TOPIC SPECIFIC DISCLOSURES GRI STANDARDS

Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact
<b>ECONOMIC ASPECT</b>								
<b>Economic Performance</b>								
Creation of sustainable value for our stakeholders.	Mixed	201-1	Direct economic value generated and distributed	A Commitment to Society	111	Grupo	8. Decent Work and Economic Growth 9. Industry, Innovation and Infrastructure 13. Climate Action	
		201-2	Financial implications and other risks and opportunities due to climate change	• Responsible management of the environment	75-80	Grupo		
		M1	Funding and any other significant support received from non-government sources	Financing from the World Bank, CDTI, Ministry of Industry, Google has financed some technological projects of the Group		Grupo		
<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	60-66	Grupo	1. No Poverty 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	60-66			
<b>Indirect 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 • A commitment to society: Introduction	48-60, 114-120	Group	4. Quality Education 5. Gender Equality 8. Decent Work and Economic Growth 9. Industry, Innovation and Infrastructure 10. Reduced Inequality 13. Climate Action 16. Peace and Justice Strong Institutions 17. Partnerships	
		203-2	Significant indirect economic impacts	• Creation and distribution of contents	48-60			
<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	74	Group	to achieve the Goal 8. Decent Work and Economic Growth 12. Responsible Consumption and Production	
<b>Public policy</b>								
Regulatory Compliance	Mixed	205-1	Communication and training about anti-extortion and bribery corruption policies and procedures	• Compliance and risk management	96-105	Group	16. Peace and Justice Strong Institutions	10. Business should work against corruption in all its forms
		205-2	Confirmed incidents of corruption and actions taken	• Compliance and risk management	98-105			
		205-3	Confirmed incidents of corruption and actions taken	• Compliance and risk management	98-105			

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS									
Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact	
Regulatory Compliance									
Regulatory Compliance	Mixed	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	• Compliance and risk management	105	Group	16. Peace and Justice Strong Institutions	10. Business should work against corruption in all its forms	
Responsible management of tax policy	Mixed	207-1	Approach to tax	• Responsible management of tax policy	103		1. No Poverty 10.Reduced Inequality 17. Partnerships to achieve the Goat		
	Mixed	207-2	Tax governance, control, and risk management	• Responsible management of tax policy	103				
	Mixed	207-3	Stakeholder engagement and management of concerns related to tax	• Responsible management of tax policy	103				
	Mixed	207-4	Country-by-country reporting	• Responsible management of tax policy	103				
ENVIRONMENTAL ASPECTS									
Materials									
Responsible management of environmental resources	Mixed	301-1	Materials used by weight or volume	• Responsible management of the environment	78-80	Group	8. Decent Work and Economic Growth 12. Responsible Consumption and Production	7. Business should support a precautionary approach to environmental challenges 8.Business should undertake initiatives to promote greater environmental responsibility 9. Business should encourage the development and diffusion of environmentally friendly technologies.	
		301-2	Recycled input materials used	• Responsible management of the environment	78-80				
		301-3	Reclaimed products and their packaging materials	During 2021, no initiatives have been identified in this regard					
Energy									
Responsible management of environmental resources		302-1	Energy consumption within the organization	• Responsible management of the environment	78-79	Group	7. Affordable and clean energy 8. Decent Work and Economic Growth 12. Responsible Consumption and Production 13. Climate Action	7. Business should support a precautionary approach to environmental challenges 8. Business should undertake initiatives to promote greater environmental responsibility 9. Business should encourage the development and diffusion of environmentally friendly technologies.	
		302-2	Energy consumption outside of the organization	Energy consumption outside the organization is not deemed to be significant for the sector and, as such, this means that the company can do little directly to reduce said energy use in its day-to-day operations		N. A.			
	Mixed		302-3	Energy intensity	The Group's energy intensity (Gwh / € millions of revenue) iss 36,5				Group
			302-4	Reduction of energy consumption	• Responsible management of the environment	78-79			Group
		302-5	Reductions in energy requirements of products and services	No products are sold that might require, the direct consumption of any energy.		N. A.			

