

A group of diverse children, including a boy and three girls, are smiling and huddled together outdoors. They are looking towards the camera. The background is a bright, sunny outdoor setting with green foliage. The image is part of a report cover with a white top section and a red bottom section.

Responsible Business Report **2021**



macmillan
education
Iberia

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“After the very difficult times we had during the pandemic, it is now up to us to be **brave** in meeting the new challenges our company is facing.”

A clear recovery started to emerge in 2021, following a particularly complex 2020 in all areas of business. The pandemic brought great changes and new trends in our society. That is why Macmillan Iberia has focused part of its business strategy on understanding the environment, with a view to anticipating new needs arising in the educational community as a result of Covid-19.

This year, our Responsible Business Report summarises the most important events that took place during financial year 2021. This report also aims to highlight our strong commitment to the United Nations Global Compact and the Sustainable Development Goals for yet another year.

We would like to highlight three significant aspects:

- Macmillan Iberia, as part of Springer Nature Group, has continued to use OGSM (Objective, Goals, Strategies, Measures) in developing its corporate strategy, changing its name to **Vision 2025**. Its main purpose continues to be to align the different business units with common goals, involving the entire workforce and tracking the progress made. One of the main goals of Vision 2025 is to **meet the Sustainable Development Goals**.
- We are continuing to drive forward with the corporate values that define our culture: Collaboration, Integrity, Proactivity and Responsibility. Diversity, equity and inclusion are all strongly advocated within the sphere of Responsibility. We have both an internal strategy (through our corporate culture, code of conduct, employee networks, specific training and mentoring programmes) and an external strategy (through our content and public commitments) to try to become a **truly inclusive, diverse organisation**.
- At Macmillan Iberia, with the help of a consultancy firm specialising in social responsibility, we have conducted a **materiality analysis** that will allow us to identify the issues of most concern to stakeholders and how they impact the business model, and vice versa. Its conclusions will let us focus our future actions and base our sustainability strategy on those aspects identified as priorities.

Continuing to carry out Sustainability and Responsible Business actions aligned with Springer Nature Group will remain a firm commitment throughout 2022.



Augusto Di Marco
Managing Director
Macmillan Iberia SAU

A stylized, handwritten signature in black ink, appearing to read 'A. Di Marco'.

#Macmillancommitment

2. Macmillan Education. A benchmark in education

“**Education** and **research** are the cornerstones of progress.
That is why, at Springer Nature, we help empower researchers, students, educators
and other professionals, harnessing the **enormous power of knowledge**
to enable progress towards a better future for everyone”

Springer Nature's mission



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“Our textbooks are used in classrooms, conference rooms and laboratories around the world”

Macmillan Education is part of **Springer Nature publishing group**, a global leader in research, education and professional publishing, which brings together a selection of renowned, prestigious publishing imprints committed to working together to solve the world’s greatest challenges.

Springer Nature is the world’s largest academic book publisher, the publisher of the world’s most influential journals, and a leader in the field of open research. The Education and Professional Publishing divisions are leaders in their markets and deliver quality content through a variety of innovative platforms, products and services.



SPRINGER NATURE

Springer

nature portfolio

BMC

palgrave macmillan

SCIENTIFIC AMERICAN

macmillan education

Springer Healthcare

Springer Medizin

VOGEL
VERLAG HEINRICH VOGEL

The Professional Area will be renamed Health&Professional in 2022

Business areas of Springer Nature Group


RESEARCH



Advancing Discovery

Journals, books, platforms and databases

EDUCATION



Advancing Learning

Languages, School Curriculum, Higher Education

PROFESSIONAL

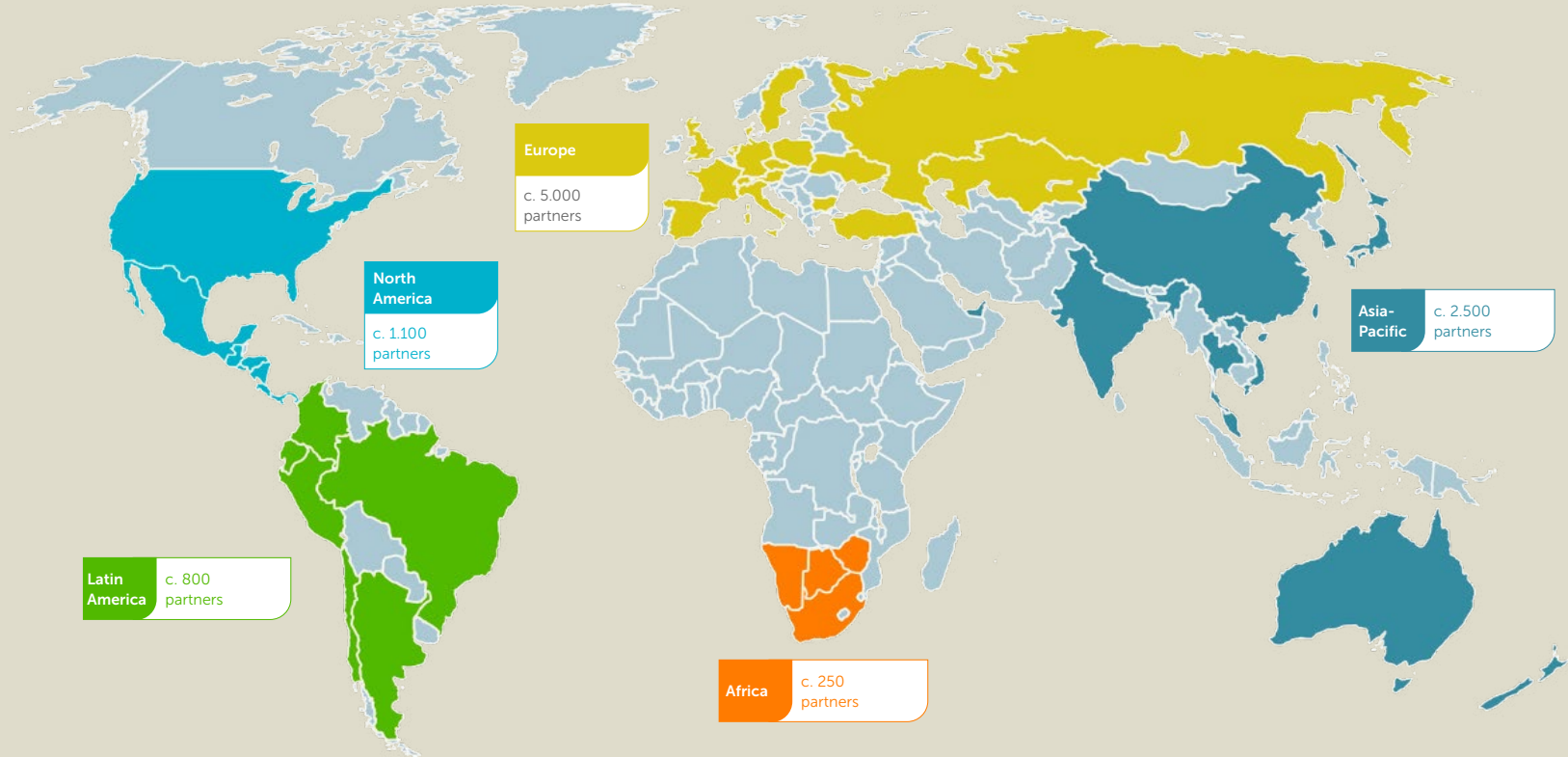


Advancing Achievement

Scientific and technical publications, Transportation, Medicine, Business, Humanities, Social Sciences

5. Creating value for the educational community

Global presence Springer Nature



5. Creating value for the educational community

2.2. Macmillan Iberia. Our products and services

Macmillan Education (founded in 1843) develops print, digital and online products and solutions that help scholars, teachers and students of all ages. With a presence in 120 countries, it is continually adapting to the changing needs of the communities it serves.

Since its launch in 1987, **Macmillan Iberia** has established itself as one of the **most important educational publishers in Spain**. It has been part of Springer Nature Group since 2015.

“Macmillan Iberia is
at the forefront
of today’s trends.”

As an educational publisher, we offer quality content through a variety of innovative, inclusive platforms, products and services. Our education experts bring together knowledge from teachers and schools and the latest educational research to develop all types of educational materials and services for the classroom.

Macmillan Iberia focuses on importing, editing and publishing books and educational materials, and to marketing and distributing them in Spain, Portugal and Turkey.



Areas of activity

“Our extensive experience and specialisation in language teaching is particularly worthy of note”

Language Teaching

At Macmillan Iberia, **language teaching** is the main activity and hallmark of our identity, thanks to our long experience in developing a wide range of teaching material for all stages of the formal education system (infant, primary, secondary and baccalaureate), as well as for less formal teaching centres such as official language schools and private academies.

English Language Teaching (ELT) is our most important and largest publications business. Although, in terms of origin and tradition, English is the predominant language in the company's activity (ELT), the catalogue of teaching tools also extends to the most demanded European languages, such as **German** (DaF) and **French** (FLE), in partnership with Hueber Verlag and Maisons des Langues, respectively.

Macmillan Education's extensive experience in developing English language educational material has naturally allowed it to expand its sphere of activity to include publishing material for bilingual curricula (carried out through **ByME**, a joint venture with Edelvives), as well as international curricula, with subjects as diverse as mathematics, science and reading support programmes.



We have also added the **TOEFL® Young Students Series (YSS)** tests thanks to a partnership with **Capman Testing Solutions**. Over 14,000 educational institutions worldwide recognise this set of exams. It is the leading global assessment in English when it comes to opening up opportunities for young people.

Preparation for the future

“ We are preparing for the future; high-potential projects that set us apart ”

Macmillan Iberia offers another business area based on **services, values and professional and educational innovation**.

Particularly worthy of note is the development of educational material for basic and intermediate **vocational training (PMAR)¹**, along with the Learning and Performance Improvement Programmes, in which the materials are tailored to the particular circumstances of students with special educational needs.

Furthermore, our online training platform, **Plexus**, offers customised teacher training in a range of skills.

The **KiVa** anti-bullying programme set up in Finland aims to provide training for the whole educational community, allowing everybody involved to understand and recognise bullying in all of its forms, in order to intervene and therefore protect and improve the school environment.

Finally, we have **bMaker**, developed in partnership with the technology company BQ. This is an educational solution designed to develop computational thinking and learning for STEAM subjects such as programming, 3D design and robotics.

We continued to promote bMaker School in 2021, and also launched bMaker Academy, the most innovative technology-based extracurricular activities programme.



¹ This will be replaced by the Diversification Programme in 2022.

2.2. Macmillan Iberia. Our products and services

Customer types

B2B. Educational centres, academies and language schools, bookshops and large distributors.

B2C. Customers in the e-commerce channel.



+ 1.5 million

language users, of whom 84% are for English language



+ 5,600

titles in print, including more than 1,000 new releases



+ 17,000

educational centres consulted, 59% of them were contacted in person



+ 43,000

teachers consulted, of whom 39% were contacted in person



+ 66,000

teachers with access to the Advantage resource platform



+ 120

KiVa and/or bMaker user schools

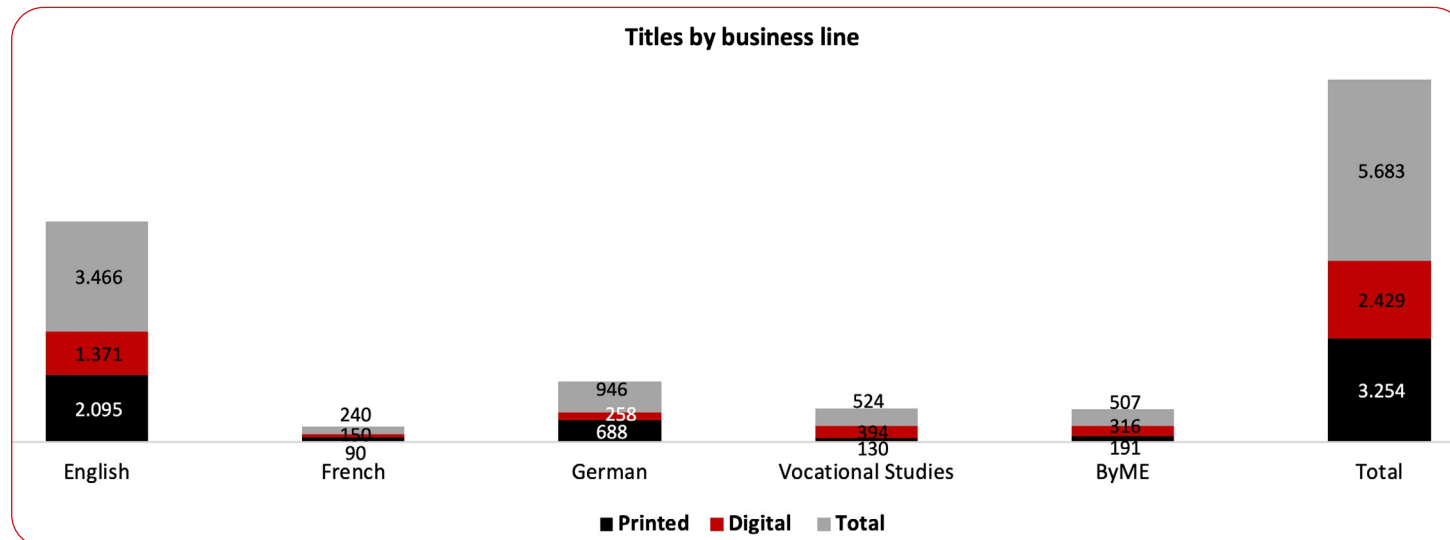


+ 400

Plexus courses for teachers' training

5. Creating value for the educational community

Titles by business line



“We want to lead the way in terms of creating added value for our partners in the educational community, promoting standout solutions based on our specialisation, strong positioning and profitability in language teaching, as well as sustainable projects with high growth potential related to the skills, competencies and values required by the society of the future, fostering successful personal and professional development in our students”



Macmillan Iberia's Vision 2025 reflects its aspiration to contribute to educational development through innovative, standout solutions based on solid positioning.

These educational solutions relate to the skills, competencies and values required by the society of the future, and help foster students' personal and professional development.

Keys to success

- **Closeness** to customers, allowing us to know their needs and concerns
- **Close interaction** with authors and contributors, who are an important source of knowledge
- **Continuous alignment** with new educational trends, turning our educational solutions into sustainable projects
- **Passion** offered by our workers in everything they do, showing an ability to adapt to change





Vision 2025 focuses on **four key aspects**:



Consolidate and strengthen our positioning by **prioritising customer** segments, educational stages and geographic areas, with a view to building loyalty and giving our target community greater value while ensuring sustainable growth and maximising both our return on investment and our efforts.



Once we have defined our target community, we build a close relationship with it in order to create the channels and means necessary to better understand its **current and future needs**.



Promote **standout solutions** for the target educational community, making the most of our portfolio and developing quality, innovative, profitable content, projects and services, all with an agile, efficient, flexible approach, open to strategic alliances and constant feedback with our customers.



Improve **operational efficiency** in order to guarantee compliance with cost targets and ensure all processes bringing added value for our stakeholders work correctly.

To achieve our mission and vision as a company, we rely on the **Values and Ways of Working** defined by Springer Nature Group: **Collaboration, Integrity, Proactivity and Responsibility**. These are developed in greater depth in the Ethics section.

“The return to business activity, not only for Macmillan Education but also for the Spanish economy as a whole, has been dependent on the pandemic evolution”

The Spanish economy has been one of the strongest in the world in terms of economic recovery, and the sector has followed this trend, although not at the rate expected. A certain amount of uncertainty has remained over the course of the school year and in the way our teachers impart learning. Public administrations, educational centres, teachers and families have all had to adapt to this new social and health environment.

Moreover, in terms of legislation, the new **Education Act (LOMLOE)** and, above all, when and how it will be implemented around Spain, has changed the way our latest titles and publications are produced and marketed. Many decisions about the curriculum, materials, funding and organisation are still up in the air, and this has led to delays in decision-making by schools and teachers, disrupting the commercial activity of publishers.

The global pandemic has been an unprecedented health crisis that has affected the macroeconomic environment and the evolution of business. **Uncertainty has affected the education sector** and our wider society, delaying full recovery to pre-pandemic levels.

