

# Education changes the future

Corporate Report 2014













The chief objective of our company is to foster better education that will prepare our children to live successfully in today's society.



Throughout 2013, SANTILLANA has consolidated its various educational projects in the 22 countries where it operates, while at the same time expanding the scope of its new educational initiatives to other Latin American markets. Providing a management framework that is flexible, transparent and in constant dialogue with society is essential if we are to recognize and define the educational needs of each country. This, in turn, enables us to respond appropriately. Ultimately, our chief objective is: to foster better education that will prepare our children to live successfully in today's society. To nurture children and young people schooled in the values of democracy, pluralism and critical thinking, who are capable of acquiring an optimum level of knowledge, as well as both intellectual and social skills.

For some time now, SANTILLANA has been striving to provide schools, teachers, students and parents with not only quality content but also a much more integrated service that incorporates technology, learning, and advice throughout the learning cycle. A closer relationship makes us both partners and stewards of the education process.

SANTILLANA's commitment to digital seeks to adapt to the different needs of the market and to the pace of technological implementation in each school.



In this sense, SANTILLANA's commitment to digital seeks to adapt to the different needs of the market and to the pace of technological implementation in each school. In addition to print-textbooks or those in digital formats, we develop applications and educational tools, learning and school management platforms, as well as two of

the initiatives that best express the company's commitment to a comprehensive, integrated and innovative education: Sistema UNO and SANTI-LLANA Compartir—both aimed at the Latin American market. At year end, more than 400,000 students were learning with these initiatives.

In the Spanish context, despite the economic downturn, our performance was better than the market average, both in education and in general publishing and trade books. Since 2013, SANTI-LLANA has been working hard to conceptualize and develop a new educational project adapted to the new Organic Law for the Improvement of Educational Quality (LOMCE), which comes into effect during the 2014-2015 course. Titled *Saber Hacer*, this project enables users to acquire skills in each curriculum area, achieve educational excellence and develop their individual talents.

In the field of general-interest publishing and trade books\*, this year's performance was similar to that of the previous year, with weak consumer spending in Spain and an increased strength and dynamism throughout the economies of Latin America.

At a difficult time for the entire industry, we have been able to offer readers a solid and solvent publishing plan, which has been welcomed by the world of culture.

Miguel Ángel Cayuela  
CEO

A handwritten signature in black ink, appearing to read 'M. Cayuela', written in a cursive style.

\* At the close of this corporate report, SANTILLANA has decided to focus all its activities on education by selling its trade imprints to Penguin Random House.



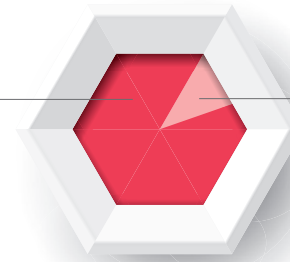






# Areas of activity

88.9%  
Education



11.1%  
General-interest  
and trade  
imprints

## Education

### Educational content

Educational material for state-regulated education: Preschool, Primary, Secondary, Bachillerato, Vocational Education and other training cycles.



### Learning management systems

An innovative framework for interacting with education centers and together addressing the challenges of the 21st century.



SANTILLANA.COMPARTIR



### Innovation in ICT

Education initiatives that go far beyond state-regulated education: apps, social media and networks for teachers, study aids.



### Children's and young people's literature

Literature geared towards children and young people aimed at developing student reading skills and at fostering creativity.



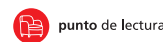
### Language learning

High-quality material for English, French and Spanish language-learning for all education stages and for adults.



## Trade imprints

Literature, essay, travel guides, leisure and food, nonfiction and reference, children's literature and paperbacks.



# Educational content



SANTILLANA develops educational content and materials for students and teachers at all stages: Pre-school, Primary, Secondary, Bachillerato, Vocational Education and other training cycles. The company contributes to the education of more than 28 million students in Spain and Latin America. What's more, SANTILLANA takes full advantage of the full potential of new technologies to offer schools all the necessary digital resources for personalizing learning.

## MATERIALS

- **Textbooks** in Spanish, Portuguese and English that respond to the diversity of educational models in each country. In Spain, in addition, books are published in all official languages of the state (Spanish, Catalan, Galician and Basque).
- **Libro Media and LibroNet:** Two digital book options that enable varying degrees of leverage of the full potential of multimedia. Both incorporate a wide range of engaging, interactive activities to review the key concepts of each subject.
- **Platforms for teachers and educational applications** that allow material to be consumed both offline and online, and that facilitate a connection

More than 28 million students in Spain and Latin America learn with SANTILLANA content.

between student and teacher beyond the classroom.

- **Reference books with core content** of different subjects such as dictionaries, which are developed in collaboration with the Association of Academies of the Spanish Language, and which are geared towards student learning: Americanisms, Pan Hispanic doubts, Spanish language ...
- **Resources for teachers** designed with the aim of facilitating their day-to-day work. These allow teachers to create flexible education pathways to suit every situation and to accompany the student right through until the end of the learning process, thereby offering a model of comprehensive and integrated assessment.
- **Virtual communities** that offer exclusive content and resources for educational communities.

## MARKET

SANTILLANA is the most important education group in the Spanish and Portuguese languages, with strong roots in Spanish-speaking markets, as well as in Brazil (Moderna), Portugal, the United States and the United Kingdom.



# Learning Management Systems

Digital transformation is encouraging the publishing sector to put forward alternative educational content that goes far beyond the traditional textbook. The mobility and diversity of devices foster the expansion of learning spaces and allow the educational community to connect across different learning-management platforms and systems.

This represents a golden opportunity to enhance the individual and collective capacities of students. Digitizing the classroom, developing skill sets and nurturing global citizens are just some of SANTILLANA's objectives as it strives to lead the transformation of the educational model and make the move from being a mere

publishing group to a fully fledged education company.

To this end, SANTILLANA is working on the research and development of models that can be adapted to the new educational ecosystem, fostering creative and critical thinking and the development of all those skills needed by the 21st-century student. The Sistema UNO Internacional and SANTILLANA Compartir have emerged as a result of this effort, both based on our conviction that the future will only change if we change education.



## Sistema UNO Internacional

This initiative was launched in 2011 as part of our commitment to changing the direction of the classroom and to overhauling the educational model. It applies to the entire school environment. It offers:

- Teaching materials, including print and digital books, iBooks, audio, videos, exercises, worksheets and guides for the training of teachers and parents.
- Two projects: SE (basic area in Spanish) and BE (Bilingual / Bicultural system).

Sistema UNO and SANTILLANA Compartir have emerged as a result our conviction that the future will only change if we change education.

- The digitization of all classrooms enabling them to use the virtual platform.
- An iPad for each student as a learning resource for the construction of learning skills.
- Ongoing training for the entire school community.
- Ongoing evaluation of all activity.
- A methodology geared towards skills training with teaching materials for the effective development of intellectual, emotional, math and reading skills.
- An alliance with Cambridge English that allows students to certify English proficiency through apps for KET at year 6 and PET at year 9.

#### MARKET

Sistema UNO operates in Mexico, Brazil and Colombia. 2013 was a year of consolidation of the business model. 250,420 students and more than 13,274 digitized classrooms. Revenue of 63 million euros, 47.6% more than in 2012.

#### SANTILLANA Compartir

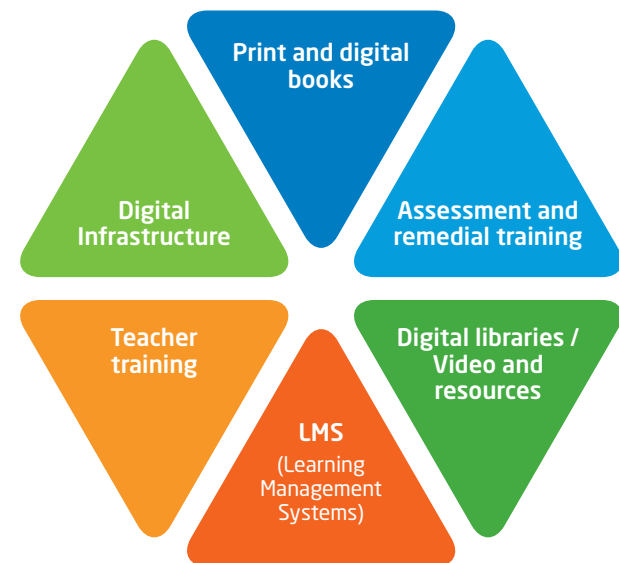
As with Sistema UNO, SANTILLANA Compartir, launched in 2012, accompanies each school during

its migration to a digital model. It is flexible and adaptable to each center and educational level, with individual schools being able to determine which subjects and which degree of digitization is most appropriate for each stage. SANTILLANA Compartir takes advantage of digital materials and resources already developed by SANTILLANA to then supply these to each school based on their needs. It offers:

- **Content:** textbooks (print and digital) in all areas and for all stages of education, and reference books: dictionaries, atlases, revision manuals, exercises and holiday study material, reading books and digital resources.
- **Technology:** digital whiteboards, interactive projectors, devices for teachers, connectivity, technical support, digitization of the school. Personalized ICT projects.
- **Academic Services:** LMS, school management services, collaborative work tools, teacher support materials, teaching guides, schedules, classroom materials, teacher training and evaluation.