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS

Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact
<b>Water</b>								
Responsible management of environmental resources		303-1	Interactions with water as a shared resource	• Responsible management of the environment	78	Group	6. Clear water and sanitation 12. Responsible Consumption and Production	7. Business should support a precautionary approach to environmental challenges 8. Business should undertake initiatives to promote greater environmental responsibility 9. Business should encourage the development and diffusion of environmentally friendly technologies.
		303-3	Water withdrawal	• Responsible management of the environment	All water used is obtained from local public mains supply	Group		
		303-4	Water discharge	• Responsible management of the environment	Discharged water does not generate a significant impact on bodies of water and, as such, does not require specific treatment, since water is employed, fundamentally, for sanitary use and for cleaning the facilities	N. A.		
		303-5	Water consumption	• Responsible management of the environment	78	Group		
<b>Biodiversity</b>								
Responsible management of environmental resources		304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity	Not material		N. A.	6. Clean water and sanitation 14. Life bellow water 15. Life on land	7. Business should support a precautionary approach to environmental challenges 8. Business should undertake initiatives to promote greater environmental responsibility 9. Business should encourage the development and diffusion of environmentally friendly technologies
		304-2	Significant impacts of activities, products, and services on biodiversity	Not material		N. A.		
		304-3	Habitats protected or restored	Not material		N.A.		
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not material		N.A.		
<b>Emissions</b>								
Responsible management of environmental resources	Mixed	305-1	Direct (Scope 1) GHG emissions	• Responsible management of the environment	80	Grupo	3. Good health and well-being 12. Responsible consumption and production 13. Climate action 15. Life on land	7. Business should support a precautionary approach to environmental challenges 8. Business should undertake initiatives to promote greater environmental responsibility 9. Business should encourage the development and diffusion of environmentally friendly technologies
		305-2	Energy indirect (Scope 2) GHG emissions	• Responsible management of the environment	80	Grupo		
		305-3	Other indirect (Scope 3) GHG emissions	• Responsible management of the environment	80	Grupo		
		305-4	GHG emissions intensity	Group emissions intensity (Tn CO2 eq./ € millions in revenue) was: Scope 1: 0.9 Scope 2: 8.1 Scope 3: 39.2		Grupo		
		305-5	Reduction of GHG emissions	• Responsible management of the environment	79	Grupo		
		305-6	Emissions of ozone-depleting substances (ODS)	PRISA's activity does not generate ozone-depleting substances (ODS)		N.A.		
		305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	PRISA's activity does not generate emissions of nitrogen oxides (NOX), sulfur oxides (SOX) or other significant emissions		N.A.		

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS								
Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact
<b>Effluents and Waste</b>								
Responsible management of environmental resources	Mixed	306-1	Waste generation and significant waste-related impacts	• Responsible management of the environment	77-79	Grupo	11. Sustainable cities and communities 12. Responsible consumption and production	7. Business should support a precautionary approach to environmental challenges 8. Business should undertake initiatives to promote greater environmental responsibility 9. Business should encourage the development and diffusion of environmentally friendly technologies.
		306-2	Management of significant waste-related impacts	• Responsible management of the environment	77-79	Grupo		
		306-3	Waste generated	Not material		N. A.		
		306-4	Waste diverted from disposal	Not material		N. A.		
		306-5	Waste directed to disposal	Not material		N. A.		
<b>Regulatory Compliance</b>								
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	16. Peace and Justice Strong Institutions	8. Business should undertake initiatives to promote greater environmental responsibility
<b>Supplier Environmental Assessment</b>								
Responsible management of our professionals	Mixed	308-1	New suppliers that were screened using environmental criteria	• Responsible management of our suppliers	74	Grupo	12. Responsible Consumption and Production 13. Climate action	7. Business should support a precautionary approach to environmental challenges 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		
<b>SOCIAL ASPECTS</b>								
<b>Labor practice and decent work / Employment</b>								
Responsible management of our professionals	Internal	401-1	New employee hires and employee turnover	• Responsible management of our professionals	60-66	Group	3. Good Health and Well-being 8. Decent Work and Economic Growth 10. Reduced Inequality	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 parttime employees	• Responsible management of our professionals	60-66			
<b>Labor/Management Relations</b>								
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	8. Decent Work and Economic Growth	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS

Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact
<b>Occupational Health and Safety</b>								
Responsible management of our professionals	Mixed	403-1	Occupational health and safety management system	• Responsible management of our professionals	64-65	Group	3. Good Health and Well-being 8. Decent Work and Economic Growth 16. Peace and Justice Strong Institutions	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.
		403-3	Occupational health services	• Responsible management of our professionals	64-65	Group		
		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. In Spain, there is a Health and Safety Committee		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		
		403-9	Work-related injuries	• Responsible management of our professionals	64-65	Group		
		403-10	Work-related ill health	• Responsible management of our professionals	64-65	Group		
<b>Training and Education</b>								
Talent management	Internal	404-1	Average hours of training per year per employee	• Responsible management of our professionals	65-66	Group	4. Quality Education 5. Gender Equality 8. Decent Work and Economic Growth 10. Reduced Inequality	
		404-2	Programs for upgrading employee skills and transition assistance programs	• Responsible management of our professionals	65-66			
<b>Diversity and Equal Opportunity</b>								
Equal opportunities	Internal	405-1	Corporate governance and Of our professionals	• Corporate governance	65-66, 87-89	Group	5. Gender Equality 8. Decent Work and Economic Growth 10. Reduced Inequality	6. Businesses should support the elimination of discrimination in respect of employment and occupation
				• Responsible management of our professionals				
<b>Equal pay for men and women</b>								
Equal opportunities	Internal	405-2	Ratio of basic salary and remuneration of women to men	• Responsible management of our professionals	62-63	Group	5. Gender Equality 8. Decent Work and Economic Growth 10. Reduced Inequality	



TOPIC SPECIFIC DISCLOSURES GRI STANDARDS								
Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact
HUMAN RIGHTS								
Non-discrimination								
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>	65-66, 98-105	Group	5. Gender Equality 8. Decent Work and Economic Growth	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. 6. Businesses should support the elimination of discrimination in respect of employment and occupation
Freedom of Association and Collective Bargaining								
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>	74 PRISA has a supplier approval process in place	Group	8. Decent Work and Economic Growth	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. 3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
Child Labor								
Respect for Human Rights	Mixed	408-1	Operations and suppliers at significant risk for incidents of child labor	<ul style="list-style-type: none"> <li>Responsible management of our suppliers</li> </ul>	74 PRISA has a supplier approval process in place	Group	8. Decent Work and Economic Growth 16. Peace and Justice Strong Institutions	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. 5. Businesses should work for the effective abolition of child labour

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS

Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact
<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	<ul style="list-style-type: none"> <li>Responsible management of our suppliers</li> </ul>	74 PRISA has a supplier approval process in place	Group	8. Decent Work and Economic Growth	4. Apoyar la eliBusinesses 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	16. Peace and Justice Strong Institutions	<ol style="list-style-type: none"> <li>Businesses should support and respect the protection of internationally proclaimed human rights</li> <li>Businesses should make sure that they are not complicit in human right abuses.</li> </ol>
<b>Rights of Indigenous Peoples</b>								
Respect for Human Rights	Mixed	411-1	Incidents of violations involving rights of indigenous peoples		Not material	N. A.		<ol style="list-style-type: none"> <li>Businesses should support and respect the protection of internationally proclaimed human rights</li> <li>Businesses should make sure that they are not complicit in human right abuses.</li> <li>Business should encourage the development and diffusion of environmentally friendly technologies</li> </ol>
<b>Assessment</b>								
Respect for Human Rights	Mixed	412-1	Operations that have been subject to human rights reviews or impact assessments	<ul style="list-style-type: none"> <li>Responsible management of our suppliers</li> </ul>	74 PRISA has a supplier approval process in place	Group	8. Decent Work and Economic Growth	<ol style="list-style-type: none"> <li>Businesses should support and respect the protection of internationally proclaimed human rights</li> <li>Businesses should make sure that they are not complicit in human right abuses.</li> <li>Business should encourage the development and diffusion of environmentally friendly technologies</li> </ol>