Springer Nature has responded to the pandemic by providing quick, direct access to the latest research, knowledge and data. The need for **constant access to research and learning has never been more important**. We recognise our role in this and continue to work with global organisations such as the World Health Organization to make all relevant global research and data readily available. We have also continued to work directly with teachers, librarians, students and institutions as we look to support their work.

Legislative and political changes, as well as an economic environment characterised by inflation and a scarcity of raw materials (fuel, paper, etc.) cause uncertainty in our sector



2.5. Digitalisation and innovation at the service of education

Digitalisation

Digital transformation requires a change in the way of understanding and adding value to the relationship between the company and its customers. That is why Macmillan Iberia is moving towards digitalising its processes and services.

The company is working on the following lines of action:

- **Developing digital content.** Macmillan Iberia continues to develop educational materials in digital format, adapting them to current needs and proposing innovative tools tailored to the interests of teachers, taking into account the **different technology integration levels** found in Spanish classrooms and schools.

The company is also working to ensure that all its products and services reflect and address the digital trends brought by the pandemic over the past two years. This includes **integrating our digital platforms** with third-party platforms and services in order to streamline communication between teachers and students, and **gamification processes**, which are highly demanded in the educational community.

- **Support for the educational community.** Through Macmillan Education, Macmillan Iberia is committed to offering the educational community differential value. This commitment stepped up during and after the pandemic by providing users with **free digital licences in order to ensure that lessons would go on**. In 2021, printed books will include access to their digital version, helping to promote a blended education.

A series of webinars, seminars and events (either online or face-to-face) are also carried out with a wide range of materials, accompanying teachers and training them in the use of digital platforms and services, as well as in educational trends and digital skills.

Macmillan Iberia is digitalising all of its educational publishing production, most notably for the following projects:

- **Virtual Classroom Exchange.** This project, developed throughout 2021 for one of the English teaching books, will allow teachers to connect their students to other users on the course in other parts of the world, encouraging them to use English for real communication in an authentic cultural exchange. It comes with video, messaging and programming tools, and is compatible with the main educational platforms on the market.

2.5. Digitalisation and innovation at the service of education

- **bMaker.** Project in conjunction with BQ Education, to bring all the technology skills in primary and secondary education to the classroom in a simple, creative, flexible manner: computational thinking, programming, 3D design, robotics, mobile app design and web development. Its methodology relies on cooperative project-based learning, the STEAM philosophy, gamification and Design Thinking.

bMaker is a key product in the cross-curricula teaching of the digital skills required by the European Commission within the framework of *DigComp*, which has been designed to develop digital skills among European citizens.

- **Local publications:** Digitalisation of all material printed every year, achieved by creating interactive resources (audio, video, flashcards, and documentation) and uploading them to different platforms, developing free digital books (e-books), researching new areas of interest for teachers, and digitalising material to help teachers in their work.

Odisea bMaker national competition

Technology competition that rewarded the best proposals from participating schools with a view to meeting the Sustainable Development Goals (SDGs), implemented or developed using robotics, programming or 3D printing.



Progress has also been made on **internal digital transformation**, driven in part by the pandemic, with many internal processes now being automated and digitalised in order to promote initiatives such as working from home. A range of tools have been adopted to allow workers to organise their tasks and communicate with each other, streamlining their work.

Innovation

The *Research and Product Insight Department* is responsible for conducting

research, pilots and qualitative and quantitative interviews within the teaching community (regardless of whether they use the tools or not) in order to develop products or services, always with the user at the heart of the process.

Macmillan Iberia will continue to develop the following innovation areas:

- **Agile methodologies:** Macmillan Iberia has been using agile methodologies and innovation management to create its products for some time, and has trained several of our teams in Agile or Design Thinking methodologies.
- **Business models:** The publishing industry has long been undergoing a digital transformation, bringing with it new opportunities such as subscriptions to content hosted on platforms (Sample, Freemium, Premium, etc.) and the sale of fragmented and segmented content.

Always with the goal of remaining at the forefront of innovation, digitalisation and educational trends, Macmillan Iberia attends all leading events, forums and congresses in the sector. The following events were held in hybrid format in 2021:

- **SIMO Education.** A yearly event specialising in Educational Innovation and Technology that brings together leading brands in technology, teachers and educational centres, publishing groups, distributors and educational platforms in order to discover the latest advances and the current market offer for learning and teaching processes. Macmillan Iberia took part as an exhibitor, showcasing its bMaker and sharing its vision on how to bring computational thinking to the classroom.
- **enLightED.** Global conference on education, technology and innovation organised by Telefónica Foundation, and held in hybrid format. At this event, experts from the sector reflected on the challenges facing the educational landscape, and shared and discussed best practices in education in the digital era.
- **Eduketing.** International educational marketing congress organised to share best practice in the field of marketing that is transferrable to educational centres, making them more competitive in the current climate.

Through Macmillan Education, Macmillan Iberia takes part in several events and competitions, including **Bett UK**, an international educational technology meeting, and the *English Language Teaching Award*, an international event organised by the British Council, which rewards courses, publications, projects, apps and platforms that are committed to finding new ways to help English language learners and teachers around the world.

3. Responsible and sustainable business

“As a publisher of educational content, we have a **significant positive impact** on the communities we serve, helping to reduce the social and educational divide while also improving our environment”



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3.1. Macmillan Education Commitment

“At Springer Nature Group, the SDGs are our framework when considering our impact –both positive and negative– on people, society and the environment”

Macmillan Iberia’s sustainability and responsible business strategy is part of **Vision 2025**, the Company’s corporate strategy that seeks to create added value for all stakeholders involved in our activity and day-to-day management.

Specifically, the Optimise key strategic area includes the goal of **ensuring the Sustainable Development Goals are met**, prioritising the following SDGs:

- Protect and support all people and partners we work with, fostering an inclusive, diverse environment (**SDG 17**).
- Reduce our carbon footprint and environmental impact through the use of sustainable resources and materials (**SDG 13**).
- Forge ties with the communities we serve, to help towards the social improvement of our environment (**SDG 4**).
- Report our progress and corporate social responsibility actions to different stakeholders.



Our commitment to acting as a responsible business can also be seen in the four values and ways of working that define corporate culture at Springer Nature Group: **Responsibility**.

“Responsibility. Do the right thing for all our communities and advocate diversity, equity and inclusion. This helps ensure we act responsibly as a company, driving sustainable progress and recognising the ideas and opinions of all people.”

The sustainability strategy is aligned with Springer Nature Group’s Sustainable Business guidelines and strategy. The Group focuses on business impacts within the framework of Agenda 2030 and the United Nations Sustainable Development Goals (SDGs). In this regard, the following three Goals, where the Group can make a significant difference through its editorial content and community actions, have been identified.

3.1. Macmillan Education Commitment



Ensure inclusive, equitable, quality education and promote lifelong learning opportunities for all

We are drivers of the SDGs, and are committed to quality education without leaving anyone behind

We seek to integrate dissemination of the SDGs in the Responsible Business strategy, based on the power of education to achieve goals with a positive social and environmental impact in the communities we work with. Education has an amplifying effect, as it ensures all other SDGs are understood and make sense. It is for this reason all books and educational material we publish with SDG-based topics show our adults of the future how to lead social transformation.



Implement urgent measures to combat climate change and its effects

We are reducing the environmental footprint of our operations and products

Our efforts to improve climate action focus primarily on publishing content related to climate change and its effects in our texts and pedagogical materials, with a view to raising awareness and future actions among students; measuring our carbon footprint in order to manage the impact of our operations; using paper from forests that are managed responsibly and sustainably; and implementing environmental improvement measures in product packaging



3.1. Macmillan Education Commitment



Revitalise the Global Partnership for Sustainable Development

We are forging ties with the communities we serve, to help towards social improvement of the environment

We connect with researchers, government officials and education professionals to address the major challenges facing education. Seeking out and forming partnerships in the educational community with a view to generating value and achieving quality education is a key strategic area for Macmillan Iberia. That is why some of our products and services are offered in collaboration with a range of partners, sharing knowledge and experience in different specialisation fields.

Furthermore, since 2020, Springer Nature has been a signatory to the United Nations SDG Compact in the publishing industry (**United Nations SDG Publishers Compact**), launched by the UN in collaboration with the International Publishers Association with the aim of inspiring the publishing industry to action. Macmillan Iberia, as part of Springer Group, endorses the 10 principles set out in this Compact.

Springer Nature’s responsible business strategy also includes fostering and **promoting diversity, equity and inclusion (DEI)**. At Macmillan Iberia we take this commitment on board through actions such as applying diversity, equity and inclusion criteria in recruitment processes, creating internal employee networks, supporting specific communities, and promoting DEI content through our materials.

This report describes the range of initiatives, aligned with the Sustainable Development Goals, that have defined our ethical, social and environmental commitment throughout financial year 2021.



5. Creating value for the educational community

“Macmillan Iberia aims to lead a sustainability strategy based on the Sustainable Development Goals (SDGs) and the involvement of its stakeholders”

In 2021, Macmillan Iberia completed a materiality analysis in order to identify and define those sustainability issues that are a priority for Macmillan Iberia and its stakeholders.

The Company will work on updating its Sustainability Strategy, based on the results found and the guidelines of Springer Nature Group.

Within this framework, the process has been carried out around the following phases:

1. Identify material issues. Research has been carried out at industry level and around those businesses Macmillan Iberia believes are similar in terms of market, product and stakeholders.

The analysis led to the 77 most common materiality criteria being preselected. These were later reduced to 21 material issues based on their interest and suitability for the organisation and its Responsible Business strategy.

2. Stakeholder consultation. Macmillan Iberia has completed an online survey of its priority stakeholders, who have been asked for their opinion and view of the relevance of the 21 material issues identified in the previous phase. The survey also included a question on their view of Macmillan Iberia's overall sustainability performance.

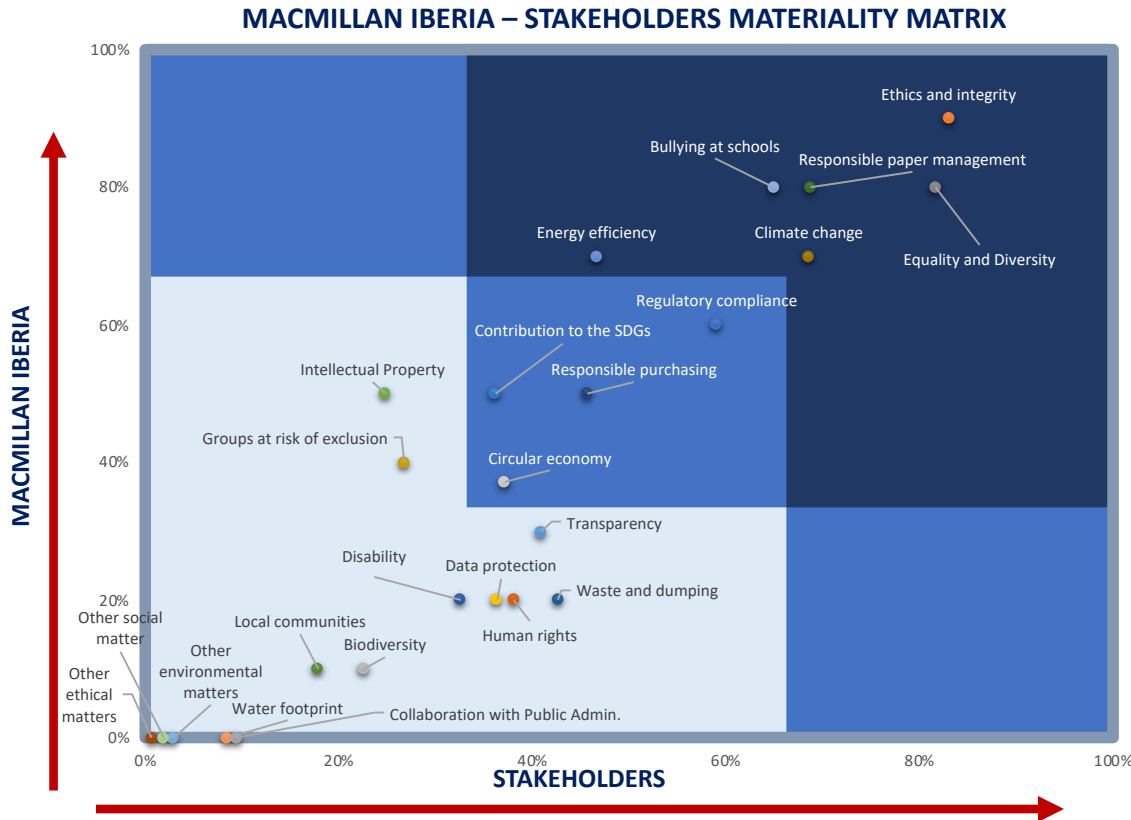
A total of 136 people responded (out of the 331 who were invited to take part), including executives, managers and the Sustainability Committee, staff, shareholders, partners, non-profit organisations, suppliers, educational institutions and distributors/bookshops.

3. Preparing the materiality matrix. The following materiality matrix was designed based on the results of the stakeholder survey, which lists issues according to the level of relevance given by the Company and its stakeholders.

Macmillan Iberia's sustainability performance rating by its stakeholders:

3.38 out of 4

5. Creating value for the educational community



<ul style="list-style-type: none"> Regulatory compliance Ethics and integrity Collaboration with Public Admin. Data protection Transparency Intellectual Property Responsible purchasing Other ethical matters 	ETHICS & GOVERNANCE
<ul style="list-style-type: none"> Climate change Waste and dumping Responsible paper management Energy efficiency Water footprint Biodiversity Circular economy Other environmental matters 	ENVIRONMENT
<ul style="list-style-type: none"> Disability Human rights Equality and diversity Groups at risk of exclusion Contribution to the SDGs Local communities Bullying at schools Other social matters 	SOCIAL

3.3. Corporate Social Responsibility Committee

Macmillan Iberia has had a Corporate Social Responsibility Committee (CSR) in place since 2017. This Committee meets once a month to draw up guidelines on the Company's social and environmental issues.

It counts on representatives from **all corporate areas**, and its guidelines cover the whole Company in all its aspects: General Management, Human Resources, Commercial, Operations, Strategy and Business Development, Marketing, Legal and Finance, and IT. The CSR Committee was made up of 11 people (9 women and 2 men) at the end of 2021.

Its main **functions** are described below:

- Establish the company's CSR goals in line with both the principles and goals of Springer Nature Group's strategic plan and also the public commitments undertaken (SDG Publishing Compact - United Nations, The Climate Pledge, and Valuable 500).
- Approve and implement initiatives aligned with the priority SDGs, and propose working groups.
- Promote a diverse, inclusive work environment.
- Take stock of compliance with our CSR commitments and goals, help draft and define the annual responsible business report, and report the impact of our activities to our stakeholders.



Macmillan Iberia maintains a stable relationship based on trust, especially with those stakeholders that contribute most to the company's success, as described below:

Shareholders. Insofar as they back up our vision of creating added value for the educational community, promoting standout solutions and sustainable projects which foster our students' personal and professional development.

Employees. Our internal clients, for whom implementing an inspiring social responsibility policy will be a source of pride, thereby helping us to retain our talent.

Partners. Working alongside the educational community allows us to take advantage of the strengths of our partners, creating added value in order to ensure inclusive, quality education. Our partners include **the non profits organisations**, whom we work closely with to promote

equal opportunities, non-discrimination, and integration of underprivileged communities.

Customers. We focus mainly on the educational community (teachers, schools and educational institutions, students and parents), as well as distributors and bookshops and their sales channels.

Suppliers. Those companies and individuals we work with in content creation, printing, transport and logistics, marketing and communication, as well as other supporting activities.

Regional governments, public institutions and non-governmental organisations.

We have a diverse range of **communication channels** with stakeholders, responding to the profile of each group and those aspects relevant to its activity. We have both one- and two-way communication channels.

We continue to identify and bolster those channels that allow us to respond to concerns in a more personalised way, and to implement measures in line with our stakeholders' expectations and needs.