#### MARKET

SANTILLANA Compartir was first launched in Mexico and has now begun operations in Brazil, Colombia and Argentina to reach a total of 185,045 students. In 2014 it is planned to roll out the model in a further ten countries.





# Innovation in ICT



In line with the transformation of the company, SANTILLANA is creating new projects that add value to traditional educational content. These are complementary products that enrich the learning process, creating a range of flexible products and content adapted to the new digital ecosystem.

- **Study aids website:** *Tareas y más* is the first comprehensive online study-aid service for students from 5th grade of Primary to 2nd year of Bachillerato and Selectividad, and aims to resolve students' doubts with regards to Spanish Language study, Literature, Mathematics, Physics and Chemistry. It delivers a threefold service: content, resolving doubts and self-assessment tests.
- **Audiovisual content:** *Twig-SANTILLANA* provides schools with over 1,000 original, high-quality videos that deliver realistic and scientifically rigorous, unpublished audiovisual content highly useful for Physics, Chemistry, Biology and Earth Science.
- **Educational applications:** *apps* for all ages, some in multilingual versions for Android and iOS (*Mica*, *Pupitre*, *Trazos LibroMedia*, *Visual Encyclopedia of Questions ...*).

SANTILLANA develops innovative projects adapted to the new digital ecosystem.

- **New collaborative environments for teachers and social networks:** created to foster interaction between teachers and to encourage communities-based work (*IneveryCrea* in Spain and Argentina).
- **Technology Platforms:** these integrate a *Learning Management System* and *Student Information System* that allows users to manage school and academic work.

## MARKET

New developments involve, to a greater or lesser extent, the whole company in all the 22 countries where it operates. These are projects with a global scope and vocation, and with a commitment to service in an increasingly competitive market.



# Children's and young people's literature

Encouraging creativity, reflection and critical thinking are priorities for SANTILLANA.

SANTILLANA's children's and young people's literature is published in Spain and Latin America through the trade imprints of Alfaguara Infantil y Juvenil and Salamandra (Brazil).

The output and catalog, within the framework Program for Improving Reading Comprehension, pursue the following objectives:

- To encourage students to enjoy reading.
- To foster creativity, reflection and critical thinking.
- To develop reading skills as the basis for learning.
- To create the habit of reading to promote a more comprehensive and integrated education.

Furthermore, SANTILLANA provides schools with teaching resources for classroom work and spaces

for creativity—aimed at enriching children's reading experiences and the daily practice of reading through innovative and enjoyable educational initiatives.

Alfaguara Infantil y Juvenil's catalog includes all those authors and works that have achieved national and international importance in the field of literature for children and young people in each country.

## MARKET

Implemented throughout the entire geographical area where the company operates.

Promotes imagination

Transforms reality

Nurtures values

Reveals new characters

Reveals other worlds

Provides culture





# Language Learning

To meet the growing demand for language learning, SANTILLANA boasts a solid offer for the teaching of English, French and Spanish for foreigners.

## Richmond

SANTILLANA has been publishing material for the teaching of English since the 1970s, and 1992 saw the launch of Richmond, an imprint designed to make English a motivating learning experience.

Teams of highly skilled native English professionals (authors, editors and teachers) are involved in the process of creation and development of materials. The contents are the result of collaboration among English-speaking authors, editors and teachers. Richmond also develops innovative teaching methods, by providing the teacher and student with digital resources that enhance the learning experience, while adapting to the reality of each center.

## SANTILLANA Français

SANTILLANA Français's philosophy is based on a motivational learning system that uses innovation

to adapt to the new changes. With the conviction that today's learner does not merely learn a language through repetition, SANTILLANA Français offers a dynamic catalog that is tailored to the needs of each student.

## SANTILLANA Español

SANTILLANA has a network of distributors in most European countries, Canada, Japan, Taiwan and Korea, and is also present through its offices in Portugal, the UK, Brazil and the United States. The ELE (Spanish as a Foreign Language) catalog draws on an extensive list of titles for the state-regulated teaching of Spanish in these countries.

### MARKET

Richmond boasts a strong market position in Primary and Secondary education. In Spain, SANTILLANA Français is the leader in the teaching of French and SANTILLANA Español has a strong presence in Brazil. Beyond the 22 SANTILLANA countries, the language-learning imprints are extending their presence to other international markets in Europe, North Africa and Asia.

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# Trade book imprints

The Alfaguara Award is one of the most prestigious literary prizes in Spanish.

PRISA EDICIONES's trade book imprints set the standard in the trade market for Spanish and Portuguese-language titles, and its output of works are available in bookstores and on e-commerce platforms in Europe, Latin America and USA.

- **Alfaguara.** One of the most prestigious labels in the field of literary fiction in the Spanish language on both sides of the Atlantic. The Alfaguara Award, one of the most renowned prizes in the world of culture, honors an unpublished novel written in Spanish. In 2013 it was won by the Spanish writer Jose Ovejero.
- **Taurus.** An exceptional witness to the development of contemporary thinking in the areas of politics, economics, history, science ...
- **Aguilar.** Nonfiction titles in Spanish that address the concerns and curiosity of the public.
- **Alfaguara Infantil y Juvenil / Altea.** The best children's and young people's literature encompassing authors and works that have achieved national and international renown.
- **Punto de Lectura.** The paperback imprint that covers all genres.

- **Suma de Letras.** Books written to entertain and that show that success is not incompatible with literary quality.
- **El País Aguilar.** Market leader in publishing quality travel guides and books on tourism and food.
- **Objetiva.** Prestigious Brazilian publisher in the field of general-interest titles: history, biography, politics, humor, essay and reference.

SANTILLANA also publishes other trade imprints and labels such as **Alamah**, for self-help, spirituality and self-development titles, and the collection of romance novels by **Manderley**.

## MARKET

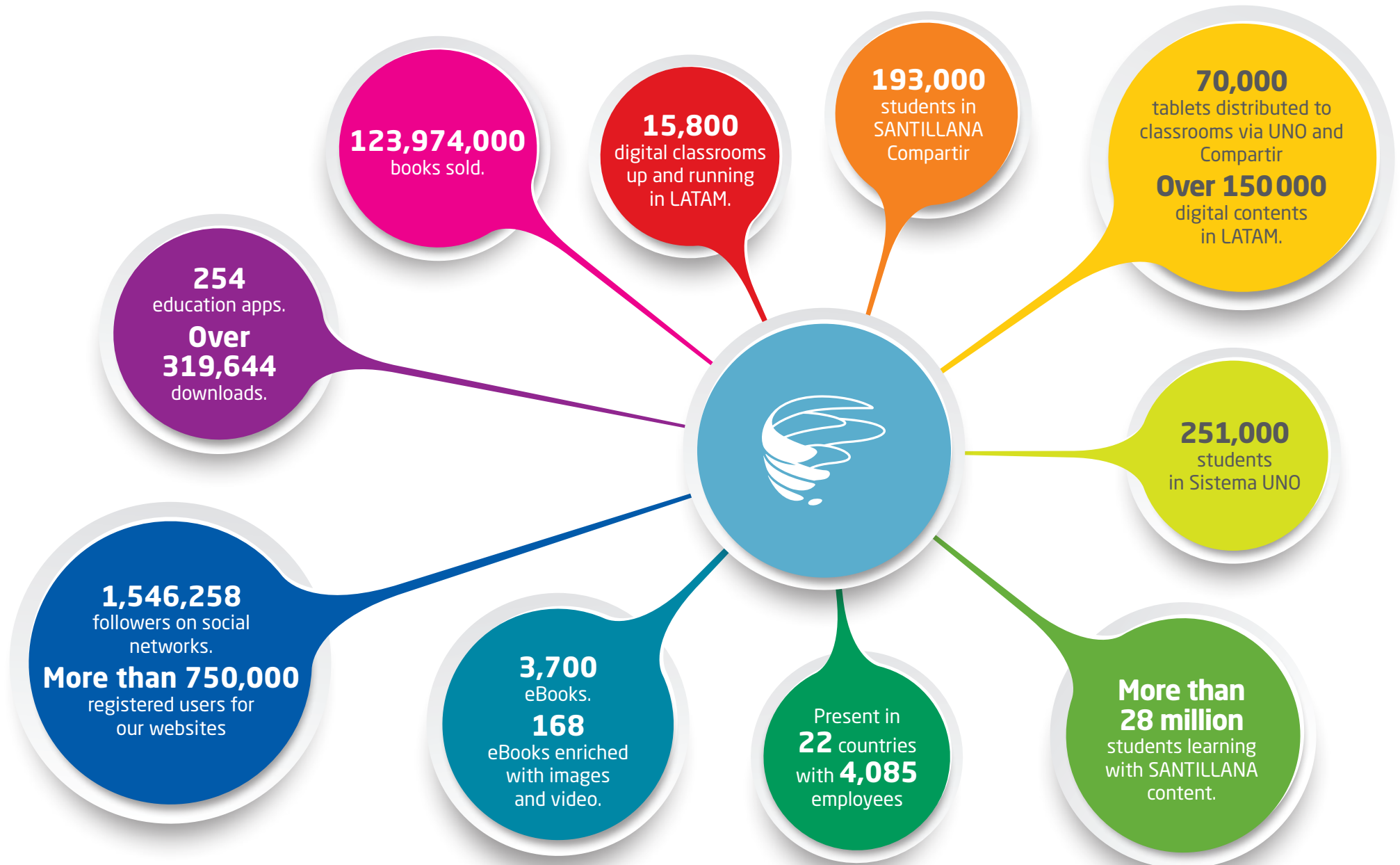
The contents of all imprints, sold in Spanish and Portuguese, are available across a wide range of electronic platforms in Europe, Latin America and United States.