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS								
Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact
Investment								
Ethical management		412-2	Employee training on human rights policies or procedures	The Group does make available to all its employees the Code of Conduct which sets out basic principles in this area		N. A.	4. Quality Education 8. Decent Work and Economic Growth	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.
		412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	• Responsible management of our suppliers	74	Group		
SOCIETY								
Local Communities								
Contribution to the development and progress of society	Mixed	413-1	Operations with local community engagement, impact assessments, and development programs	• A commitment to society: Introduction	111-119	Group	1. No Poverty 2. Hambre cero 8. Decent Work and Economic Growth 11. Sustainable cities and communities	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
		413-2	Operations with significant actual and potential negative impacts on local communities		Not material	N. A.		
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	74	Group	5. Gender Equality 8. Decent Work and Economic Growth 16. Peace and Justice Strong Institutions	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
		414-2	Negative social impacts in the supply chain and actions taken	• Responsible management of our suppliers	74	N. A.		
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	16. Peace and Justice Strong Institutions	10. Business should work against corruption in all its forms, including extortion and bribery
PRODUCT RESPONSIBILITY								
Customer Health and Safety								
Honest and rigorous communication		416-1	Assessment of the health and safety impacts of product and service categories	Not material		N. A.	16. Peace and Justice Strong Institutions	
		416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not material		N. A.		

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS

Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact
Marketing and Labeling of products and services								
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>	75-79	Group	12. Responsible Consumption and Production 16. Peace and Justice Strong Institutions	
		417-2	Incidents of non-compliance concerning product and service information and labeling		No cases have been identified during the period covered by this report	Group		
Marketing communications								
Regulatory Compliance	Mixed	417-3	Incidents of non-compliance concerning marketing communications	In 2021 there have been no cases of non-compliance with regulations or voluntary codes with regard to marketing communications, advertising, promotions or sponsorship		Group	12. Responsible Consumption and Production 16. Peace and Justice Strong Institutions	
Customer Privacy								
Regulatory Compliance	Mixed	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2021 there have been no cases of non-compliance with regulations or voluntary codes with regard to marketing communications, advertising, promotions or sponsorship		Group	16. Peace and Justice Strong Institutions	
Regulatory Compliance								
Regulatory Compliance	Mixed	419-1	Non-compliance with laws and regulations in the social and economic area	<ul style="list-style-type: none"> <li>Compliance and risk management</li> </ul>	98-102	Group	16. Peace and Justice Strong Institutions	
Content creation								
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>	9, 11-12, 48-60	Group	16. Peace and Justice Strong Institutions	
		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>	9, 11-12, 48-60	Group		
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>Operational and organizational principles for group editorial governance</li> </ul>	19-28, 48-60, 67, 92-95	Group	10. Reduced Inequality 16. Peace and Justice Strong Institutions	
		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>	19-28, 48-60, 67, 92-95	Group		

TOPIC SPECIFIC DISCLOSURES GRI STANDARDS								
Identified material aspects	Material Aspects Boundary	GRI indicator	Description	Section	Page / Omission / Comments	Scope	SDG	Global Compact
Audience Interaction								
Digital transformation	Mixed	M6	Methods to interact with audiences and results	<ul style="list-style-type: none"> <li>• Year in review</li> <li>• Business areas</li> <li>• Responsible management of our users</li> </ul>	14-28, 32-35	Group	9. Industry, innovation and infrastructure 16. Peace and Justice Strong Institutions	
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>• Year in Review</li> <li>• Business areas</li> </ul>	14-28	Group	4. Quality education	

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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.





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