Communication channels with stakeholders

Government and public institutions	<ul style="list-style-type: none"> • Contact by phone and email • Face-to-face meetings • Public service tenders • Official publications: State Journal, circulars, etc.
Partners	<ul style="list-style-type: none"> • Face-to-face and online meetings • Contact by phone and email • Corporate website* • Social media • Forums and events specialising in our services • Webinars and face-to-face training sessions
Schools, languages academies	<ul style="list-style-type: none"> • On-site visits and interviews in schools • Round tables to share ideas • Contact with the sales and customer service team by telephone and email • Corporate website* • Social media • Events: Teacher’s Day and other events organised by third parties • Industry magazines and publications
Teachers	<ul style="list-style-type: none"> • Online questionnaires to help define strategy or receive feedback on products and services • Surveys on promotional materials • On-site visits and interviews in schools • Round tables to share ideas • Contact with the sales and customer service team by telephone and email • Corporate website* • Social media • <i>Platforms: Teacher’s Corner and Advantage</i> • Events: Teacher’s Day and other events organised by third parties • Industry magazines and publications • Professional training and webinars

Communication channels with stakeholders

Parents and students	<ul style="list-style-type: none"> • Corporate website* • Social media • Contact with the customer service team by telephone, email and web form • Services: <ul style="list-style-type: none"> – Platform: <i>Pupil's Corner</i> and Customer Portal – e-commerce: online sales
Distributors and bookshops	<ul style="list-style-type: none"> • Helpdesk: web forms, telephone, email • Platform: Customer Portal • Corporate website*
Suppliers	<ul style="list-style-type: none"> • On-site visits, especially to the printing plant and the warehouse • Contact by phone and email • <i>Speak-Up</i> whistleblower channel
Employees	<ul style="list-style-type: none"> • Commitment/work climate survey • <i>Speak-Up</i> whistleblower channel • Performance appraisal process • Corporate website* • Intranet (globally and locally with 3-level communication: unilateral, bilateral and multilateral (<i>Hive</i>)) • Surveys on specific topics or services provided locally and globally in Hive • Internal bulletins • Monthly webinars • Weekly CEO Video and Global Newsletter • Macmillan Education monthly newsletter • Education and Springer Nature Global webinars
Shareholders	<ul style="list-style-type: none"> • Financial and non-financial reports • Meetings with the EMB (Education Management Board) • Corporate website* • Internal intranet - Hive

Communication channels with stakeholders

Internal communication

- Corporate website*
- Social media
- CSR blog on the intranet
- Participation in internal communication bulletins
- Mailbox to report and receive suggestions:
compromisomacmillan@macmillaneducation.com
- Motto: #Macmillancommitment
- Responsible Business Report

*<https://www.macmillaneducation.es/>

5. Creating value for the
educational community



4. Ethics and Good Governance

“**Integrity** is a key value at the Springer Nature Group. We have Codes of Conduct for the workforce, for our business partners and for editors. These give us the framework we need to support our **values**.”



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Shareholder Structure and Governance

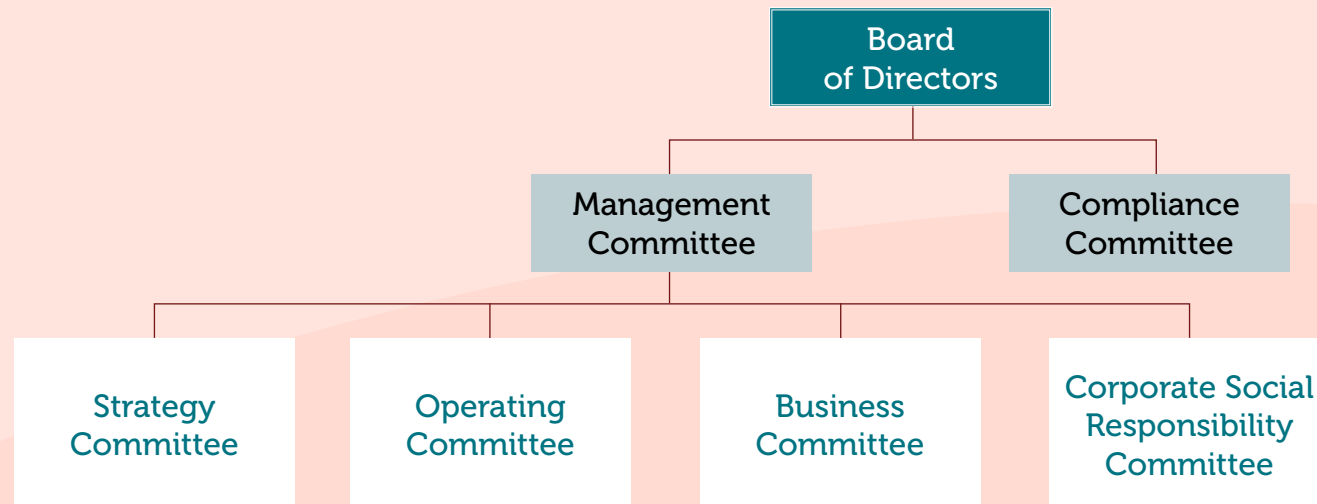
Macmillan Education Limited is the sole shareholder of Macmillan Iberia, S.A.U.

The highest governing body of Macmillan Iberia S.A. is the Board of Directors, whose functions are regulated by the Spanish Corporations Act.

The Board, which meets quarterly, is made up of three executive members (two men and one woman).

Members of Macmillan Iberia Board of Directors

- **Augusto C. Di Marco** – Managing Director, Macmillan Iberia. Full Board Member and Chairman.
- **Mary O’Connor** – Chief Product Officer, Education Global. Full Board Member.
- **Christian Staral** – Chief Financial Officer, Education Global. Full Board Member.
- **Fernando Rastrollo** – Chief Financial Officer, Macmillan Iberia. Non-Executive Secretary of the Board.



5. Creating value for the educational community

7. Long-term relations based on trust

The **Management Committee and the Compliance Committee** report to the Board of Directors.

- **Management Committee.** The Management Committee is responsible for defining the company's roadmap and ensuring its long-term viability, leading, directing and implementing corporate projects, as well as supervising and controlling aspects of day-to-day management. It meets once a month.

This Committee is made up of 9 people (6 men and 3 women): Managing Director - Language Learning of the Education Division and the rest of positions belong to Macmillan Iberia: Managing Director, Chief Publishing Officer, Chief Financial Officer; Chief Business Officer, Chief Information Officer, Chief Human Resources Officer, Chief Operating and Customer Officer, and Chief Marketing and Strategic Development Officer.

- **Compliance Committee.** The Compliance Committee is responsible for implementing the company's compliance programme and risk management system. It is made up of members of several SN Group companies in Spain, 6 men and 1 woman: Managing Director Macmillan Iberia, Chief Financial Officer Macmillan Iberia, Chief Information Officer Macmillan Iberia, Chief Human Resources Officer Macmillan Iberia, Legal&Business Manager Macmillan Iberia, Managing Director Etrasa, Chief Business Officer Springer HealthCare Ibérica.

There are also four Committees that assist in managing the Company:

- **Strategy Committee:** The Strategy Committee's purpose is to define, monitor and control the company's strategic framework. It makes decisions on investment or divestment proposals, agreements and associative operations, and the development of business lines and financial operations that may affect the company's strategy. It meets once or twice a year.

It is made up of 6 men and 3 women: Managing Director - Language Learning of the Education Division, and the rest of positions belong to Macmillan Iberia: Managing Director, Chief Publishing Officer, Chief Financial Officer; Chief Business Officer, Chief Information Officer, Chief Human Resources Officer, Chief Operating and Customer Officer, and Chief Marketing and Strategic Development Officer.

- **Operating Committee.** The Operating Committee is responsible for implementing the company's strategic goals, ensuring proper management of resources to develop, produce and distribute products and services. It is also responsible for agreeing and coordinating the processes and resolving operational issues related to product/service development, supply chain, purchasing, production, logistics and customer service. It meets once a month, except August.

It is made up of 11 people, 9 women and 2 men: Chief Operating and Customer Officer, Chief Information Officer, Chief Financial Officer, Sales Assistant Coordinator Central Iberia Region, Sales Assistant Coordinator Catalonia & Aragón Region, Local Systems and Digital Platforms Manager, Stock&Production Manager, Customer Service Manager, Warehouse and Logistics Advisor, Business & Legal Manager, Accounting &Tax Manager.

- **Business Committee.** This Committee is responsible for developing and bolstering current and future business lines. It is in charge of analysing business development, ensuring all company plans are met, and proposing corrective and improvement actions. It meets once a month, except August.

It is made up of 11 people, 6 men and 5 women: Managing Director, Chief Marketing and Strategic Development Officer, Chief Business Officer, Chief Operating and Customer Officer, Chief Financial Officer, Chief Publishing Officer, Product and Business Development Manager, Data Mining and Business Intelligence Manager, Stock&Production Manager, Head of Promotion&Sales - Northern Iberia, Head of Promotion&Sales - Central and Southern Iberia.

- **Corporate Social Responsibility Committee.** This Committee's task is to promote the transformation of the company and involve it in the challenges of the environment, in order to generate a positive social impact and position it as a partner of choice. Made up of 11 people: 9 women and 2 men: Managing Director, Chief Human Resources Officer, Business Manager, Chief Operating Officer, Chief Marketing and Strategic Development Officer, Business&Legal Manager, Local Systems and Digital Platforms Manager, Stock&Production Manager, ELT Marketing Manager, KiVa and FLE Product Manager and CSR Specialist.



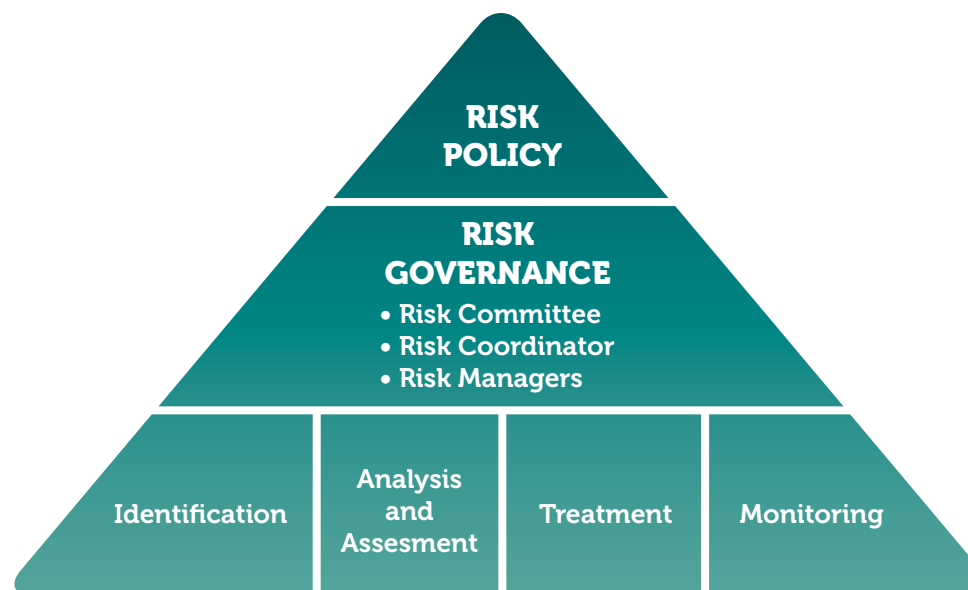
5. Creating value for the educational community

6. Committed to diversity, equity and inclusion

“Although Macmillan Iberia is not a listed company, the Risk Policy follows the recommendations set out in the Code of Good Governance for Listed Companies, which allows it to advance the best corporate governance practices”

Springer Nature’s General Risk Management and Control Policy, as applies to Macmillan Iberia, establishes the principles and general framework for risk control and management in the company, thus ensuring the right decisions are made in terms of identifying any risks that may affect its mission and goals.

The risk management and control system is structured in three levels, which guarantee the participation and involvement of all personnel in risk management, from the highest levels (Risk Committee Members) involved in decision-making through to the lowest levels of responsibility (Risk Manager), chosen for their vision and knowledge of their relevant areas of responsibility.



Activities required for proper risk management. These are recorded in the Company’s risk matrix.

The Group has established a series of categories of risks that affect (or may affect) its goals being met. Each risk is assessed according to its likelihood and possible impact, and has a series of associated controls for mitigation. Evolution of risks and compliance with established action plans are reviewed periodically.

Type of risk	Description
Strategic risk	The risk associated with the company's type of management. It relates to global matters concerning the mission and achievement of the Company's strategic objectives.
Business risk	Uncertainty in the business's intrinsic values, such as the characteristics of demand or competitor strategies.
Operational risk	The risk related to inadequate functioning and operativity at Macmillan, which is caused by technology failures, human error, or inefficient or ineffective Company processes and structures.
Financial risk	Economic or financial loss resulting from the use of the company's resources, including but not limited to economic and financial bad practices, failure to fulfil contractual obligations, defaults, and availability of Company liquid assets or property, which can have adverse effects on the company's results.
Reputational risk	Negative impact on the results due to actions or conduct by the company that fall short of stakeholder expectations (shareholders, customers, suppliers...).
Regulatory risk	The risk caused by regulatory changes and/or associated with political changes.
Compliance risk	The risk associated with the fulfilment of legal, contractual and ethical requirements, as well as internal policies, at Macmillan's national or international level.
Other risks	Any other risk that does not pertain to the previous categories.

“230 people were trained in Cybersecurity and Data Privacy and Confidentiality in 2021.”

The growing dependence on technology, accentuated by the pandemic, exposes businesses to a number of risks that could cause damage, including interruption of activities, putting people’s safety at risk and exposure to penalties or liabilities with third parties.

In this regard, Macmillan Iberia follows **Springer Nature Group’s Information Technology and Privacy Policy**, which aims to provide a framework to implement and maintain the Group’s standards when handling personal or confidential information. The Policy also includes additional security measures implemented by Macmillan Iberia, such as:





- The company duly informs employees of the obligation to comply with the document “Duties and Obligations”, which includes the measures to be implemented by employees with regard to data and equipment. Employees must also sign a receipt whenever they are given an item of equipment (smartphone, computer, tablet, etc.).
- To ensure the security of third parties, Macmillan Iberia has signed an agreement regulating the processing of personal data in accordance with the Group’s standards and European regulations.
- Any vulnerability identified by the employee must be reported to the Group and to Macmillan Iberia’s IT department.

Macmillan Iberia also follows the ISO 27001 methodology, which sets out the security measures required to reduce the likelihood of threats materialising, while all security incidents are resolved in the shortest possible time in order to prevent them affecting the information managed or the services provided.