# SANTILLANA in figures

In 2013 the company contributed 27% to PRISA revenues.



### Revenue by country (million euros)

	2011	%	2012	%	2013	%
Argentina	35,7	5	43,1	5,9	46	6,2
Bolivia	2,6	0,4	3	0,4	3,7	0,5
Brazil	249	34,6	206,6	28,2	232	31,4
Chile	33,7	4,7	39,3	5,4	35,1	4,8
Colombia	21,7	3	22,4	3,1	27,3	3,7
Dominican Republic	9,5	1,3	13,7	1,8	10	1,4
Ecuador	9,5	1,3	11,8	1,6	12,8	1,7
Mexico	88,1	12,2	103,6	14,1	110	14,9
Northern Central America *	15,8	2,2	20,1	2,7	18,7	2,5
Paraguay	2,5	0,3	2,9	0,4	2,2	0,3
Peru	20	2,8	45,9	6,3	32,5	4,4
Portugal	8,4	1,2	7,3	1	6,9	0,9
Puerto Rico	6,5	0,9	8,8	1,2	9,7	1,3
Southern Central America **	7,3	1	6,6	0,9	7,7	1
Spain	170,6	23,7	155,4	21,2	137,2	18,6
Uruguay	2,8	0,4	3,4	0,4	3,5	0,5
USA	6,8	0,9	9,6	1,3	10,1	1,4
Venezuela	29,9	4,1	30,1	4,1	32,9	4,5
	<b>720.4</b>	<b>100</b>	<b>733.6</b>	<b>100</b>	<b>738.3</b>	<b>100</b>

\* Guatemala, Honduras, El Salvador \*\* Costa Rica, Nicaragua, Panama

### Revenue by business area

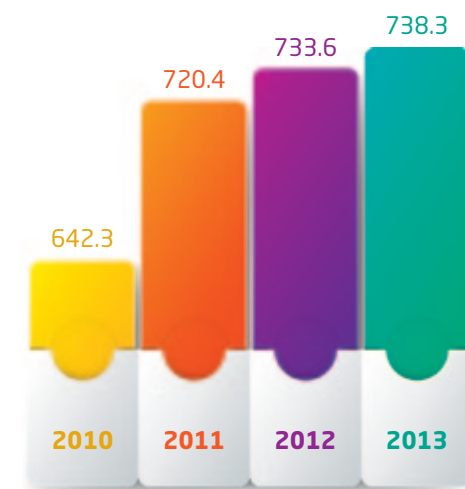
	2013	%
EDUCATION	479.5	64.9
LEARNING SYSTEMS	62.8	8.5
LANGUAGES	95.0	12.9
TRADE IMPRINTS	81.9	11.1
OTHER *	19.1	2.6
	<b>738.3</b>	<b>100</b>

\* non-publishing revenues

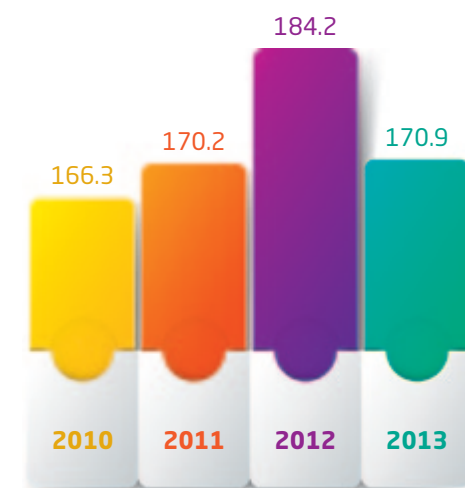
### Revenue by geographic region

	2012	2013	%
Spain	155.4	137.2	19.5
LATAM AND OTHER	578.2	601.1	80.5

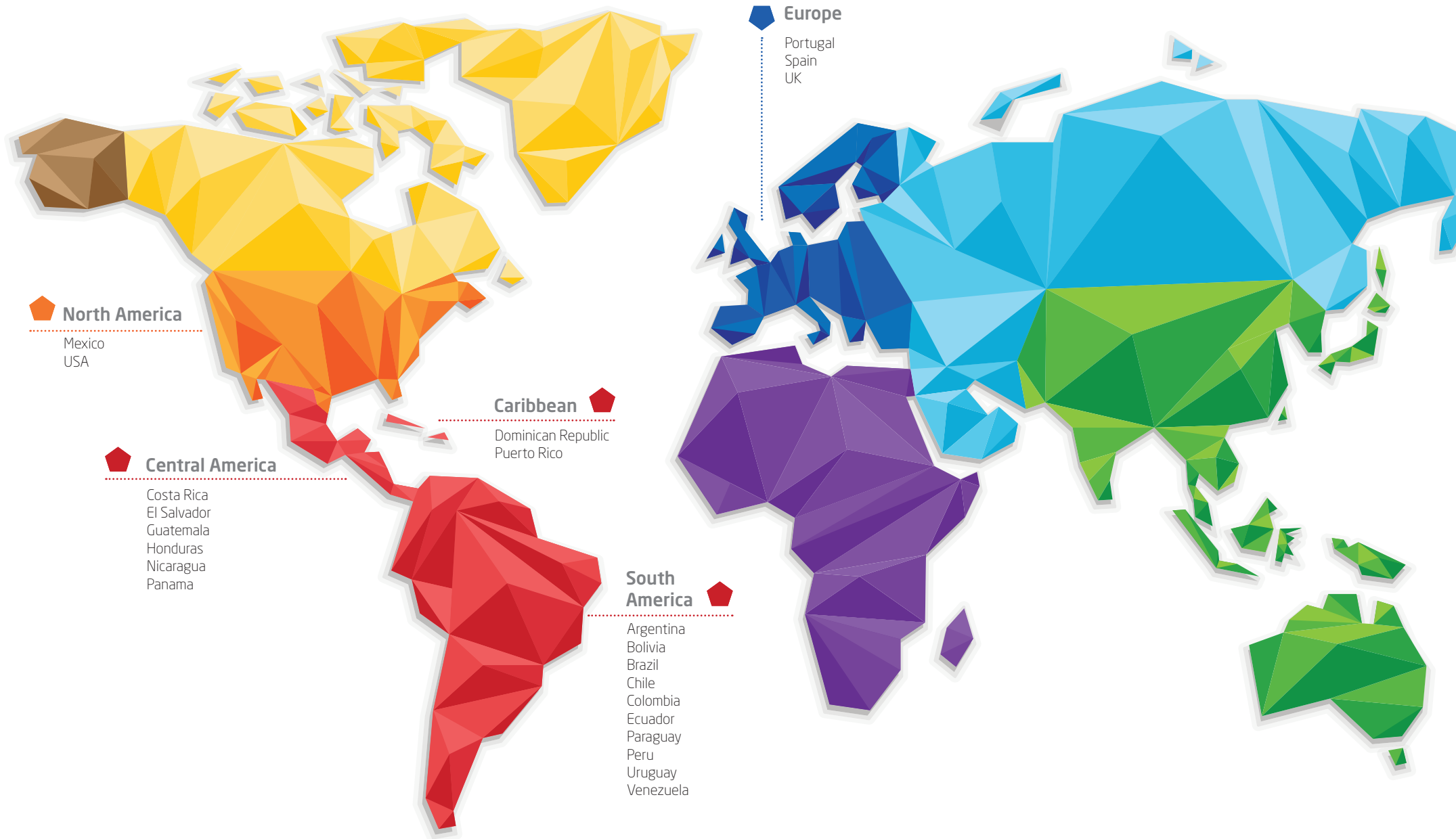
### OPERATING REVENUE



### EBITDA



# International presence





Launch year	Managing Director	Number of employees	Contribution to revenue
1963 ARGENTINA	David Delgado	342	6.2%
1994 BOLIVIA	Carola Ossio	33	0.5%
2001 BRAZIL	Sérgio Quadros	638	31.4%
1968 Chile	Mauricio Montenegro	163	4.8%
1988 Colombia	Alberto Polanco	263	3.7%
1994 Dominican Republic	Pedro Luis Ayuso	112	1.4%
1993 Ecuador	Carmen Ureña	129	1.7%
1972 Mexico	Juan Arzoz	600	14.9%
1995 NORTHERN CENTRAL AMERICA *	Luis Guillermo Bernal	154	2.5%
1997 Paraguay	Javier Barreto	22	0.3%
1981 Peru	Javier Laría	235	4.4%
1989 Portugal	Alberto Muñoz	62	0.9%
1991 Puerto Rico	Ignacio Romero	61	1.3%
1993 SOUTHERN CENTRAL AMERICA **	Luis Alonso González	125	1%
1960 Spain	Javier Caso	874	18.6%
1992 Uruguay	Fernando Rama	24	0.5%
1972 USA	Miguel Tapia	59	1.4%
1977 Venezuela	María Jesús Abad	179	4.5%

\* Guatemala, Honduras, El Salvador

\*\* Costa Rica, Nicaragua, Panama

## CORPORATE DIRECTORS AND MANAGEMENT

PRESIDENT (NON-EXECUTIVE)

**Ignacio Santillana**

CEO

**Miguel Ángel Cayuela**

GLOBAL DIRECTOR OF OPERATIONS

**Federico Blanco**

GLOBAL DIRECTOR OF EDUCATION

**Francisco Cuadrado**

GLOBAL DIRECTOR OF DIGITAL BUSINESSES AND NEW DEVELOPMENT

**Miguel Barrero**

GLOBAL DIRECTOR OF SISTEMA UNO

**Pablo Doberti**

GLOBAL DIRECTOR OF LANGUAGES

**Christopher West**

GLOBAL DIRECTOR OF TRADE BOOKS

**Armando Collazos**

DIRECTOR OF CORPORATE COMMUNICATIONS

**Rosa Junquera**

DIRECTOR OF INTERNATIONAL RELATIONS

**Mariano Jabonero**

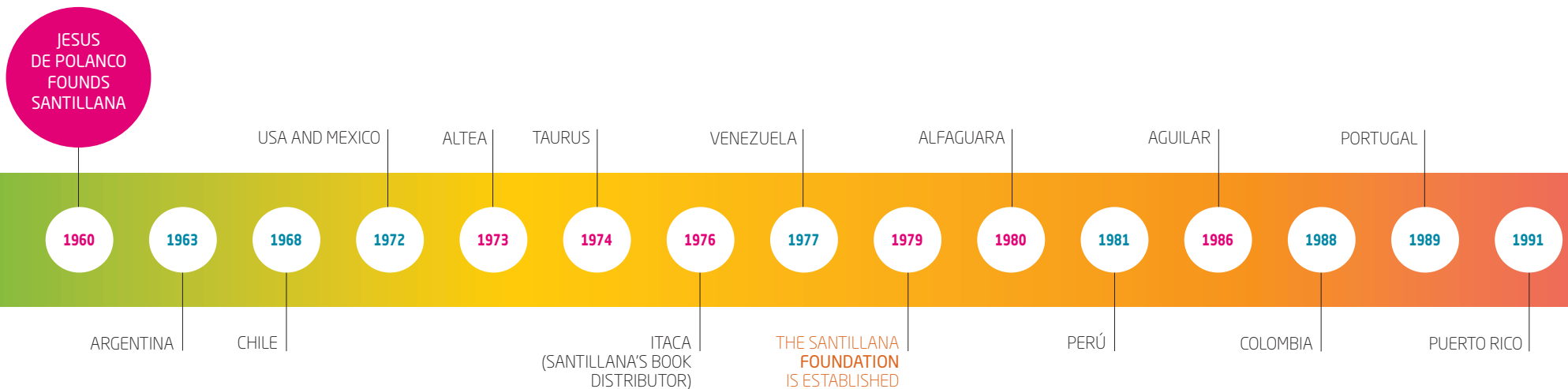
DIRECTOR OF HUMAN RESOURCES

**Francisco Lorente**

# Milestones in 2013



- Successful Visión XXUNO Congress, held in Orlando (Florida), with the theme “In search of a new school management.” The event received a rating of 9.9 for level of satisfaction and fulfillment of expectations from the 700 school principals from seven countries. **(1)**
- SANTILLANA **Compartir** starts operating in Argentina, Brazil and Colombia and prepares to expand to over ten further countries. **(2)**
- José Ovejero is presented with the **Alfaguara Novel Award** by Ignacio Santillana. **(3)**



● Year **SANTILLANA offices** were opened    ● Year **imprints** were founded or acquired

- The sensational worldwide bestseller, *The Truth About the Harry Quebert Affair* by Joël Dicker, is published by Alfaguara, (4)

- *Tareas y más* wins the **Simo Award** for Best Digital Course by a Publishing House

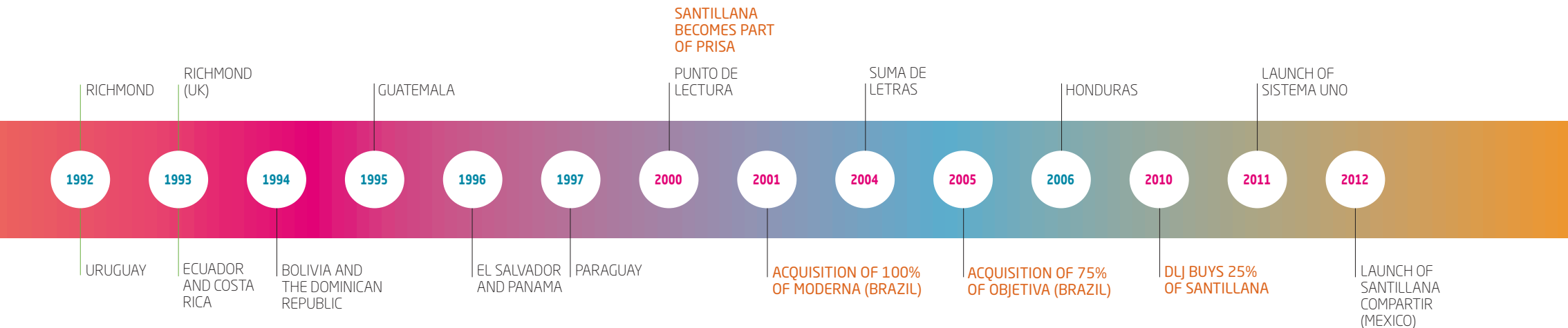
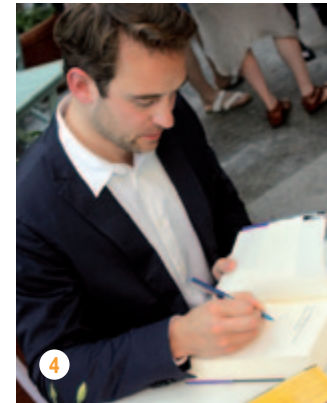
Meanwhile, the **app Pupitre** becomes a successful download and is recognized as 2013's Best App in the category of Children and Education at the **Tab innovation Awards**. (5)

Both awards are given in Madrid

- The Dominican Republic hosts the **Innovation in Education Forum**, with the participation of numerous international institutions in the field of Education.

- SANTILLANA confirms its **partnership** with **UNESCO** in Chile to improve Latin American Education.

- SANTILLANA and Prisa Ediciones join the **Ibero-american Congress on Culture**, held in Zaragoza (Spain), and actively participate in the **Sixth International Congress of Language** in Panama.









# Values

Our values are the basic ethical principles that inform SANTILLANA's culture. They determine the chief patterns of behavior in our company and guide the development of our business.

Pluralism, innovation, quality, independence and a commitment to society are the personal hallmarks of our brand and guide our managers and employees when working to develop educational and cultural projects that promote critical thinking.

Through these values, we seek to strengthen our position as a global benchmark in the education and culture markets, while never losing sight of all potential benefits to our stakeholders. Our vision, shared by the entire SANTILLANA organization, is developed within the framework of ongoing implementation of these values and this endeavor is amply demonstrated by the work of all group employees.

## Pluralism

We respect cultural diversity and accept the existence of **different ways of thinking**. As we work, we never lose sight of pluralism and the basic principles of a democratic society.



**Nilda Palacios**  
Multimedia Development  
Manager. SANTILLANA  
Argentina

"When we think about a new project, we consider not only the different approaches for the content but also the ways in which our products will be used in education centers, and always with a very real commitment in mind to improving education from a broad, diverse and plural outlook."

## Innovation

With over 50 years experience, SANTILLANA has always been at the forefront of the **latest trends and business opportunities** in order to better meet changing educational needs.



**Marta Bonet**  
Content Manager.  
SANTILLANA Spain

"Semantic technology, adaptive learning, flipped classroom methodology, the power of user communities and many other innovative experiences inform much of SANTILLANA's research, allowing us to explore alternative forms of teaching and learning in the Spanish and Portuguese-language education market."



Our values are the basic ethical principles that inform SANTILLANA's culture. They determine the chief patterns of behavior in our company and guide the development of our business.

## Quality

Our teams pursue the highest standards of **quality in all projects**, contributing to the success of the company and the satisfaction of our customers and readers.



**Nancy Ramirez**  
Director of Content.  
SANTILLANA Colombia

"We have a skilled, multidisciplinary team that works every day with determination and professionalism to come up with quality education initiatives, the result of increasingly rigorous, innovative and efficient processes. The challenge facing SANTILLANA is to continue creating excellent products and content that contribute to building a better society."

## Independence

We champion **freedom and independence** as basic principles among the employees of the company. We promote the transparency, accountability and integrity of our work.



**Gabriel Hernandez**  
Primary Level Editor.  
SANTILLANA Mexico

"At SANTILLANA we promote independence by ensuring that all teams have the resources and skills to carry out their work responsibly and autonomously within the code of ethics established by the company, so that together we achieve maximum personal and professional growth in all our areas."

## Commitment

We promote Education and Culture, two key areas for the fostering of **critical thinking among citizens**, for development of people and for building freer and fairer societies.



**Sônia Cunha**  
Publishing Director  
MODERNA Brazil

"We incorporate into all our launches the skills required for the 21st century. Two of the chief features of our projects are investment in significant learning and the development of student autonomy. This will help students become more active citizens who have a greater stake in society."

# Good governance



S ANTILLANA is a company that is committed to creating educational and cultural content that contributes to the development of a more democratic and sustainable society. Our employees are committed to their work and are aware of the importance of their activity for the promotion of critical thinking.