**The company has a user guide
in the case of data leakage.
In 2021, no complaints were filed
in relation to data leakages.**

“Macmillan Iberia is committed to maintaining the highest ethical standards in all its activities”

OUR VALUES AND WAYS OF WORKING

	<p>PARTNERSHIP</p> <p>Trust each other and engage to build strong relationships – inviting and respecting different perspectives, working well together and recognising the contribution of all.</p>	<p>TRUST each other: Value the strengths and recognise the contribution that everyone makes to the success of the group. Encourage others to be accountable in their areas of expertise and responsibility. Empower and delegate effectively, setting direction and sharing responsibility for achieving results in the best possible way.</p> <p>ENGAGE to build strong relationships: Listen to feedback, engage with other points of view and value new ideas. Communicate your vision clearly, carefully tailoring your channels, language and style to reflect the needs of a global and diverse audience with different first languages and cultural perspectives.</p>
	<p>INTEGRITY</p> <p>Deliver on your promises and priorities and inspire through your actions. Be a role model for others - fair, respectful and true to yourself.</p>	<p>Deliver on your promises and PRIORITIES: Take responsibility for delivering results and meeting targets. Be reliable, keep promises and meet timelines. Stay open to the opinions of others – respecting decisions and being prepared to alter your approach and priorities if required.</p> <p>INSPIRE through your actions: Be true to yourself and a role model for others – fair and respectful regardless of their role or position. Demonstrate the importance of learning quickly from mistakes in order to build an environment in which creativity and innovation can thrive</p>
	<p>DRIVE</p> <p>Activate change and accelerate your potential. Be agile and adaptable, open to new ideas and embracing opportunities to develop and succeed.</p>	<p>Activate CHANGE: Respond positively to the need for change in a constantly evolving environment. Support others so that they continue to perform at their best even during uncertainty. Be flexible, adapting your actions and approach and setting the right pace for change to ensure the success and wellbeing of everyone involved.</p> <p>Accelerate your POTENTIAL: Commit to learning and development for yourself and others. Play your part in creating a stimulating environment where people learn from new experiences and develop their careers; so that everyone enjoys their time at work and achieves a good balance in their professional and personal lives.</p>
	<p>RESPONSIBILITY</p> <p>Do the right thing for all our communities and champion diversity, equity and inclusion. Play your part in ensuring we act as a responsible business, driving sustainable progress and recognising the ideas and opinions of all.</p>	<p>Do the right thing for all our COMMUNITIES: Use insight and data to drive sustainable solutions that make a real difference to our customers and communities. Play your part in ensuring that we act as a responsible business, helping to deliver progress for all.</p> <p>Champion DIVERSITY, EQUITY and INCLUSION: Actively encourage a working environment that promotes diversity and recognizes ideas and opinions of all in line with our values. Think and act globally, keeping the needs of local colleagues and customers in mind. Model inclusive behavior, demonstrate your commitment to anti-racism and uphold our Code of Conduct.</p>

SPRINGER NATURE GROUP

Springer Nature’s corporate culture, common to all companies in the Group, is based on the following **values and ways of working**:

- **Collaboration:** Trust people and commit to building strong relationships, always inviting and respecting people’s opinions, fostering good teamwork, and recognising each person’s contributions.
- **Integrity:** Fulfil your promises and priorities, and inspire others with your actions. Be a role model for others: fair, respectful, and true to yourself.
- **Proactivity:** Activate change and accelerate your potential. Be agile and versatile, open to new ideas and opportunities to develop and succeed.
- **Responsibility:** Do the right thing for all our communities and advocate diversity, equity and inclusion. This helps ensure we act responsibly as a company, driving sustainable progress and recognising the ideas and opinions of all people.

Compliance Model

Integrity is a key value for Springer Nature Group. MacMillan Iberia has implemented the following elements in order to prevent and adequately manage the risks associated with compliance:

Compliance Committee

The **Regional Compliance Committee** for Iberia region was set up in November 2019. This committee oversees Springer Nature’s compliance programme and risk management system in Iberia region².

The Committee meets quarterly, and is made up of the General Managers of Springer business units in the region (including Macmillan Education), together with the heads of HR, IT and Legal. Macmillan Education’s CFO is the *Head of Compliance* for the region.

The Committee reports to the global Compliance team, which in turn reports to Springer Nature’s *Management Board*.



Functions of the Compliance Committee

- Regularly **implement and report** the group’s Compliance policies, always in the local language.
- Regularly **review local policies**, procedures and internal controls to prevent non-compliance and identify vulnerable areas.
- **Identify areas** where legal requirements differ from Group policies, and propose solutions to ensure compliance standards.
- **Support** Springer Nature Group’s annual risk management process.
- **Steer** the process at regional level.
- Duly **identify new risks**, assess changes for newly identified risks, and implement the agreed mitigation actions.
- **Report** to the central Compliance group any material changes in business operations that could affect the risk profile of the activities (e.g. structural changes, new activities in the region, new suppliers, acquisitions, etc.).

² The Springer Nature’s business located in the region of Iberia and the Operative Business of Education located in Turkey are under the mandate of this Committee.

Code of Conduct

We have a **Code of Conduct for employees**, and a **Code of Conduct for business partners**. Together, they provide the reference framework for day-to-day activities and interaction with stakeholders: employees, customers, partners, etc.

Employees' Code of Conduct. This applies to all Macmillan Iberia employees, who must confirm their commitment to the code on a yearly basis.

The most relevant aspects of the Code of Conduct are as follows:

- **Behaviour** towards colleagues and third parties working at Springer Nature.
- **Environmental**, social and governance compliance.
- **Protection and appropriate** use of assets.
- **Impartiality.**
- **Protection of privacy** and confidentiality.
- **Fair competition.**
- **Intolerance** to any form of corruption, fraud and bribery.
- **Transparent record** of transactions.
- **Supply** chain management.
- **Transparency** in contracts with Public Administrations and NGOs.

Business Partners Code of Conduct. This Code of Conduct sets out the basic requirements we expect Business Partners to comply with, as described in detail in the report section dedicated to our partners and suppliers.



Whistleblower channel (Speak-up)

“Under the motto “If you see something, say something”, we encourage our employees and business partners to raise questions and concerns about compliance”

Employees, business partners, authors, suppliers, publishers, customers and anyone else who wish to raise questions or concerns about Springer Nature’s Code of Conduct or the Business Partner Code of Conduct may report any concerns directly to local managers, the Human Resources department or compliance staff, or indirectly through Speak-Up.

Speak-Up is provided by a third party, and allows anyone to make a query or complaint securely (and anonymously) in any language.

Other compliance monitoring tools

- **SNICS (Springer Nature Information on Customers and Suppliers System)**. This is a system for assessing and managing business partners, used to measure risks with third parties and ensure that we only work with business partners that follow the standards set out in our Code of Conduct.
- **Register of interests, gifts and gratuities**. All gifts given or received by way of entertainment, hospitality, promotional items, sponsorships, charitable donations, or any other non-contractual charges or payments, with a value greater than €100 must be declared.

Training on the Code of Conduct and Compliance

Mandatory training on the Code of Conduct and Compliance is provided for all employees throughout the company at least once a year.

The **mandatory courses** carried out in 2021 were all in e-learning format, namely: data privacy and confidentiality; risks of bribery, fraud and corruption; unfair competition and public procurement; and personal interests. Each course lasted 30 minutes on average. 100% of Macmillan Iberia’s workforce completed this training in 2021.

In addition, **Voluntary training** is offered on the LEAP platform (*Leveraging Educational Assistance Partnership*).

Fighting corruption and bribery

Springer Nature Group has an **Anti-Bribery, Fraud and Corruption Policy** that applies to all Springer Nature activities or operations and all interactions with third parties. This Policy aims to:

- **Raise awareness** among employees about how to recognise bribery, fraud and corruption, and the behaviours and circumstances associated with them.
- Establish a consistent set of **expectations and requirements**, ensure controls are in place to help prevent bribery, fraud and corruption throughout our supply chain, and prevent misuse of Springer Nature assets, whether for personal gain (corruption or fraud) or to generate funds to bribe third parties.
- Provide clear **guidelines** on raising concerns and seeking assistance for any members of staff who discover or suspect bribery, fraud and corruption.

The Group's commitment is also reflected in the **Code of Conduct**, which states that "We do not tolerate any form of corruption on the part of any person representing Springer Nature. We do not offer, give or receive bribes or other benefits or advantages for personal or commercial gain. We also forbid such behaviours within our supply chain. No matter how large or small the payment or other benefit appears to be: a bribe is a bribe. Our **zero-tolerance position** on bribery and corruption covers the whole company, and Springer Nature has adopted it worldwide. We would rather suffer delays or lose the contract than make payments or offer benefits that could be considered illegal.

Springer Nature often works with third parties and expects all its suppliers, vendors, agents, intermediaries, service providers and other partners to stand by the same ethical, health, safety and environmental standards as us. These standards are described in Springer Nature's Code of Conduct for Business Partners.

Training explaining various aspects of this policy can be found in LEAP (*Leveraging Educational Assistance Partnership*), and is also included in the annual values and conduct training programme.



Human rights

Macmillan Iberia complies with all **Spanish labour and human rights regulations**, and we expect our business partners and suppliers to do the same. That is why our Code of Conduct includes clauses on protecting human rights, with specific reference to avoiding human trafficking and slavery. These clauses must be included and signed in the contractual agreement between Macmillan Education and its business partners.

Furthermore, Springer Nature's "**Statement on Modern Slavery**" sets out how the risks around modern slavery and child labour are monitored and addressed, in accordance with the type of goods and services, where they are provided, and the group's estimated annual expenditure.

In accordance with Spanish law, the Company respects **freedom of association and the right to collective bargaining**.

Macmillan also has a **policy of fair and respectful treatment and protection from harassment** and an investigation protocol, duly agreed with workers' representatives and made known to all staff. A webinar was also organised dealing with this subject.

No complaints regarding human rights violations have been received over the course of the year

Tax transparency

Macmillan Iberia is committed to complying with Spanish tax laws and regulations and OECD guidelines, and to carrying out initiatives to increase tax transparency.

Taxes Data (in thousand euros)	2021
Pre-tax income	3,499
Accrued income tax	645

Macmillan Iberia has filed tax deductions in 2021 for tax relief thanks to capitalisation reserve (10% deduction for not distributing dividends) and a deduction for donations to non-profit organisations.

Finally, the Company has made contributions to foundations and non-profit organisations amounting to €26,525.

Cash Donations 2021	26.525 €
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5. Creating value for the educational community

5. Creating value for the educational community

“At Macmillan Iberia we strive to lead the way in creating shared value within the Educational Community. That is why we believe it is essential to promote **inclusive quality education** strategies causing a knock-on effect on society”



macmillan
education
Iberia

5.1. Committed to the Educational Community

We seek to make a positive contribution to the Sustainable Development Goals (SDGs) through various initiatives by **increasing the level of educational development in society and promoting equal opportunities among the most vulnerable sectors**, doing so by gaining knowledge about innovation and new technologies.

As part of our **commitment** to the development of the Educational Community, we carried out actions in 2021 that have had a positive impact on the society that we belong to, and, especially, on the educational framework of our surroundings.

In line with our **initiatives**, we made charity donations and offered inclusion activities that focus on special needs. Two of our most notable milestones were the partnerships we established with Fundación Balia por la Infancia (*Balia Foundation for Children*), Fundación Alares, and the Odisea bMaker Competition.



Fundación Balia
por la Infancia



In 2021, we had the opportunity to collaborate with Fundación Balia on two initiatives related to language learning and bullying prevention. Both initiatives shared the common goal of improving opportunities for children at risk of exclusion.

5. Creating value for the educational community

Balia Hello



“Having an English-speaking teacher is a huge opportunity for the boys and girls at Centro Balia Latina. Higher motivation among younger age groups is detected, especially whenever the activity has a playful approach, such as a game, and not so much as a traditional English lesson. I would love to continue with the project, perhaps giving new groups a chance to participate.”

Testimonial - Balia centre coordinator

5.1. Committed to the Educational Community



5. Creating value for the educational community

This initiative helps identify an unmet need: the need to incorporate English into children’s learning processes so that they can adapt to the new bilingual system without this added challenge delaying their educational development compared to all other schoolchildren in Spain.

Our aim was to prevent English from becoming yet another obstacle to acquiring skills. That is why we tried to bring English to children at risk of social exclusion **from a fun and social perspective**, thus boosting their motivation to learn this language and therefore leading to a positive evolution in their academic performance.

Due to the health situation, this school year has had its own particularities since group capacity limits had to be restricted by half and protocols related to hand washing, the use of face masks and social distancing were implemented to ensure staff and student safety. Although this affected the scope and impact of the English class, **the children’s satisfaction with the activity was 4.50 points out of five**, this score being the average after 32 sessions.

To measure the degree of effectiveness of this new course on school marks, appraisals were collected from 14 of the 15 participants, among whom 11 passed the tests at their schools. This stands for a **success rate of 78.5%**.

School bullying prevention workshops



The aim of this initiative is to prevent and raise awareness about school bullying among boys and girls at risk of social exclusion.



KiVa is a school bullying prevention programme developed by the University of Turku, Finland and funded by Finland's Ministry of Education and Culture. The methodology consists of a series of phases including information sessions with teachers, lessons and interventions in cases of bullying, and, lastly, follow-up of the cases and progress at the centre.

Macmillan Iberia has carried out a **corporate volunteering project** implementing KiVa methodology directly on students throughout the school year 2021-2022. During these sessions, their work focused on developing the emotional skills needed to prevent violence among classmates, providing them with useful learning tools that will last a lifetime. These KiVa lessons, taught by official instructors of Macmillan's KiVa programme, comprised six hours of activities for a group of 10 primary school children, since this age group (9-10 years) has been identified as being especially vulnerable to school bullying.

Given the importance and the current situation of the bullying at the Spanish schools, this initiative has had significant media coverage: media outlets like El Economista and ABC have informed of the partnership between Macmillan Education and the Balía Foundation through KiVa, highlighting the important work done to create a supportive setting in classrooms to combat school bullying.

5. Creating value for the educational community

ODISEA bMaker Competition

ODISEA bMaker



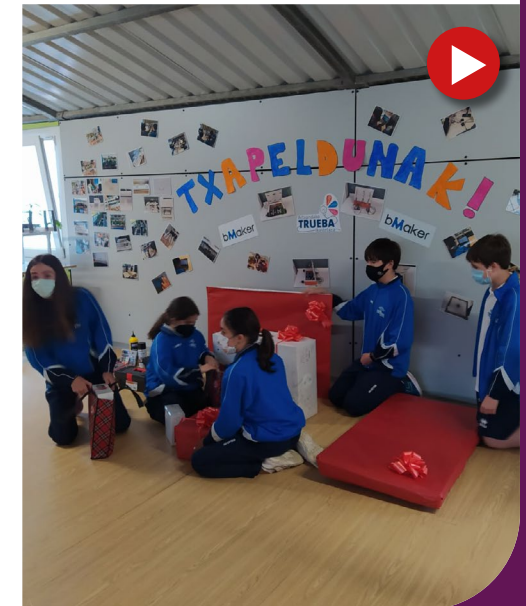
The 2nd edition of the Odisea bMaker competition took place during the 2020-2021 academic year.

Odisea bMaker is a competition for educational centres that use bMaker, an educational solution related to acquiring STEAM knowledge: programming, robotics, 3D design, while also building on creative, technical and emotional skills. The aim of the competition is for students to use these tools and techniques **to develop a project proposing a solution that leads to a more sustainable environment.**

In this edition, due to the uncertainty created by the pandemic and doubts as to whether students could be present in the classroom, the number of participating schools was down from last year.

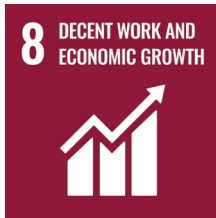
The **winning project** involved the creation of a system to renew the air in the classrooms, a very current and relevant topic, and it was presented by **Colegio Trueba in Bilbao** (by Year 6 Primary school students and Year 3 Secondary school students).

The prize consisted of a bMaker classroom (3D printer, work benches and other technology tools). Moreover, a charity award was given to Fundación Balia consisting of digital licences to help students learn programming and 3D design, in addition to extending the scope of learning to a social group that otherwise would not have had access to the same, thus creating more balanced educational opportunities. These licences are worth €1,425.



5. Creating value for the educational community

Fundación Alares



5. Creating value for the educational community

In 2021, we launched a **corporate volunteering initiative together with Fundación Alares**. Fundación Alares undertakes social improvement projects to try to bring all people of civil society, companies and organisations together as partners who wish to fight for the well-being of people and the development of a balanced society in Spain.

We collaborated with its **@ObjetivoEmpleo** programme to boost the employability of people with functional

diversity. Macmillan Iberia volunteers taught English classes to people belonging to the Foundation so that, with the knowledge and command of the language, they have more opportunities to enter the labour market.

A total of 10 English lessons were taught, each one lasting 1 hour for groups of 10 people. Moreover, we provided students with textbooks and reading books from our publishing group worth €1,300 to help them complete their studies.

Inclusion and special needs

As in previous years, during the 2021-2022 academic year, we donated approximately 140 resources for children with special needs due to visual impairment and dyslexia through schools and the ONCE Foundation.

Donating the Company Christmas gift

In 2021, we offered the option of donating the Company Christmas gift to an NGO (proposed by employees themselves), thus involving our employees in actions with a positive social impact. In total, €2,000 euros were given to Caritas España and the ADANO Foundation (Navarre Association for Helping Children with Cancer).

Helping the island of La Palma

To reduce the consequences of the volcano eruption on the island of La Palma, Canary Islands, Macmillan Iberia donated textbooks, teaching material and digital licences worth €5,300 to schools in La Palma so that students could continue with their lessons.

5.3. Inspiring action by disseminating the SDGs

Macmillan Iberia carries out actions inspired by its parent company, Springer Nature, within the scope of the *United Nations SDG Publishers Compact* initiative. Macmillan Iberia adds to the contribution made by the SN group to achieve the SDGs.