The company is committed to offering education in values by generating materials in line with the ethical pillars of the company: pluralism, innovation, commitment to education and culture, quality and independence.

in accordance with the **PRISA Code of Conduct**, effective from 2011 and mandatory for all workers in the group, the company is committed to transparency, good governance and social responsibility.

Another example of this commitment is the **Code of Conduct 2.0**, also championed by PRISA, which sets out patterns of behavior that all employees must adhere to in any digital environment (social networks, blogs ...).

In May 2013, SANTILLANA, together with PRISA's other business units, became a partner of the Spanish Global Compact Network

In 2013 SANTILLANA continued to follow a range of codes of conduct to ensure the rigor of the profession and whose goal is to avoid any actions that might undermine the quality of education. These include the **Code of Good Business Practices** signed in Spain with the National Association of Publishers of Books and Teaching Materials (ANELE), and in Peru, the **Commitment to Ethical Practices in the Sale of Textbooks**, signed with the Peruvian Book Publishers Association.

### CSR Observatory

Corporate Social Responsibility at SANTILLANA is conducted in collaboration with the PRISA CSR Observatory, a body made up of a multidisciplinary team of professionals from different areas: Human Resources, Technical and Communications.

This observatory meets monthly and acts as a catalyst and promoter of CSR activities both inside and outside the company, and across three main areas: the creation and distribution of content, responsible management, and social and cultural initiatives.

Among the main activities conducted at a cross-corporate level during 2013 were our collaboration with WWF **Earth Hour**, the Spanish tree-planting project **The Tree is Life**, collaboration with UNICEF on awareness campaigns and the promotion of volunteering through the campaign SOMOS.

Regarding our **Suppliers' Policy**, the publisher not only assesses economic and quality factors but also the supplier's integrity and compliance with tax obligations, labor, human rights and environmental protection.

### Agents of change

In 2011, PRISA launched the **Transformation Office**, a new project to adapt the company to the new digital ecosystem, and which affects the structure of the organization, the mentality and culture of employees and the development of all content and services that we offer.

In order to further advance its initiatives, SANTILLANA concluded 2013 with 28 agents of change in different countries, and in 2014 this figure increased to 40.





# People

Working at SANTILLANA means being part of a great team of professionals.



SANTILLANA boasts a team of professionals who see education as an essential means to changing the future. Members of our workforce carry out their activity committed to the values championed by the company: quality, innovation, pluralism, independence and commitment.

Today more than ever, SANTILLANA is investing in people with the goal of addressing the profound transformation that is taking SANTILLANA from being a mere publishing company towards being a fully-fledged education company.

This transformation requires us to embrace the new digital ecosystem and apply it to the current needs of the market with new products and services that go well beyond the traditional textbook.

To meet these new challenges, our human resources department continues to provide teams with the tools needed to enhance the professional skills of employees and to help them to integrate into the new culture of change. In addition, we have hired new staff who bring with them new knowledge, thereby integrating the company's long experience with new technology and cutting edge concepts.

## EMPLOYEE NUMBERS



## AVERAGE AGE OF THE WORKFORCE



Creating new work processes, providing specialized training, sharing synergies and experiences between countries are just some of the challenges facing SANTILLANA as it seeks to provide the market with quality, broadly diversified and innovative products.

Number of employees by sex		
	2012	2013
Women	48.19%	50.81%
Men	51.81%	49.19%

Number of employees by country			
	2012	2013	Change
Argentina	334	342	2%
Bolivia	32	33	3%
Brazil	604	638	6%
Chile	174	163	-6%
Colombia	257	263	2%
Dominican Republic	12	15	25%
Ecuador	124	129	4%
Mexico	601	600	0%
Northern Central America*	156	154	-1%
Paraguay	25	22	-12%
Peru	228	235	3%
Portugal	64	62	-3%
Puerto Rico	52	61	17%
Southern Central America**	122	125	2%
Spain	846	859	2%
Uruguay	122	122	0%
USA	61	59	-3%
Venezuela	24	24	0%
	184	179	23%
	<b>4022</b>	<b>4085</b>	<b>2%</b>

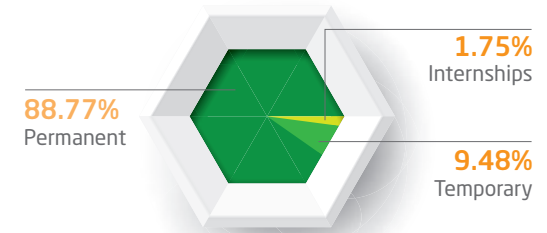
\* Guatemala, Honduras, El Salvador

\*\* Costa Rica, Nicaragua, Panama

Management positions by sex		
	2012	2013
Women	35.49%	36.96%
Men	64.51%	63.04%

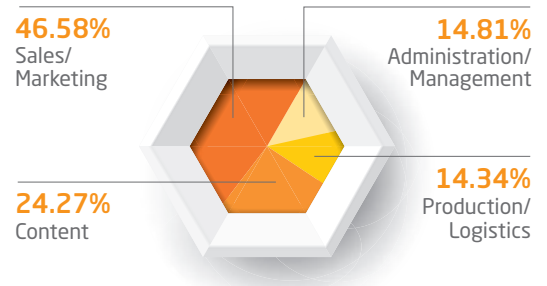
### TYPE OF CONTRACT

	2012	2013
Permanent	88.91%	88.77%
Temporary	9.62%	9.48%
Internships	1.47%	1.75%



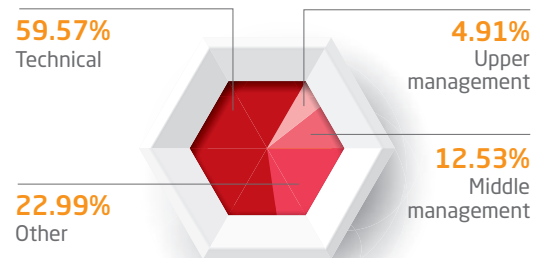
### JOB FUNCTION

	2012	2013
Content	23.36%	24.27%
Sales and Marketing	46.86%	46.58%
Administration/Management	14.45%	14.81%
Production/Logistics	15.33%	14.34%



### WORK CATEGORY

	2012	2013
Upper management	4.77%	4.91%
Middle management	12.64%	12.53%
Technical	58.94%	59.57%
Other	23.65%	22.99%



# Policies for Employees

SANTILLANA offers different models of training: classroom, online courses and courses offered by fellow employees.

Through **Campus PRISA**, 233 SANTILLANA professionals have been able to learn about:

- Knowledge of the digital world.
- Data Journalism.
- ISUS language platform .
- Seminars on educational innovation, e-mail marketing, branded content and knowledge management.
- Seminar on “Keys to establishing a culture of innovation.”

Also worth noting is the policy of ongoing collaboration with vocational training centers, schools and universities that enable students to take up internships in the business environment.

## Professional development

The company has established a performance evaluation system to identify, develop and retain talent.

One of the chief objectives of the evaluation is to align company results with the individual needs of employees. Also, by taking full advantage of the established international presence of the company, employees have access to international careers.

As a global project, SANTILLANA has a tool to post vacancies that facilitates employee rotation between company departments and throughout other PRISA business units.

## Reconciling work and life balance

SANTILLANA has continued in 2013 with the development of plans and measures, first started in 2012, aimed at reconciling work and life balance.

All countries are involved, to a greater or lesser extent, in a set of voluntary initiatives favoring a better balance between work and personal and family life.





SANTILLANA has a global internal communication tool, called **Toyoutome**, aimed at fostering a new business culture.

In Spain, the **Plan for Reconciling Work and Life Balance** applies to 100% of employees in all PRISA business units, and includes:

- Special unpaid leave.
- Unpaid leave for training.
- Longer annual vacation leave.
- Longer weekend leave.
- Longer Easter holidays.

In specific cases, SANTILLANA also favors telecommuting from home.

### Internal Communication

The company has a global internal communication tool, called **Toyoutome**, which began operating in 2011. This project includes a series of initiatives that are aimed at fostering a new business culture.

Furthermore, the program for the identification of **agents of change**, which began in 2012, continues apace, with increased activity in both Spain and Latin America, and under the coordination of the PRISA Transformation Office. There were 28 such agents in 2013.

Apart from all these new tools that the company is continually adopting, SANTILLANA continues to use **traditional communication channels** (intranet, newsletter and timely communications via email), strengthening the company's relationship with its employees through more personalized notifications.

### Social benefits

All social benefits are applied at a local level, as these depend on the tax and labor laws of each country, as well as usual market practices. However, corporate policies on social benefits are always guided by the essential pillars of the organization.

Life and accident insurance, help with food and transport (practices in operation in some countries) and a contribution to employee Social Clubs are some of the more widespread initiatives.

The implementation in Spain of the **Flexible Compensation Plan** has been extremely well received by employees, with some of the measures being expanded to include the entire workforce in 2013.

- Advantages include:
- Private health insurance.
- Training.
- Childcare and schools.
- Acquisition of computer equipment.
- Savings plans for retirement.

### Health and safety

SANTILLANA **promotes a preventive culture** among its employees, and is committed to complying with the regulations in force in each of the 23 countries where it operates.

The company offers employees the possibility of free medical examinations, as well as offering subsidized health coverage alternatives.





# Commitment to the environment

## Responsibility to the environment

SANTILLANA is committed to the responsible management of natural resources such as water and paper, as well as the rational use of energy.

The books and school supplies that the company prints each year pose the greatest challenge in terms of reducing our environmental impact.

This challenge was addressed in 2013 primarily through the education of our target audiences and through creating awareness among the education

SANTILLANA supports **Earth Hour**, the WWF campaign to protect the environment

community on the importance of building a sustainable culture by focusing on the following points:

- Begin to effectively measure impact, conduct impact monitoring and detect areas for improvement in environmental matters, to which end we work closely with the consultants Deloitte.
- Maintain the commitment to reduce carbon emissions through the controlled use of energy.
- Inform employees about good environmental practice and educate them on the need for good sustainable development.
- Continue increasing the volume of services and paper contracted with suppliers that meet FSC standards.

## SANTILLANA supports The Tree is Life

SANTILLANA has teamed up with PRISA to support the campaign **The Tree is Life** (El árbol es vida), an initiative to plant 10 million trees throughout Spain, and to foster and promote a culture of reforestation and the sustainable use of wood products.





**The Tree is Life** is an event of exceptional public interest in the fight against climate change and in the reduction of greenhouse gases.

### Environmental volunteers

**SANTILLANA España** carried out a reforestation project to mark the closing days of 2013, with the aim of raising awareness of the need to maintain and conserve the natural ecosystem.

The initiative was conducted in collaboration with the Fund for the Protection of Wildlife (Fapas) and involved planting species native to the Castrillón area (Asturias) such as yew, holly, cherry, oak, chestnut, beech, wild apple trees and laurels on 2.3 acres.

### New publishing-management system for energy saving

**SANTILLANA** started the Minerva pilot project in 2011, a new publishing-management system that allows the company to plan and manage the work of all those involved in the publishing process.



90% of paper used is FSC and PEFC certified

Grouped into collaborative networks with preset workflows, publishers can reduce time and costs by 15% by automating tasks and by connecting to the global repository of publishing resources.

In 2014, **SANTILLANA** will finalize the implementation of the system at its publishing houses in Portugal and among regional publishers in Spain.

### Energy for Education

**SANTILLANA** involves the educational community in learning how to achieve more efficient use and management of energy through environmental awareness education in all educational textbooks and in a transversal fashion. Chile has continued apace with its reading comprehension project **Energy for Education**, in collaboration with Endesa through classroom activities and online.

In 2013, thirty schools in the regions of Los Lagos, Aysen and Magallanes received a set of teaching materials developed by **SANTILLANA** to encourage such learning and to complement and support the work of teachers in classrooms.

# The Santillana Foundation



For the past 35 years, the Fundación Santillana / Santillana Foundation, with its wide and varied program of activities, has set the standard for initiatives in the fields of education and culture by creating spaces for reflection and dialogue, thus consolidating its institutional presence. In some instances, the Foundation seeks answers to the latest and most urgent dilemmas facing the culture and education sectors. In other cases, the Foundation pays tribute to and organizes and promotes encounters and dialogue among leading literary and artistic figures

In Latin America, the Foundation's activities are focused on fostering debate on educational issues, and we support initiatives that promote reading and literacy in Argentina, Brazil and Colombia.

In 2014, the SANTILLANA Foundation embarks on a new phase of playing an ever greater role in education with the launch of the 'Educational leadership and knowledge' program, based on the dissemination of reports and the organization of high-level forums and seminars.

Also in 2014, the SANTILLANA Foundation is set to roll out new projects with the launch of the School for Creative Industries, in collaboration with the European Institute of Design; *Repensadores*, an enterprise platform specializing in the cultural industries; and the Latin American Festival of Children's Literature.



## The Fifth Cultural Industries Forum

The most recent edition of the forum had as its title *Apocalípticos o integrados digitales* (Apocalyptic or digitally integrated) and fostered debate among professionals and experts on the impact of new technologies on the structures of the cultural industry.

The aim of the Cultural Industries Forum is to find answers to the most recent and urgent dilemmas facing the culture sector. Attendees are young professionals, experts, directors of cultural enterprises, businessmen and entrepreneurs.

### Spain (November)

**Institutions:** Reina Sofia National Museum of Contemporary Art, Fundación Alternativas, with the support of the Jesus Serra Foundation and the Sociedad General de Autores (Authors' Rights Association).



## Santillana award for educational experiences

At the nineteenth edition of this award, which was held in November in Bogota, prizes were given out to the most outstanding initiatives with the theme "Are we educating for life? Emotional Intelligence, a review of the practice". As in previous years, public and private entities from pre-school, primary and secondary level education from all over Colombia participated. This award has consolidated its influence thanks to its impact on initiatives in the area of social responsibility.

### Colombia (November)

**Institutions:** Ministry of Education of Colombia.



## Mestres da Obra (Masters of Works)

The Fundação Santillana in Brazil, the publishers Editorial Moderna and the NGO "Mestres da Obra" invited construction workers to participate in workshops where they were able to learn techniques for the creation of artworks from discarded building materials.

At the end of the program, all the artworks were brought together in an exhibition held in November. This initiative involves about 500 construction workers in the states of São Paulo, Rio de Janeiro, Bahia, Pernambuco, Ceará, Maranhão and Goiás.

### Brazil (all year)

**Institutions:** Editorial Moderna, NGO Mestres da Obra.



### Graduation ceremony for the Masters in Governance and Human Rights

Fernando Molina, Dean of the Faculty of Law at the Autonomous University of Madrid, and Ignacio Polanco, president of the Santillana Foundation, presided over the graduation ceremony for the Masters in Governance and Human Rights, which was held on April 23, 2013.

The keynote address was given by the president of the Inter-American Court of Human Rights (IACHR), Diego Garcia-Sayan. The Masters in Governance and Human Rights is an initiative of the Jesús de Polanco Chair for Ibero-American Studies.

#### Spain (April)

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**Institutions:** Jesús de Polanco Chair for Ibero-American Studies, Autonomous University of Madrid.



### Sixth VivaLectura Award

The Buenos Aires-based VivaLectura Award seeks to foster, promote and honor the most outstanding initiatives aimed at promoting reading. This sixth edition saw a record number of participants and projects.

This year's event was attended by Margarita Eggers Lan, director of Argentina's National Reading Plan, as president of the jury.

#### Argentina (May)

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**Institutions:** Organization of Ibero-American States for Education, Science and Culture (OEI), Ministry of Education of Argentina.



### Distance-learning course for educators

Promoted by the Fundação Santillana in Brazil, in collaboration with the São Paulo State Education Department and Undime (National Union of Municipal Directors of Education), this free online course takes place between January and June. The online program consists of 80 hours spread over 20 modules and aims to guide teachers in the adoption of appropriate methods and effective practices in achieving literacy for children aged six in elementary school.

#### Brazil (January-June)

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**Institutions:** São Paulo State Education Department, Undime (National Union of Municipal Directors of Education).





### Forum on creativity: *The orange economy*

The Fundación Santillana for Ibero-America and the Inter-American Development Bank (IDB) organized the forum “The orange economy: developing the creative industries” with the aim of stimulating debate in Latin America and the Caribbean on creativity as a key factor in economic and social development.

The event was held in Bogota and was an initiative arising from the publication of the book *The Orange Economy: an unlimited opportunity*, that the IDB made publicly available on its website in PDF format.

#### Colombia (November)

**Institutions:** Inter-American Development Bank (IDB).



### Second edition of *Pathways to Citizenship*

The second edition of this project was titled *Portuguese Language in the City* and was aimed at fostering the social inclusion of immigrants and refugees arriving in Brazil seeking opportunities, through free lessons in the Portuguese language and in citizenship, which were conducted throughout the school year 2013.

#### Brazil (school year)

**Institutions:** Editorial Moderna, Cidade Escola Aprendiz School Association, Caritas Center for Refugees.



### Fifth Formentor Literary Conversations

Entitled *What should we do with masterpieces?*, the fifth annual Formentor Literary Conversations event was attended by Manuel Rivas, Bernardo Atxaga, Ignacio Vidal-Folch and Javier Goma, among other writers, publishers and journalists.

Looking at Homer, Cervantes and Shakespeare, Montaigne, Proust and Broch, Woolf, Camus, Mann and others, the event asked guest writers to reflect on their own literary imagination as shaped by their reading. They then shared with the audience the hidden treasures in each one of their favorite masterpieces.

#### Spain (September)

**Institutions:** Hotel Barceló Formentor, Government of the Balearic Islands, Ministry of Education, Culture and Sports.



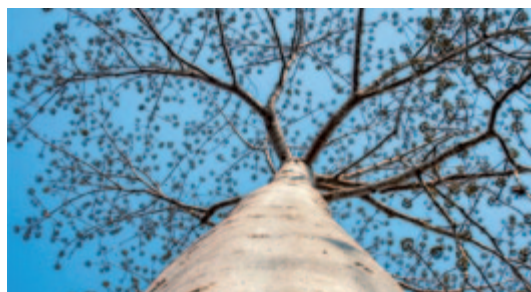
## Library of Governance and Human Rights

The book *Gobernanza democrática* (Democratic Governance), published by Marcial Pons, was presented on May 23, 2013, on the occasion of the inauguration of the Library of Governance and Human Rights—outcome of the academic and research work of the Masters in Governance and Human Rights, which is supported by the Autonomous University of Madrid and the Fundación Santillana via the Jesus Polanco Chair in Ibero-American Studies.