SDGs Observatory

The 'SDGs Observatory' is a project that aims to promote the SDGs from the core of our business. The real added value comes from the creation of resources that help teachers work on the SDGs in the classroom. Macmillan Iberia is one of the pioneering companies in launching this type of material to the Spanish education market.

5.3. Inspiring action by disseminating the SDGs

Throughout 2021 we continued this project that began last year, focusing on raising awareness about and disseminating the SDGs among the educational community. To do so, a specific page was created on our corporate website to share the **2030 Agenda** objectives and **educational resources related to the SDGs** were made so that teachers could work with them in the classroom.









5. Creating value for the educational community

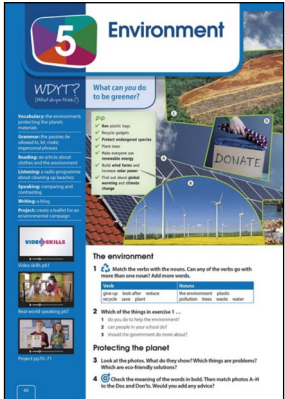
The school materials distributed by Macmillan Iberia are available on the website at no cost to the public. They will be available in French, English, German and Spanish, thereby making it possible to have more opportunities to contribute to inclusive lifelong learning for all.

Activities intended to increase knowledge and boost the implementation of the SDGs are promoted in our books. We estimate that we may be able to reach over 13,500 educational centers and more than 2,200 billion users. Macmillan Iberia's vision for the next few years includes creating more educational material that is focused on the SDGs, besides updating the examples included in all materials. In addition to this, we intend to publish new courses based on teachers' feedback, while also encouraging more Social Action activities and evaluating their impact.

We incorporate the SDGs in our materials

Sustainable Development Goals	Initiative	
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Fit and healthy?</p>	
 <p>5 GENDER EQUALITY</p>	<p>Great Learners Great Thinkers</p>	
 <p>10 REDUCED INEQUALITIES</p>	<p>What can you do in your park?</p>	

5. Creating value for the educational community

Sustainable Development Goals	Initiative	
	Recycling	
	Environment	

5. Creating value for the educational community

In general, the SDGs Observatory project allows us to:

- Improve our positioning and differentiate ourselves from the competition
- Improve corporate identity and brand image
- Conduct market research in real time
- Extend resources to all educational stages
- Enhance the usability of resources by opening new markets within SN reach
- Create a living, dynamic project that can adapt to a changing world

SDG Impact Festival



Another 2021 milestone

was the first **SDG Impact Festival**, organised internally by Springer Nature. It aimed to recognise and celebrate projects carried out by the entire organisation, which contribute to achieving the SDGs and demonstrate its commitment to sustainability.

A competition was held which included the following categories:

- Supporting & Amplifying SDGs.
- Acting & Operating Responsibly.
- Innovation.
- SDGs Heroes

5
HEROES
AWARDED

80
PARTICIPANTS

AWARDS
GIVEN TO
3 PROJECTS

Macmillan Iberia submitted 2 projects and both were selected as finalists: "Observatorio de los ODS" to raise awareness about and disseminate the SDGs among the educational community, and "Únicos", a podcast programme for teachers which discusses different topics related to inclusion in the classroom.

At Springer Nature and Macmillan Iberia, we will continue to create and distribute content until 2030, the year that is the projected final date for achieving the SDGs of the 2030 Agenda.

5. Creating value for the educational community



6. Committed to diversity, equity and inclusion



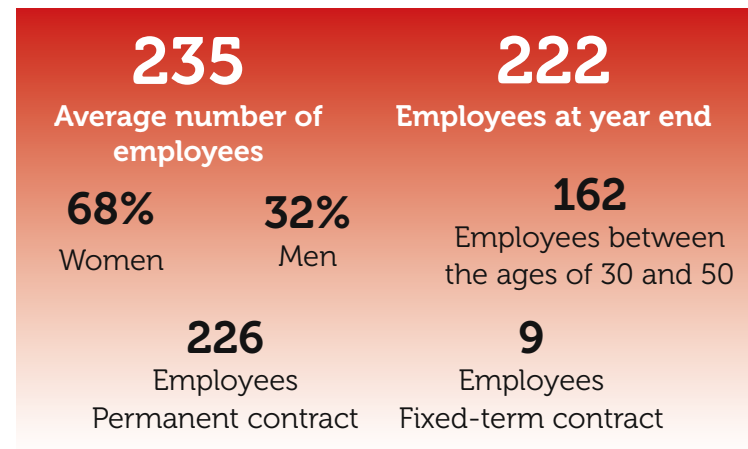
“Macmillan Iberia, as part of the Springer Nature group, is committed with the creation of an **inclusive and diverse corporate culture**”



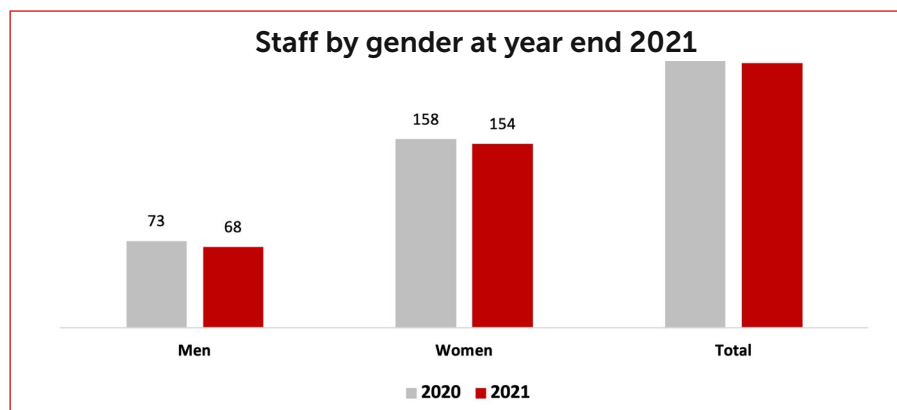
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Iberia

Macmillan Iberia has various policies and guidelines in place for employees which have been established at a global level for the entire Springer Nature group and, in some cases, at a local level to comply with legislation or area-specific needs. The aim of these policies is to ensure the well-being of our employees.

At the global level, general policies and guidelines are established with regards to talent attraction and selection, compensation, work organisation, learning and professional development, etc., all of which are complemented by other local policies and guidelines, such as the Flexible remuneration policy, the Concilia Plan and flexible hours, the Work from home policy, the Learning Plan, the Career Plan, the Policy of fair and respectful treatment, and the Equality Plan between men and women.



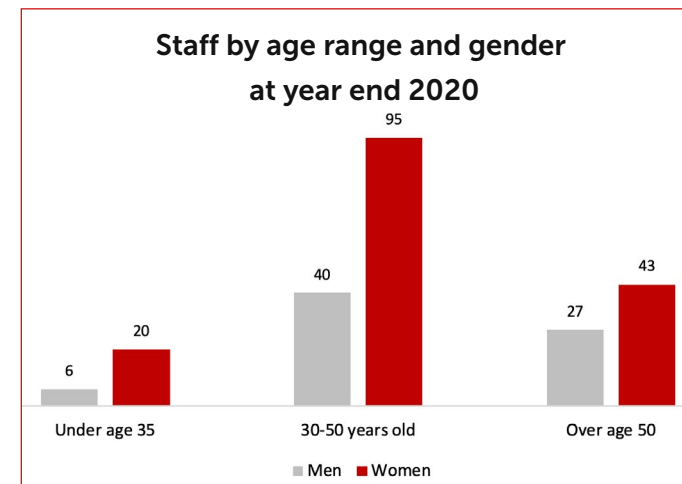
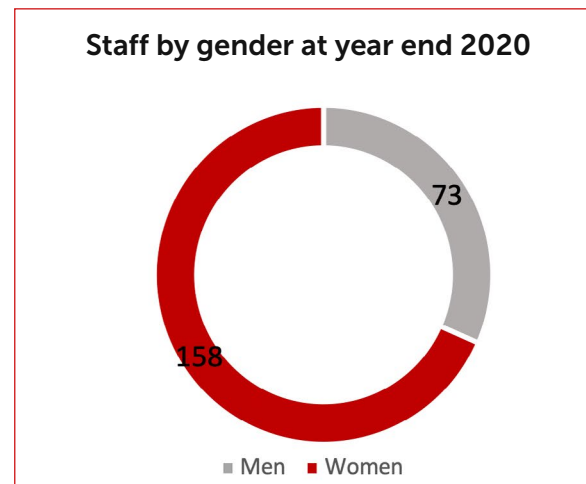
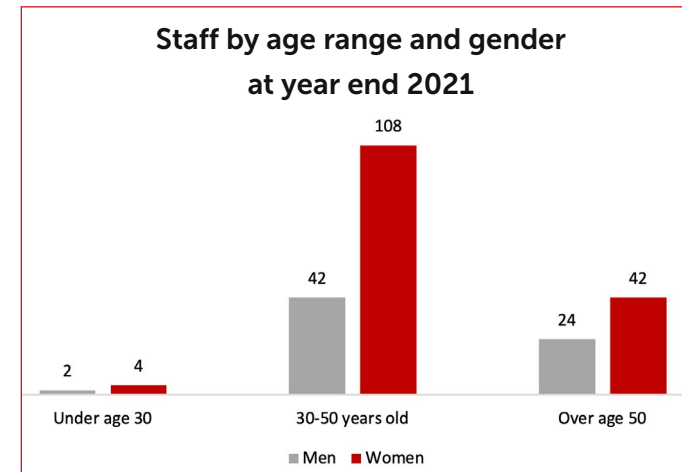
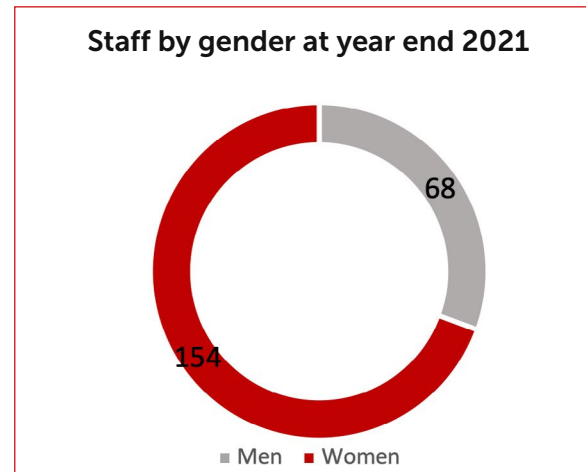
*Data calculated from the average number of employees



As of 31 December 2021, Macmillan Iberia’s staff consisted of 222 people compared to the 231 people in last year’s fiscal year, which represents a decrease of 4%. The staff are based at 6 work centres in Spain, located in Madrid, A Coruña, Bilbao, Barcelona, Valencia and Seville.

The distribution of staff by gender shows a higher number of women, representing nearly 70% of the staff. The largest age group is between 30 and 50 years old, which represents 68% of the staff.

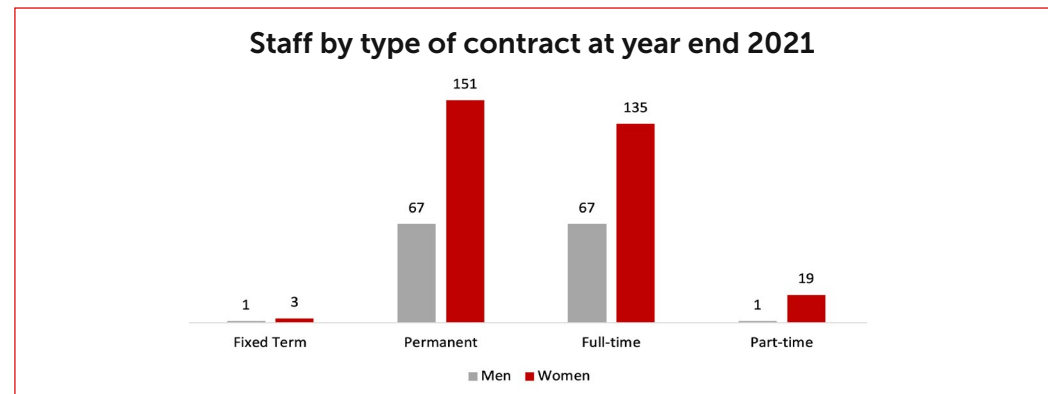
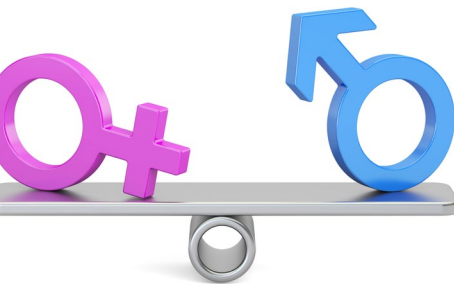
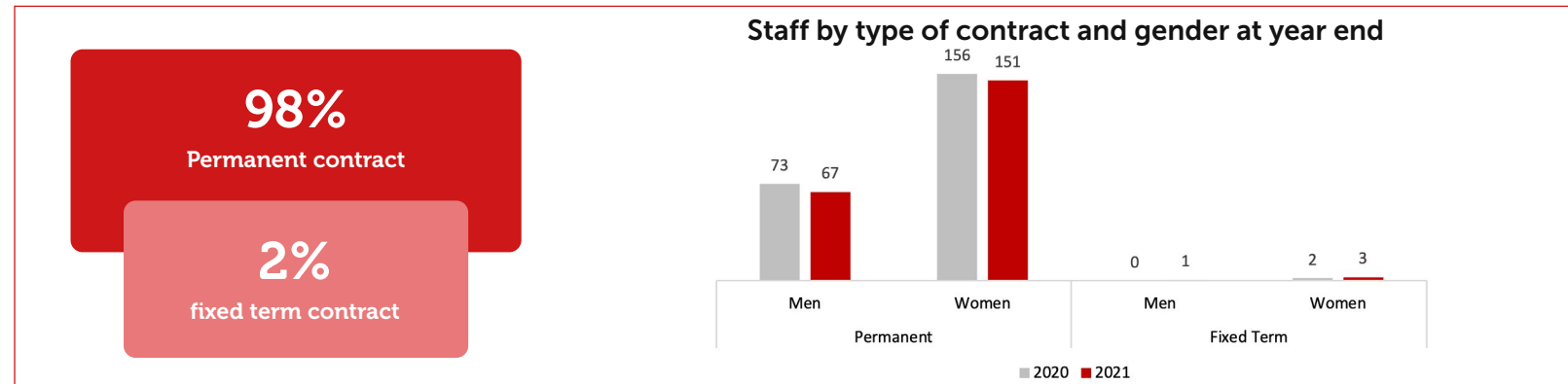
Macmillan Iberia is made up of **global teams**, mainly for the functions of global management and coordination and product development (content, editorial, digital, production); and **local teams**, mainly with functions of a commercial nature, marketing and local support teams (operations, finance, legal, IT, human resources).



5. Creating value for the educational community

In terms of distribution by professional level, B specialists represent the largest group, comprising 34% of Macmillan Iberia's staff, followed by administrative assistants, who represent 16% of the total.

Macmillan Iberia is committed to offering stable employment, where 98% of its contracts are permanent and 91% are full-time.



* In part-time contracts we report reductions in working hours due to legal guardianship.