### Spain (May)

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**Institutions:** Casa de América, Jesus Polanco Chair in Ibero-American Studies, Universidad Autónoma de Madrid.



## Presentation of the Savia Caribbean Collection

The Colombian Academy of Language, the cement company Argos and the Fundación SANTILLANA for Ibero-America presented in Bogota the first book of the Savia Caribbean Collection. This collection will go in public libraries, archive centers, universities, colleges and botanical gardens in Colombia, as a contribution to the promotion of Colombia's botanical heritage.

The event was addressed by Alvaro Cogollo Pacheco, scientific director of the Medellín Botanic Garden and curator of the collection, sponsored by Argos.

### Colombia (April)

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**Institutions:** Institución ARGOS and the Colombian Academy of Language.



## Ninth Latin American Forum on Education

The Latin American Forum on Education, organized by the Fundación Santillana in Argentina and sponsored by the OEI, was held in Buenos Aires during the month of May. This year's theme was "New challenges facing our schools: Participation, citizenship and new literacies".

It was attended by Jari Multisilta, director of the CICERO Learning Network, University of Helsinki, Finland, who presented one of his most recent and important research projects, the Movie Platform: Mobile Video Experience, which was developed in the Advanced Multimedia Center at the Tampere University of Technology.

### Argentina (May)

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**Institutions:** OEI.

# Other social initiatives

SANTILLANA invests € 1,268,375 in CSR projects.

CSR AREA IN LATAM		
	2012	2013
Education	28%	63.57%
Training	44%	13.18%
Promotion of reading	25%	4.65%
Environment	3%	2.33%

**Education increased by 35.5% compared to 2012.**

**Investments in CSR projects grew 8.22%.**

Participation by country				
	Number of projects 2012	% Contribution to country 2012	Number of projects 2013	% Contribution to country 2013
Argentina	1	1%	2	3%
Brazil	12	13%	4	5%
Chile	21	22%	14	19%
Colombia	4	4%	2	3%
Dominican Republic	1	1%	3	4%
El Salvador	6	6%	1	1%
Guatemala	4	4%	10	13%
Honduras	2	2%	11	15%
Mexico	1	1%	0	0%
Panama	0	0%	1	1%
Paraguay	1	1%	3	4%
Peru	4	4%	13	17%
Puerto Rico	0	0%	2	3%
Spain	39	41%	9	12%
	<b>96</b>	<b>100%</b>	<b>75</b>	<b>100%</b>



### A child's full potential in a book

SANTILLANA and World Vision Peru presented the book *Mirar más allá* (Looking beyond), a story inspired by childhood experiences of those who, despite the odds, got ahead and helped change their communities. *Mirar más allá* speaks of poverty as a temporary state and seeks to inspire all children and adults who dream of a better future.



### "Women's letters" to eradicate violence

As a sponsor of the campaign "Women's letters", SANTILLANA Peru published, in book format and with forewords by renowned writers, a selection of letters collected from all over the country and written by women of all ages. The aim was to create awareness around the situation of violence against women and girls and to denounce child abuse as a crime that affects all of society.



### "Healthy and safe schools" campaign

SANTILLANA Chile presented its campaign against bullying "Healthy and safe schools" through the theatrical work for children *BurLink*, an initiative developed in collaboration with World Vision, the PDI, SENAME, Cartoon Network, Grupo Educar and the Organization of American States, with the goal of preventing aggressive behavior among students.



### "Living together" program for schools

SANTILLANA gave eleven workshops in several Argentine schools involving more than 900 inspectors, principals and teachers of Primary and Secondary. The program, entitled

"From values to behavior: strategies for living together", offered advice to improve relationships and tolerance among students.



### "Stop bullying" campaign in Peru

SANTILLANA Peru, in collaboration with World Vision, Plan Internacional and the Organization of Ibero-American States, contributed to the "Stop Bullying" campaign, printing 5,000 guides for activities and awareness programs in schools during the past school year.





### **“I count”, a blog to give voice to children and young people**

SANTILLANA and the Spanish UNICEF Committee launched the blog “I count” (Yo cuento), a project that aims to become a platform for positive ideas and which kicked off with the competition “How do you imagine a better and more united world”, aimed at children aged between 6 and 12 and who dream of building a more hopeful society and future.



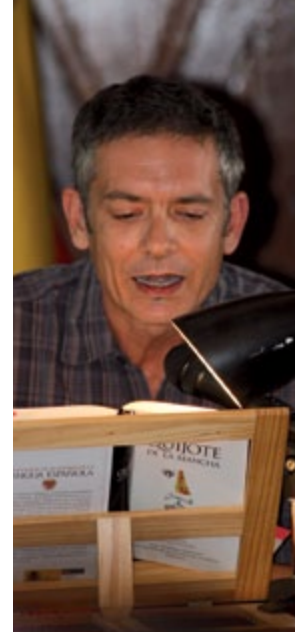
### **Donation to schools in Honduras**

SANTILLANA Honduras, in coordination with the Spanish Agency for International Cooperation for Development (AECID), donated over 2,000 textbooks to five schools in disadvantaged areas in Honduras. The donation is in addition to social development programs that benefit the most disadvantaged and run by the AECID.



### **Donation of books to the prison Ancón II**

The library at the foreign prisoners’ block at Ancon II prison (Peru) was endowed with a collection of 150 novels by Ibero-American authors. This prison houses about 350 inmates of various nationalities. The event was attended by Andrés Collado, consul general in the country and Raphael Pajuelo head of SANTILLANA’s institutional projects, along with other officials from the National Penitentiary Institute (INPE) and fifty Spanish prisoners.



### **Adventures with Don Quixote competition to mark Spanish Language Day**

La Casa de España in San Juan de Puerto Rico hosted a marathon reading of Don Quixote to celebrate World Book Day and World Day of the Spanish Language. The event was attended by leading figures from the worlds of culture and politics, educational institutions, representatives from all Spanish-speaking consulates, teachers and educators. The event also saw the competition for dramatized scenes from Don Quixote, for students of all public and private institutions in Puerto Rico.



### **ICT, leveraging education**

The International Seminar on ICT and education, held in the capital of Panama, highlighted the impact of ICT on education. The event, organized by SANTILLANA in collaboration with the American Federation of Catholic Schools (CIEC), the Inter-American Development Bank (IDB) and UNESCO, was attended by about 150 professionals involved in education throughout Latin America.

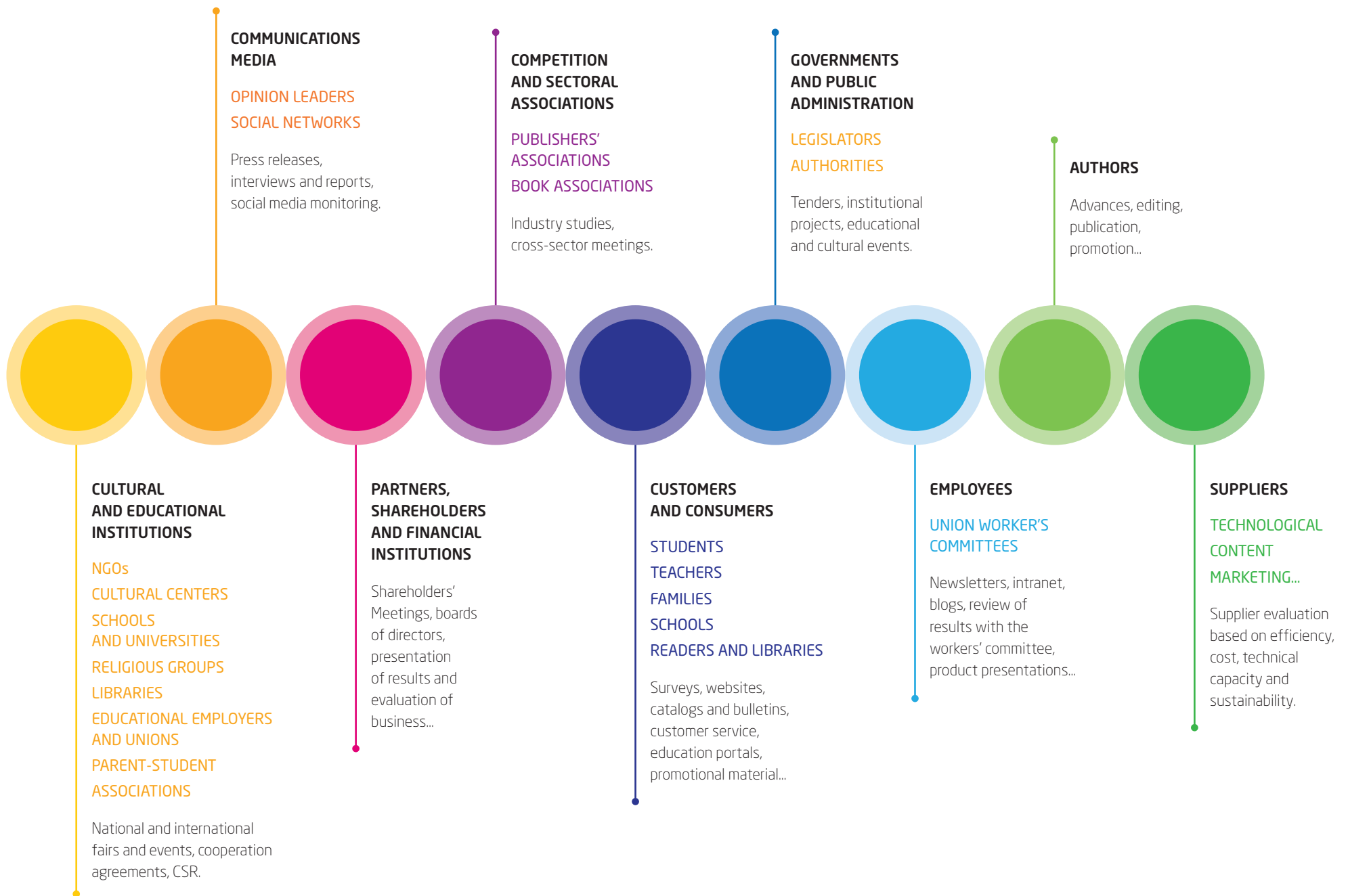
# Dialogue with stakeholders

SANTILLANA has been recognized by the Chilean government for the educational project “Build a healthy footprint for your family”.



SANTILLANA relates to a broad ecosystem of stakeholders, both internal and external, both interconnected and different, and the company endeavors to be sensitive to their concerns. In the business value chain there are multiple actors, and the company seeks to give voice to their views on subjects as far ranging as education and culture: students, parents, teachers, academic institutions and schools, readers, government officials, suppliers ...

SANTILLANA maintains two-way channels with these groups to report on their activities and to gather proposals and suggestions so that we can all improve every day and work together to create value. Their knowledge helps to identify opportunities for collaboration, to define common goals and to take responsible decisions for each of the actions undertaken by SANTILLANA.











# Strategic Alliances

SANTILLANA maintains relationships with public and private bodies for the implementation of educational projects that are key to innovation and growth



In an era of total digital transformation and in an increasingly globalized world, companies need collaboration and synergies with outside agents and actors to help them move forward and to adapt to new market needs.

SANTILLANA maintains a strong relationship with government agencies, international organizations and educational institutions for the promotion of various research and development projects, reports, training, marketing and distribution agreements, and also closely collaborates in debate and discussion forums ...

In addition, the company also collaborates with leading companies in the field of technology to facilitate the implementation of new educational projects with a high degree of digital innovation. Here, we highlight some of the strategic partnerships that the company has signed.

## International Organizations



Agreement which sees SANTILLANA undertake to publish the PISA reports analyzing school performance for pupils aged 15 based on standardized tests.

These are carried out upon the request of Governments and test for literacy, mathematics and Natural Sciences.



Collaboration in the publication of the catalog *Cooperation is Development, 25 years of AECID*, and key partners in the public-private partnership for the development and strengthening of institutions and skills in the province of Acobamba (Peru).



Organization and joint participation in forums and conferences in Spain and Latin America. Also, participation in the development of projects and initiatives in the area of educational and cultural cooperation and social action.



Publication and distribution of reports for Latin America and the Caribbean. In addition, in 2013 a framework collaboration agreement was signed with UNICEF's Spanish Committee

with the aim of joining forces for joint projects for education. The agreement began with the launch of the project "I count".



Agreement signed between the Inter-American Development Bank and the SANTILLANA Foundation to develop activities that contribute to improving educational quality in Latin America and increase the competitiveness and development of their regions.



Alliance signed with the Regional Office of Education for Latin America and the Caribbean. OREALC-UNESCO Santiago provides advice and technical assistance to Sistema UNO and SANTILLANA Compartir. It also participates in other activities organized by the publisher.

## Companies



Alliance signed in order to distribute and market publications from PRISA

EDICIONES imprint labels in Spain, USA and Mexico (Alfaguara, Suma, Taurus, Punto de Lectura, Aguilar, Objetiva...). Hosting in cloud format on SANTILLANA's digital platform



Agreement for the allocation of iPads to schools using the Sistema UNO Internacional. Furthermore, the partners agree to the distribution and marketing of publications from PRISA EDICIONES's imprint labels in the iBookstore in the US, Spain and Latin America.



Framework agreement between HP and SANTILLANA to provide comprehensive and integrated solutions for digital education services. The aim is to promote the use of technology (HP) and digital content (Santillana) in education.



Expansion of distribution and marketing agreement of trade books from PRISA EDICIONES on Google Play in Mexico, Argentina, Colombia, Peru and Venezuela.

## Companies



Agreement between SANTILLANA and Twig, British film producer, for the distribution of over 1,000 science videos created using the educational criteria of the publisher. The contents consist of film footage from the BBC, CBS, NHK and NASA.



Epson undertakes to distribute hardware equipment to digital classrooms in schools in Latin America. The partnership covers SISTEMA UNO and SANTILLANA Compartir.



Agreement for distributing tablets in schools using Moderna Compartir (Brazil). This partnership aims to equip schools that have digital classrooms with cutting-edge technological material and content developed by SANTILLANA, appropriate to each educational stage.



Strategic agreement for implementation of Microsoft CRM in Latin America for the Sistema UNO. The agreement also covers the development of various technology initiatives applied to Education (PixelSense, W8, etc..) as well as SANTILLANA Compartir.



Framework Agreement signed between PRISA and the World Wide Fund for Nature (WWF) to promote the Earth Hour campaign across all its business units. Specifically, with the support of SANTILLANA, this initiative is promoted among schools in all countries where the publishing company operates.



Agreement signed for the distribution and marketing on its platform of PRISA EDICIONES books (Alfaguara, Suma de Letras, Taurus, Punto de Lectura, Aguilar, Objetiva ...) in Spain and Latin America.



Telefónica and SANTILLANA have teamed up to promote quality teaching models that foster innovation and the collaborative work of teachers and students across networks. To this end, forums for debate are organized as well as activities geared towards the use of new technologies in the classroom.



Collaborative partnership between SANTILLANA and Discovery Education to supply and provide digital content to Sistema UNO. The objective is to improve teaching and learning, thereby transforming classrooms into digital learning environments.



Agreement which sees Everis undertake the role of consulting, auditing of digital content and support in the implementation of Tareas y más, Sistema UNO Internacional and SANTILLANA Compartir, as well as other projects run by SANTILLANA's department of New Digital Businesses.



Strategic partner in printing and technology partner in the custom-books project run by SANTILLANA Brazil.



An agreement with ETS to provide solutions for the teaching and assessment of English for Sistema UNO Internacional in Brazil, Mexico and Central America. Includes the TOEFL® Primary™ and TOEFL® Junior™ exams, as well as interactive tools on multiple platforms, including tablets.



Technology providers for Edusfera, the Number One store for digital educational content aimed at schools and families, with quality assurance and the SANTILLANA guarantee. Copia provides SANTILLANA with technological breakthroughs adapted to the needs of the education market.



## Universities and educational institutions



Offers the Masters in Governance and Human Rights, in partnership with the SANTILLANA Foundation and the Jesus de Polanco Chair.



A Masters in Publishing and an MBA in Cultural Industries and Institutions are offered through the Center for Advanced Studies in Management, in collaboration with SANTILLANA.



An agreement that fosters the learning experience and professional development of teachers and students.



In collaboration with the organization that represents Catholic schools in the Americas, SANTILLANA publishes and distributes an educational magazine and participates in various educational events.



Agreement between SANTILLANA and Ecuador's Escuela Politécnica Nacional for courses, conferences, seminars and educational and scientific workshops.



Collaboration with SANTILLANA and Sistema UNO on training programs for teachers and school principals.



Both institutions have created an Education Training Center that offers several diplomas



Agreement between SANTILLANA Central America and the University of Alcala in Madrid to organize, develop and offer its own study program, within the framework of the UAH.



Taught postgraduate courses for teachers and directors of education.

## Ministries and government educational institutions

SANTILLANA maintains close relations and collaborates actively with practically all Ministries of Education, Governments, municipalities and, in general, with public administrations in the area of education. In this regard, PRISA Ediciones has reached an agreement with the Spanish Ministry of Education, Culture and Sport with the aim of making available digital books from all imprints to users of the Public Libraries Network.

The company regularly organizes a wide range of activities, including forums, conferences and seminars at which reports, studies and innovative initiatives are presented, and the publisher fosters and promotes the sharing and exchange of information about these, encourages debate on education, organizes competitions on school experiences, good teaching practice and projects—all aimed at improving the quality of and equal access to education.

The process of identification, formulation and implementation of these activities is always conducted via direct dialogue and agreement with those responsible for each organization or body and with absolute respect for the principle of educational independence and in line with their individual needs and interests.

# Brands and products





# GRI Index

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4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	22-27
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	22-27
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	32-43
4.13	Memberships in associations and/or national/international organizations the organization supports	22-27, 45
4.14	List of stakeholder groups engaged by the organization	44-45
Performance Indicators		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	16-17
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	34-35
LA1	Total workforce by employment type, employment contract, and region	29
LA2	Total number and rate of employee turnover by age group, gender, and region	28-29
LA10	Average hours of training per year per employee, by employee category	30





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You may also consult the ANNUAL REPORT 2014 at [www.santillana.com](http://www.santillana.com)

We would like to thank all departments who have contributed to this report.

# Education changes the future

Corporate Report 2014