5. Creating value for the educational community

The average number of employees was 235 people in 2021 (255 in 2020). A breakdown of the average number of employees based on type of contract and employment, gender and age group is provided below:

	2021				Total
	Fixed Term		Permanent		
	Full-time	Part-time	Full-time	Part-time	
Men	3.33	0.00	70.67	1.00	75.00
Administrative assistant	1.08		6.42		7.50
Specialist C			2.08		2.08
Specialist B	2.25		28.25		30.50
Specialist A			7.00		7.00
Operational Head			11.25		11.25
Functional Head			6.67	1.00	7.67
Manager			4.00		4.00
Management Board			5.00		5.00
Women	4.34	0.59	134.49	20.58	160.00
Administrative assistant	1.67	0.42	23.58	5.00	30.67
Specialist C	0.42		11.58	2.75	14.75
Specialist B	2.25	0.17	44.50	4.00	50.92
Specialist A			15.25	2.83	18.08
Operational Head			17.08	3.00	20.08
Functional Head			16.50	3.00	19.50
Manager			3.00		3.00
Management Board			3.00		3.00
Overall total	7.67	0.59	205.16	21.58	235.00

	2021			
	Fixed Term		Permanent	
	Full-time	Part-time	Full-time	Part-time
Men	3.33	0.33	70.58	1.00
Under age 30			0.83	
30-50 years old	1.83	0.33	44.08	0.08
Over age 50	1.50		25.67	0.92
Women	4.58	0.44	133.67	20.75
Under age 30	0.33	0.44	1.67	
30-50 years old	3.25		93.50	18.58
Over age 50	1.00		38.50	2.17
Overall total	7.91	0.77	204.25	21.75

In 2021, 18,880 absence hours have been accounted for, which correspond to common occupational contingencies and absences contemplated in the Concilia Plan.



5. Creating value for the educational community

6.2. New ways of working

“Providing more work flexibility to improve the well-being, commitment and performance of people at Macmillan Iberia”

In 2020, despite the COVID-19 crisis, Macmillan Iberia found that remote work did not negatively affect staff performance and that it became an incredibly helpful tool for ensuring the well-being of people.

For this reason, and in line with Springer Nature’s global policy, Macmillan Iberia has sought to offer different options for remote work. The **Working from Home (WfH) policy** applies to all of Macmillan Iberia Spain’s work centres, and it complies with current legislation in all aspects.

The goal is to increase **flexibility** to reflect the new productive working styles that benefit from digital development, while at the same time maintaining the positive elements that exist in our business culture: collaboration, integrity, proactivity and responsibility.

In line with our commitment to the SDGs, this measure also aims to reduce the environmental impact associated with commuting from one’s home to the office and promote a work-life balance.

6.3. Macmillan Concilia

The workplace schedule and work times have been agreed upon with the employees’ legal representatives (RLPT), under the Collective Agreement for Graphic Arts, Paper and Cardboard Handling, Publishing and Auxiliary Industries, to which the company belongs at the Madrid work centre. At the other centres, this is agreed upon with their respective staff.

Moreover, there is a **compensation policy for overtime hours** worked in excess of the work period, a **Working from Home policy**, and a **Work-Life Balance Plan (Macmillan Concilia)**.

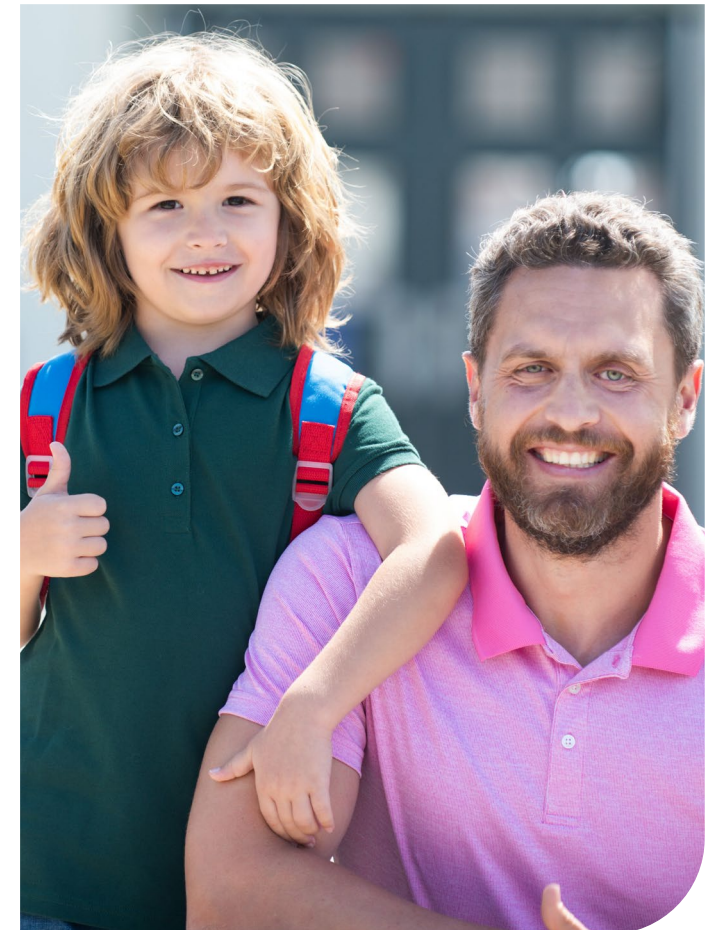


Macmillan Concilia is the Company's Work-Life Balance Plan, which responds to the desire to create a work environment that allows people to develop professionally while maintaining a good work-life balance. This Plan was designed in collaboration with the RLPT to give employees more flexibility and to foster greater commitment and responsibility, all of which leads to better results.

Existing work-life balance measures

- Absence for accompanying family members (added to the provisions of the Agreement).
- Justified absences and corresponding days according to the causal situation.
- Births.
- Illness, surgery and death of family members.
- School events (not contemplated in the Agreement).
- Attendance of examinations for accredited and non-accredited studies (added to the provisions of the Agreement).
- Days of leave for marriage or common-law partnership.
- Unpaid leave
- Culture of flexible hours and responsibility.
- Special schedules
- Meetings

Macmillan Concilia is a dynamic, open project just like the educational environment, and for this reason, it is reviewed twice a year. This makes it possible to consider new needs and requests by the Management Board or the RLPT, who are committed to fulfilling the Plan in a spirit of cooperation and understanding.



6.4. Learning and career development

Macmillan Iberia's People Area strategically fosters learning for professional development, providing employees with the tools they need to successfully overcome present and future challenges that they face in their respective jobs. The Training Plan is the vehicle for acquiring skills and that is why it is closely developed with the career plans.

The **Learning Plan** is also the result of a process of dialogue with the employees' legal representatives, which is maintained throughout its duration to keep their priorities, requests and needs up-to-date. The sources that make up the Training Plan are mainly: the strategic lines of training aligned with the business objectives, the guidelines indicated by Springer Nature, the inputs from

the People Area on annually detecting needs, and the contributions of the Workers' Committee.

The **learning priorities** set for 2021 were the following:

- Change management
- Staff and organisational efficiency
- Development of business skills
- Leadership and team development
- Equity, Diversity and Inclusion
- The well-being of people and teams

In 2021, 3,155 training hours were provided, whereas 3,821 hours were given in 2020, which, by professional category, are distributed as follows:

5. Creating value for the educational community



Professional Level	Hours 2020	Hours 2021
Administrative assistant	297	1,270
Specialist C	451	135
Specialist B	1,463	442
Specialist A	162	271
Operational Head	836	716
Functional Head	412	239
Manager	109	40
Management Board	91	42
Total	3,821	3,155

Professional category	Average number of training hours	
	2020	2021
Administrative assistant	6.88	33.27
Specialist C	25.77	8.04
Specialist B	16.42	5.43
Specialist A	6.04	10.81
Operational Head	24.65	22.85
Functional Head	14.25	8.80
Manager	12.34	5.71
Management Board	13.32	5.25

*The average number of training hours was calculated based on the average number of employees.

Career development

In 2020, the “**Job Families**” Project was implemented at Macmillan Iberia with its corresponding career plans for the global publishing teams (CPMO), which includes part of Macmillan Iberia’s staff.

Its purpose is to create a global architecture that makes it possible to organise the different jobs according to their roles and levels to allow for better understanding and visibility of the professional opportunities as well as greater transparency in appointments and promotions. Thanks to the creation of said job families, the framework of the **career plans** was established and it allows Company employees to set their own goals and professional trajectories in a cross-cutting and streamlined manner that is adapted to their individual needs.

In 2021, and following the same work methodology as the **job families**, Macmillan Iberia launched a career plan for the commercial network and for the Marketing and Strategic Development Area. Thus ,70% of Macmillan Iberia’s staff already have a career plan. The next objective will be to successively ensure that all areas of Macmillan Iberia have a career plan until 100% of the staff have one.

Moreover, in 2021, the **global leadership programme** led by the corporate area in each region was resumed with

a view to develop the skills required by team leaders to guide and motivate them in achieving company objectives and values and support their professional development.

Lastly, the participation of Springer Nature and, therefore, that of Macmillan Iberia in the **STM Programme**, a mentoring programme organised at a global level, continues to be fostered. This initiative seeks to develop publishing professionals worldwide, as well as enhance their ability to establish and expand networks of contacts in the sector through mentors and mentees.

Performance assessment

97% of the permanent staff have completed their performance review process

To drive the continuous improvement of employee performance and development, Macmillan Iberia conducts a performance review process. A **two-way channel for dialogue** between managers and their teams is established through this process to individually assess the professional development objectives to be attained and how they align with Springer Nature’s values and CEB’s universal competency framework.

The defence of diversity, equity and inclusion is an integral part of our corporate value of Responsibility, encouraging all to play a key role in ensuring that Macmillan Iberia operates as a responsible company, driving sustainable progress and recognising the ideas and opinions of all.

Diversity

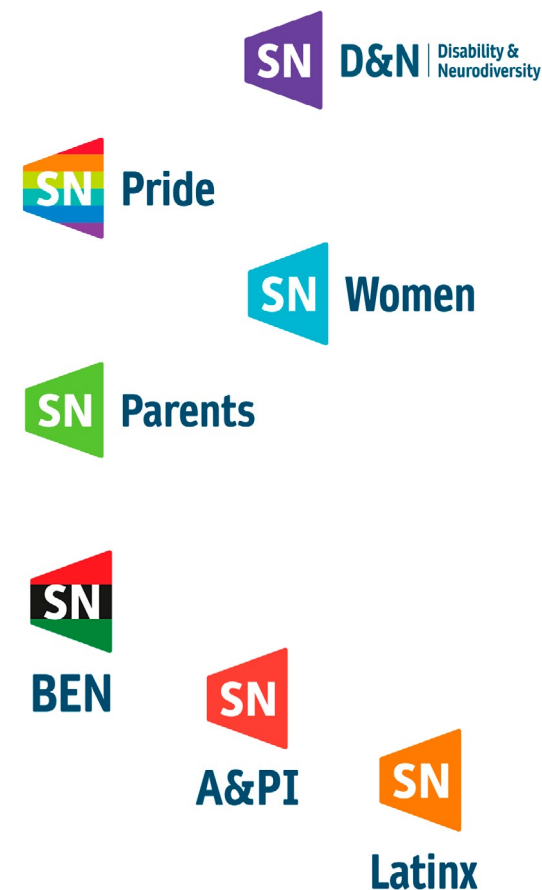
Springer Nature is a diverse organisation with a wide geographical distribution and more than 10,000 employees in more than 50 countries. This is why the risks arising from matters of diversity, equity and inclusion (DEI) are critical for the Group, and Springer Nature is leading the development of a DEI strategy for the next three years.

Our **Code of Conduct**, globally defined by Springer Nature, sets out the rules and guidelines to follow so that all employees are treated fairly and with respect by their managers and colleagues.

In exercising Governance at a global level, the **DEI Council** approves the internal and external strategic diversity, equity and inclusion (DEI) initiatives and monitors the implementation of the strategy. This Council is in constant communication with the DEI work groups in each of the following divisions: Research, Education and Professional Publications.

The DEI strategy includes a series of **internal and external measures**: At the internal level, it includes the DEI code of conduct, training plan and learning resources, a DEI checklist to conduct inclusive selection processes, and employee networks including the SN PRIDE SPAIN network, created in 2021 to support employees belonging to the LGTBIQ+ group.

Other networks of employees who actively work at different locations to achieve the inclusion of disadvantaged groups are: SN Women, SN Disability and Neurodiversity, SN Parents, SN Black Employees Network, SN Asians & Pacific Islanders, SN Latinx.



Equality and non-discrimination

Since 2018, Macmillan Iberia has had a **regulation in place on the fair and respectful treatment of employees and protection against harassment**, in addition to an action procedure and an investigation protocol with a focus on preventing, detecting and responding to possible misconduct. The same setting that we wish to promote in educational centres is the one that we defend and promote within our own facilities and from our Management Board.

Work is currently underway to establish a specific protocol against sexual harassment and another specific protocol for gender discrimination. An updated version of the **Equality Plan between men and women** in accordance with regulatory updates is also in progress, for which the diagnostic and analysis phase of the company has already been completed.

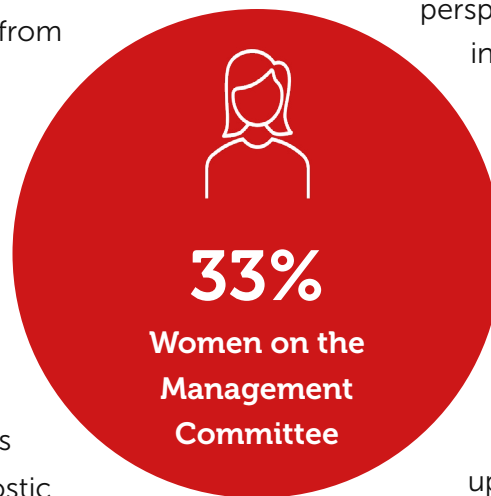
We also have a **global anti-discrimination and anti-harassment policy** and an externally managed whistleblower channel: *Speak Up*. This makes it possible to ensure anonymity and the proper operation of this mechanism.

In 2021, **virtual training** for Macmillan Iberia's entire staff was provided, wherein the main concepts associated with equality and gender perspective, the historical context in which differences in treatment and opportunities arise, work-life balance and time user, HR management with a gender perspective, communication and inclusive language, occupational risk prevention with a gender perspective, and the prevention of harassment in the work environment are all explained.

In 2022, the company intends to review the job evaluation system (hereinafter SVPT), in accordance with Royal Decree 902/2020 on equal pay for men and women, and analyse internal and market wage levels. This SVPT will be the basis for future wage auditing that will be carried out, as part of the updated Equality Plan.

The wage policy that will be reviewed annually by the company takes into account factors such as inflation or other external factors, but it also ensures the company's competitiveness in the job market.

Macmillan Iberia has completed the **wage register for year 2021** in accordance with RD 902/2020.



5. Creating value for the educational community

		Average wage and wage gap in 2021		
		Men	Women	% wage gap
Under age 30	Administrative assistant	€ 19,988	€ 19,832	1%
	Specialist C		€ 35,008	-
	Specialist B	€ 26,224		-
	Specialist A		€ 24,311	-
30-50 years old	Administrative assistant	€ 21,400	€ 23,194	-8%
	Specialist C		€ 27,511	-
	Specialist B	€ 29,285	€ 30,382	-4%
	Specialist A	€ 33,543	€ 33,772	-1%
	Operational Head	€ 40,086	€ 34,179	15%
	Functional Head	€ 42,203	€ 46,412	-10%
	Manager	€ 56,762	€ 50,998	10%
	Management Board	€ 87,228	€ 85,189	2%
Over age 50	Administrative assistant		€ 31,523	-
	Specialist C	€ 33,411	€ 32,539	3%
	Specialist B	€ 35,388	€ 35,139	1%
	Specialist A	€ 39,031	€ 39,335	-1%
	Operational Head	€ 36,411	€ 42,892	-18%
	Functional Head	€ 48,661	€ 50,023	-3%
	Manager	€ 77,343	€ 80,269	-4%
	Management Board	€ 86,543	€ 101,201	-17%
Total average	€ 38,892	€ 35,843	8%	

*Negative wage gap data represent a wage gap in favour of women; positive values are in favour of men.

*The data take into account total remuneration (base salary + salary supplements).

Macmillan Iberia's Board of Directors is comprised of three people: two members of Macmillan Education Global and one member of Macmillan Iberia. These members do not receive remuneration or allowances for undertaking these responsibilities. As of 31 December 2020 and 2021, Macmillan Iberia has no pension and life insurance obligations with respect to former or current members of the Board of Directors, nor does it have any obligations on their behalf by way of guarantee.

Inclusion

In 2021, Springer Nature joined the **Valuable 500** initiative, which brings together 500 executive directors of the world's leading organisations to publicly commit to promoting the inclusion of people with disabilities in their organisations. Frank Peeters (Springer Nature Group CEO) is one of those 500 directors.

Furthermore, in accordance with the **General Disability Law of Spain**, Macmillan Iberia's staff includes two people with a disability certificate and they both have a permanent contract. In addition, the alternative measures set forth in article 2 of Royal Decree 364/2005, of 8 April, were met.

As regards **conditions of universal accessibility**, the following measures are implemented at our offices:

- **Madrid and Barcelona:** these offices comply with the conditions of accessibility in terms of building access and mobility, as well as the width of doorways in our offices. Only the restrooms, which belong to the building, are not adapted.
- **Bilbao:** the office complies with the conditions of accessibility in terms of doorway width; however, the building and the restrooms are not adapted.
- **Sevilla, A Coruña and Valencia:** the offices and the building comply with the conditions of accessibility.



Maintaining team cohesion and increasing its commitment and pride of belonging is a company priority. That is why the following main **objectives of the internal communications** strategy have been set:

- To convey the company objectives and the purpose of boosting education
- To act as a coordination mechanism between employees and managers
- To promote the company's values and corporate culture
- To allow for informal interaction among employees

Macmillan Iberia has several **channels**, both physical and digital, **to manage internal communications**:

- Global and local **intranet** with 3-level communication: unilateral, bilateral and multilateral (Hive).
- Routine **e-mail** announcements through the Internal Communications inbox.
- **Monthly internal newsletters** from Iberia and Macmillan Education.
- Monthly Macmillan Iberia **webinars**, global Education webinars, and Springer Nature webinars whenever necessary.
- Physical elements (**posters, blackboards, banners, etc.**)

Main actions in 2021

- Monthly announcements from the Iberia Management Board.
- **Internal newsletter** from Macmillan Education and collaboration with the Global Newsletter.
- **Communications** on the Company strategy (Vision 2025) through webinars, work meetings, videos, news, etc.
- **Meetings** between General Management and the different teams to learn about staff concerns: up-down and bottom-up communication (Pulse Survey and work environment survey). Communications on Career Plans and the performance review process.
- Insertion of **inclusive language** in internal communications.
- Communications on the **working from home policy**, as well as working from home during the different phases of a pandemic.

Other actions have also been performed with the aim of increasing staff commitment to the project representing Macmillan Iberia. The most noteworthy actions are:

- Well-being actions for the staff (discounts on yoga, at-home physiotherapy sessions, the “Calm” app, good practices, Employee Assistance Programme, etc.).
- *Welcome back*: a back-to-the-office campaign to motivate the staff as they physically return to the office and to ensure their health and safety.
- SMT programme: An engagement action for the publishing staff to belong to a networking group of mentees and mentors.
- Big Thank you days. Two additional days of paid leave for the staff as recognition of their efforts and dedication during the pandemic.
- Special offers and discounts for the staff.
- Employee Assistance Programme that offers advice and/or information and resources on emotional and financial aspects, legal matters and aspects of working life. The service is available 24/7 and it is free and confidential for the staff and their immediate family. This programme was implemented in Spain in July 2021.

Work environment

The response rate for Macmillan Iberia was 72%

The staff level of satisfaction for Iberia was 75% vs. 71% for the Springer Nature Group

The work environment survey is directly conducted by the Corporate Area through the different Pulse Surveys completed during the year (April and October 2021). In Spain, it had a good response from our staff, reaching a 72% participation rate in 2021, slightly lower than the 74% recorded in 2020.

The responses are anonymous and are managed externally to ensure objectivity and data transparency. Moreover, the results obtained serve as a basis for further internal reflection on the factors affecting the work environment, commitment and staff satisfaction.

Macmillan Iberia defends the right of employees to be represented. 100% of the staff is covered by the **Collective Agreement for Graphic Arts, Paper and Cardboard Handling, Publishing and Auxiliary Industries**.

The new National Agreement on Graphic Arts, Paper and Cardboard Handling, Publishing and Auxiliary Industries was published in November 2021. The main change relates to the adjustment of the salary scales.

Moreover, employees have legal representatives at the Madrid work centre.

The employees' legal representatives Committee is comprised of 8 people, 5 from the CC.OO. (Workers' Commissions) union and 3 from the CGT (General Labour Confederation) union.

6.8. Occupational health and safety

Health and safety in the work environment is a priority commitment, which is why we promote a **culture of prevention**.

Macmillan's commitment is established in its **Global Health and Safety Policy**, approved by the Springer Nature Board of Directors, and it aims to maintain the occupational health and safety conditions set forth in the Code of Conduct. This policy is available on the corporate intranet.

The following **principles** are defined in the Policy:

- To implement adequate, proportional safety measures.
- To ensure the fulfilment of obligations with employees with regards to health and safety.
- To foster a safe environment, not only for employees but also for customers, contractors and suppliers.
- The adequate safety measures are specific and depend on the context of the situation, including the type of work, the number of employees that participate and the workplace.
- To encourage a proactive approach to accident reporting.

Our workplaces are mainly offices, so there is a low risk as regards physical safety and/or occupational illnesses. Possible risks may be related to accidents occurring when sales teams travel for their business work, when employees commute to and from the office, and from the consequences of forced ergonomic postures.

The preventive activity is mainly organised in collaboration with the External Prevention Service (SPA), which prepares the National Prevention Plan as well as the Emergency Action Plan for each work centre.

Moreover, Macmillan Iberia has prevention and action protocols and manuals that are available on the intranet.

To manage Health and Safety, the company selected the following specific structure to provide prevention advice and support:

- **Health and Safety Committee:** It ensures compliance with the Global Health and Safety Policy at a local level through the Health and Safety Committee (CSS) of the Madrid work centre: Furthermore, it is a joint body comprised of three members of the employees' legal representatives Committee and three company representatives who periodically implement corrective and/or preventive actions in this area.
- **Central Services Prevention Coordinator (Madrid):** this person assists with communication between the External Prevention Service (SPA) and the company.
- **Prevention leaders in other centres:** comprising nine people who are in contact with the prevention coordinator.
- **Rosario Pino Emergency Team:** given the number of employees at the Madrid offices, an emergency team or team of prevention leaders, people who are responsible for helping in the case of an emergency, was established. This team is made up of 17 people.

The following insurance policies are offered to promote occupational well-being: private medical insurance, train and airplane travel insurance, and group accident insurance.

Accident rates

In the 2021 fiscal year, one accident resulting in sick leave occurred and it involved a woman who was on leave for 129 days.

No fatal accidents occurred. Likewise, no cases considered to be an occupational illness occurred. Given the type of activity, there is no incidence or elevated risk of contracting occupational illnesses.

In the case of an accident, the company conducts the relevant investigation alongside the person who suffered the accident and they are sent the corresponding preventive measures to try to prevent them from being repeating. In turn, the External Prevention Service is informed and an electronic accident report is submitted to the Ministry of Labour.

Management of COVID-19

2021 was yet another year marked by the pandemic, which is why Macmillan Iberia continued to implement several measures:

- Implementation of the action protocols in the event of detecting positive cases of coronavirus and/or close contacts.
- Office capacity limits, as well as temperature monitoring and staying 1.5 metres away from others.
- Provision of face masks, sanitising gel, personal protection equipment, etc. to employees.
- A colour-coded system at all Group locations, where the percentage capacity in offices, meetings, etc. and the type of trip that can be made according to the country of origin and the destination country are identified.
- Supply of equipment necessary to work from home: laptop, screens, keyboard and mouse, headphones, office chair and compensation for the use of Internet connection.

2021	
Number of infected employees	Days lost
18	256

Number of employees with cases of COVID-19 confirmed by medical testing



7. Long-term relations based on trust

“ We aim to achieve **customer satisfaction** and give them the best educational experience ”



macmillan
education
Iberia

7.1. Creating value for our customers

To strengthen our relationship with customers, clear and timely communication is key. We work to help them achieve their goals and understand their expectations.

Over the years, we have built a relationship with our clients based on trust, loyalty, effectiveness and availability, as well as with close and personalised assistance.

Our main customers



Educational centres



Academies and Language Schools



Large distributors



Bookstores



End customer e-commerce

How we create value for our customers:

- ✓ By seeking and promoting **alliances and stable relationships** with our partners in the educational community.
- ✓ By offering **solutions that make a difference** that are based on our specialisation and strong positioning in language teaching and professional development.
- ✓ By developing **sustainable projects** with high growth potential related to skills, competences and values required by the society of the future.
- ✓ By **supporting channel partners** (bookstores and distributors) to sell and distribute as effectively as possible.
- ✓ By changing the **supply chain to a more flexible model that is closer** to key markets, to shorten delivery times to our customers.

Communication with customers

At Macmillan Iberia, we have several effective mechanisms that allow us to maintain adequate, clear and close two-way communication with our customers.

The first channel is our **extensive network of offices and representatives throughout Spain**, which ensures professional and personalised assistance, with Macmillan Iberia being the choice of both teachers and educational centres.

On the other hand, the **Research & Product Insight** Team works closely with teachers to research and contribute high-quality educational materials, to ensure that the products respond to the needs and expectations of teachers and students alike.

In 2021 we sent approximately 34 online questionnaires (compared to 30 questionnaires in 2020) to teachers and received over 4,029 responses that provided feedback on our products and services, as well as on other teaching matters, that will help us define our strategy and support publishing teams in their day-to-day decision-making processes. Prior to the pandemic, we conducted on-site visits to schools and made direct observations in the classroom, but now these visits have turned into virtual interviews. More than 97 individual in-depth interviews were on-line held, in addition to three online roundtable discussions.

In addition to this, we offer teachers two platforms: *Teacher's Corner* and *Advantage*, and students have the *Pupil's Corner* platform, where they can access educational materials and resources to enrich student learning inside and outside the classroom.

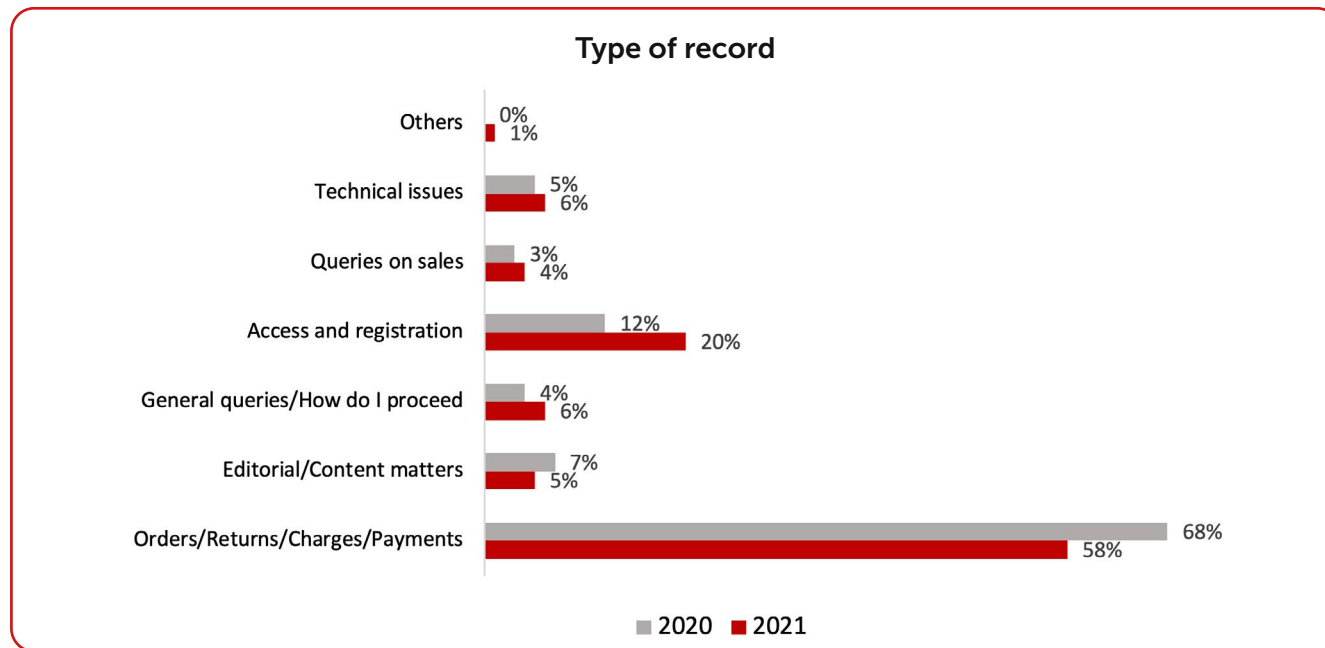
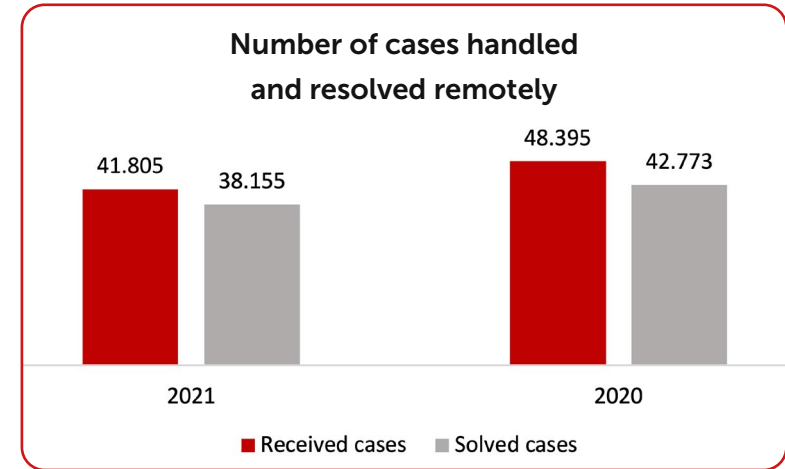
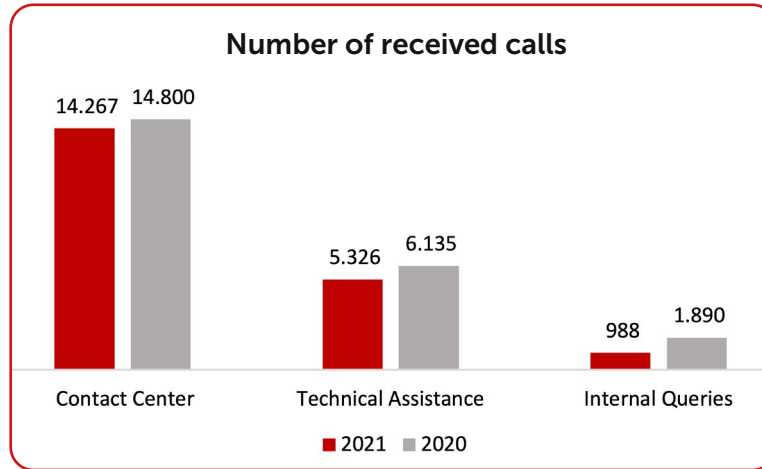
We also have a **Customer Care service** that records and manages queries and incidents over the phone and remotely (internal and external e-mail and web form).

The call centre has three service lines: the contact centre, the technical specialist service, and the internal helpline, created to provide support and resolve queries from our commercial network.

In 2021, just over 24,000 telephone calls were received (compared to 26,000 in 2020), with 86% of these calls being answered and resolved, compared to 88% the previous year.

Of the approximately 41,800 cases received remotely, 91% were resolved, whereas 88% were resolved in 2020. The average response time was 6.8 hours (5.76 hours in 2020).

7.1. Creating value for our customers



Note. In 2021, no formal complaints were received through the available mechanisms.

5. Creating value for the educational community

We also continued to improve other customer communication channels, including:

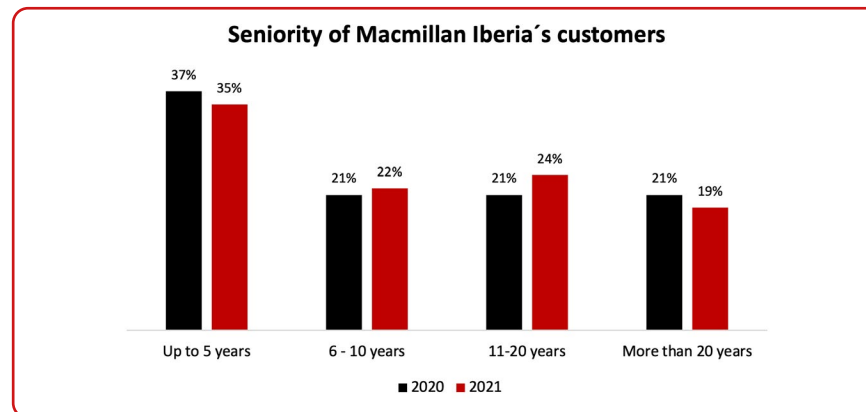
- Customer Portal: to make it easier to manage use of digital products in classrooms
- The ongoing creation of content for the YouTube channel with video tutorials on the customer service channel.
- Updating of the database of customers aligned with the Macmillan Education 360 campaign and following the criteria of the commercial network, to ensure priority delivery, response to inquiries/incidents within 48 hours, and arranging appointments for technical assistance in under 48 hours.

Our customers' loyalty

Macmillan Iberia is proud to count on the **loyalty of customers who have been collaborating with us for more than 10 years** (43%), and who account for more than 50% of our turnover in 2021, thus demonstrating the trust they have in what we do and how we do it.

In awareness of this vote of confidence, we work constantly and intensely to meet their needs and expectations and strengthen our business relationship.

In 2021, we had over 4,000 customers³, where 35% had been with us for 5 years or less, 22% had been with us for 6 - 10 years, 24% had been with us between 11 and 20 years, and 19% had been with us for more than 20 years. In this regard, 22% of the 2021 turnover stems from customers who started working with Macmillan Iberia prior to 1999.



³ Only customers with a Macmillan Iberia account are considered.



Responsible supply chain management

“At Springer Nature Group we expect that each of our suppliers, subcontractors, sales representatives, agents and other intermediaries (“Business Partners”) adhere to the same rules that we establish for ourselves.”

A competitive and robust supply chain is a priority for business sustainability. We work closely with suppliers to maximise the quality of book and educational material editing and publishing, as well as its marketing and distribution in Spain, always seeking to improve competitiveness.

Our commitment to suppliers is set in the **Group’s Procurement Policy** and in the **Management Guide**. The aim of this **policy** is to maximise the best value for money, minimise risks and ensure communication and coordination among interested parties.

On the other hand, the **Management Guide** was developed to help Group operations, Department heads and Business unit leaders to understand the responsibilities of the Central Procurement (CP) Department and to create and implement processes within departments that seek advice from CP at the right moment during the procurement process. It was further designed to help establish procurement processes that are not subject to consolidation through CP.

Moreover, the Guide establishes the following levels of accountability regarding procurement choices:

- **Procurement Council:** members oversee Springer Nature's global procurement strategy, approve the Annual Procurement Plan, approve the strategic objectives of corporate procurement, and monitor progress, among other actions.
- **Central Procurement (CP):** this department establishes and upholds the rules and regulations governing the process for procuring the required goods and services, and it ensures the best value for money and adherence to Springer Nature's Code of Conduct and the Code of Conduct for Business Partners.

Likewise, it is responsible for defining the global procurement strategy, negotiating terms and conditions and issuing contracts with suppliers, communicating the Procurement Policy and procedural changes to interested parties, etc.

- **Local or Functional Purchasing Team:** this team is comprised of the Petitioner and their Manager. Both individuals define the specifications, performance and quality levels required.

The Annual Procurement Plan, approved by the Procurement Council, is also set forth in the Guide and the main categories of good and services are defined therein. The Annual Procurement Plan focuses on the planned objectives and the resources needed to achieve them.

Thus, the Group encourages suppliers to commit to Springer Nature's Code of Conduct for Business Partners. Suppliers are required to comply with all legal standards and are encouraged to exceed them in the areas of human rights, work conditions, health and safety, anti-corruption and environmental protection. They are also encouraged to take measures that ensure compliance with these standards in their own supply chains.

«The publication of a new Code of Conduct for Business Partners is scheduled for 2022»

At the local level, a stricter procedure for Macmillan Iberia has been developed which seeks to lower costs, improve internal management and reduce supplier-associated risks.

Since 2019, ethical clauses have been strengthened and incorporated into contracts with new business partners. Some of these clauses include the following:

- Compliance with labour, tax and occupational risk prevention obligations.
- Compliance with all applicable laws regarding anti-corruption, slavery and human trafficking issues.
- Allowing employees, workers or subcontractors access to Springer Nature's complaint reporting platform ("Speak up") to make it easier to report any suspected policy violation, among others.

In addition, the Springer Nature Group annually prepares the *Modern Slavery Act Statement*, a document that disseminates the actions carried out to minimise the occurrence of risks in the supply chain.

Types of supply chain

Macmillan Iberia's main suppliers can be divided as follows:

- **Suppliers of direct goods and services:**
 - Editing: authors, content creators, translators, proofreaders.
 - Production: printing and paper.
 - Distribution: storage, logistics, transport and distribution.
- **Suppliers of indirect goods and services:**
 - Office space rental.
 - Suppliers of supplies and consumables.
 - Technology: hardware, software, servers, landline and mobile telephony.
 - Marketing and communication.
 - Travel and events.
 - External consultants.

92%
Spanish suppliers
or suppliers belong
to the SN Group



5. Creating value for the educational community

The following table summarises our activity in terms of supply chain:

Product / Service	Group Companies	Partners	Macmillan Iberia
English (ELT)	Purchase		
French (FLT)		Purchase	
German (DaF)		Purchase	
Bilingual Curriculum (BYME)			Production
Vocational training			Production
KIVA			Services
bMaker			Services
TOELF			Services
Plexus			Services

Supplier selection, approval and assessment process

Macmillan Iberia conducts a rigorous **selection process for suppliers** in which the following aspects are assessed:

- Particular conditions and warranty terms: price, payment terms, etc.
- Product/Service: quality, adaptation to technical specifications.
- Company details: location, size, certifications, etc.
- Other aspects: response time, flexibility, Code of Conduct, etc.

Once the supplier is selected, they must undergo a **risk assessment process** via the *Springer Nature Information on Customers and Suppliers (SNICS)* tool, which is coordinated by *Springer Nature's GRC (Governance Risk and Compliance)* team. This business partner assessment and management system ensures that the standards set forth in the Code of Conduct are shared. These assessments are performed every three years.

When registering a new supplier, an initial due diligence questionnaire is conducted and according to the responses received, SNICS assigns additional questionnaires concerning risks and labour standards, anti-corruption, anti-bribery and data protection. The tool assigns a risk level, a due diligence renewal date, and records and stores the contract.

The SNICS system itself sends alerts to notify the *Compliance Officer* in the event of detecting a critical point to be clarified with the supplier.

Moreover, Springer Nature has an **audit programme** to verify whether said partners comply with the regulations and required labour standards. Although Macmillan Iberia is part of the scope of these audits, it is generally excluded from the audit sample carried out since it is not considered to be in a high-risk country.

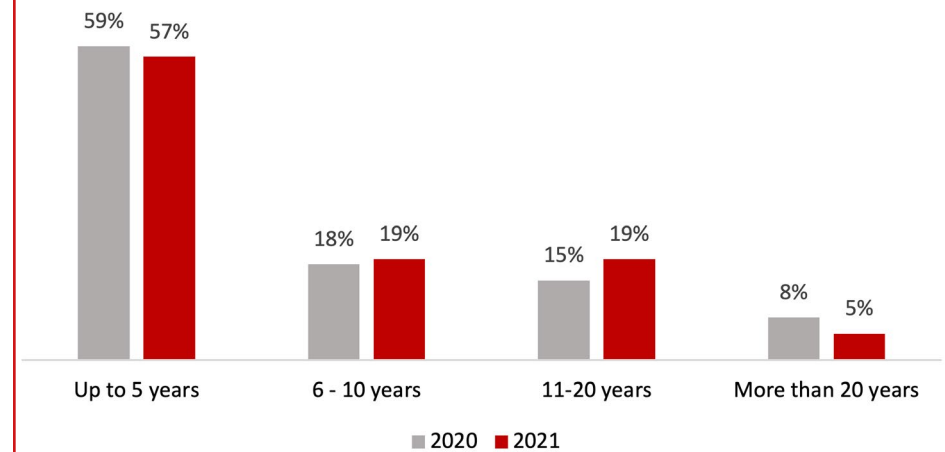
In 2021, 92% of our suppliers were Spanish or belonged to the Springer Nature Group (91% in 2020), which minimised our exposure to occupational risks and risks related to human rights. In addition, nearly 50 suppliers were assessed through SNICS, of which 14 were classified as at risk and were assigned supplementary questionnaires concerning risks and labour standards, anti-bribery and anti-corruption, and/or data protection.

Our suppliers' trust in us

Macmillan Iberia is committed to establishing long-lasting relationships with its suppliers, something that can be seen **long-standing partnerships** throughout the years. Not including group companies, 57% of our suppliers have been so for 5 years or less, but nearly 60% of the 2021 turnover was made with suppliers who started working with Macmillan Iberia before 2010 and, therefore, have had a relationship lasting **11 years or more with the company**.

The average payment period to suppliers was 100 days in 2021 (178 days in 2020). Such a long period originates from the fact that the average payment period to group companies was about 180 days.

Seniority of Macmillan Iberia's suppliers



8. Environmental responsibility

“An internal **Environmental Global Policy** was launched in 2021 with the aim of communicating the main guidelines to be followed by all of the Springer Nature Group in order to reduce our climate impact according to our objectives”



macmillan
education

Iberia

8.1. Environmental management

Macmillan Iberia carries out its activity with a focus on protecting the environment and it does so by following the Springer Nature Group's guidelines, the main environmental objectives of which are the pursuit of carbon neutrality and positively contributing to the Sustainable Development Goals (SDGs), with a special focus on **Goals 13. Climate Action and 15. Life on Land**. These commitments are consistent with our Code of Conduct, the Code of Conduct for Business Partners and the sustainable business strategy.

The Springer Nature Group makes its environmental commitment known in its Global Policy, which also applies to Macmillan Iberia. The Policy aims to:

- Internally establish clear expectations about particularly important or significant aspects of the company's environmental impact with the goal of achieving a comprehensive and environmentally conscious decision-making process.
- Relay information to our external stakeholders about the areas that are considered the most important for taking action.

OUR ENVIRONMENTAL POLICY IN ACTION

Minimise travelling and use greener alternatives whenever possible

Travel



Monitor water use at most sites and try to improve efficiency whenever possible

Water



Reduce energy use

Offices



Ensure the use of paper from sustainable sources

Paper



Packaging

Minimise the use of plastic packaging and try to use biodegradable materials or alternative substitutes



Supply chain

Suppliers should adhere to our Code of Conduct, which includes environmental expectations



Marketing and events

Ask staff to consider sustainable supply and waste reduction



Cloud services

Strive to use suppliers that are carbon neutral or are committed to being so in 2025



In the framework of these Policies, Macmillan Iberia operates on the principle of precaution, identifying, assessing and managing its main environmental risks. This includes the consumption of paper, cardboard, plastic, electricity, water and natural gas, as well as the atmospheric pollution caused by the company's vehicle fleet and, to a lesser extent, business travel and product distribution.

Environmental management is focused on activity at the offices and it is implemented through several departments: General Services and Stock & Production. In addition, the CSR Committee works to promote environmental initiatives.



In 2021, Macmillan Iberia made environmental investments to its offices: the change to installations using LED lights (Barcelona office), the installation of presence detectors to reduce electricity consumption (Madrid and Barcelona offices), and the purchase of waste separation bins (all offices).

“The Group is committed to using paper only from sustainable sources.”



8.2. Paper management in the business

The printed paper format is inherent to our business, which is why we are conscious of the need to responsibly and sustainably manage this input which has an important meaning for ecosystems and forests. All our products are printed by external suppliers, and we ask them to comply with the **Group's Paper Policy**, which complements the commitments set forth in the Code for Business Partners.

The Policy reflects the responsibility we take on when we assume that the paper we use comes from sustainable sources⁴. With this objective, we actively participate in the **Book Chain Project**, a tool that helps us make better purchasing decisions, changing from three separate projects (PREPS, PIPS and PRELIMS) to one single platform, which involves book and magazine publishers, print service suppliers and paper manufacturers.

Paper used at Macmillan Education must have a three- to five-star rating in the Publisher's Database for Responsible Environmental Paper Sourcing (PREPS). This database takes into account several aspects of the pulp and paper manufacturing process, forests from which raw materials originate, as well as CO₂ emissions and the use of water at paper mills.

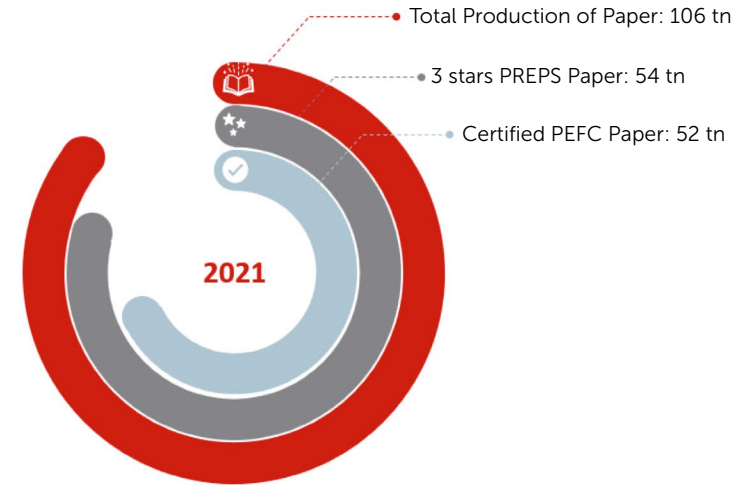
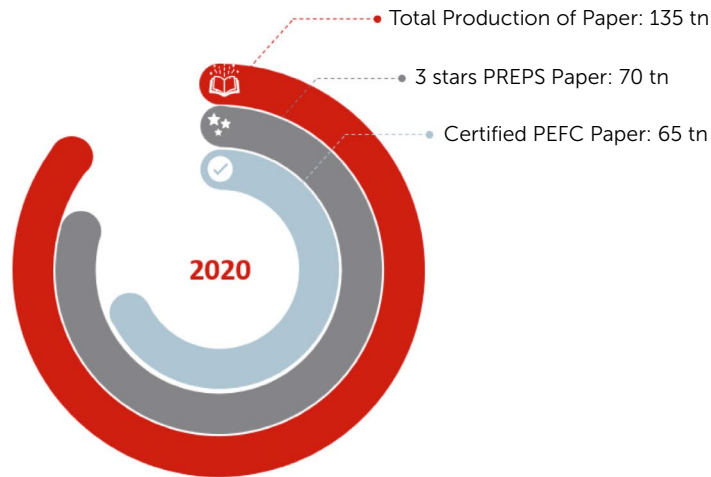
Block Chain Project

Springer Nature is a member of the Book Chain Project, a joint initiative of more than 20 publishing houses, which helps publishers to understand the origins and forest management practices of wood fibre used in paper and cardboard. It also helps us to comply with safety legislation concerning chemical substances and materials used in production and it analyses the employment practices and environmental management undertaken by the printers.

⁴ Paper with certified sustainable content, rated with 3 or 5 stars in the PREPS database, whenever possible.

8.2. Paper management in the business

In 2021, the paper used in our locally-produced vocational training materials weighed: 106.55 tn, compared to 135.1 tn in 2020. 49% of this paper had a 3-star rating and 51% was PEFC-certified paper.



5. Creating value for the
educational community

As regards our largest collection (ELT), which we buy from our parent company Macmillan Education Global, paper with a 3- or 5-star PREPS rating or with a FSC, PEFC or SFI certification was also used.

Some of the main initiatives that we continue to implement in favour of reducing paper consumption are the following::

- Our partnership with the French publishing housing *Maison des Langues*, which printed new books on FSC-certified paper in 2021. Moreover, *Maison des Langues* has helped plant trees together with the NGO Reforest'Action in France, Brazil, Tanzania, Indonesia and Réunion.
- Our partnership with the German publishing house *Hueber*, which uses official FSC-certified paper for product packaging.
- In 2021, Macmillan worked on more than 5,600 titles in print, of which 43% are in digital format.
- 51% of the new materials developed in 2021 are in digital format.

Other raw materials

Macmillan Iberia works to reduce its product packaging and use inks based on renewable raw materials, such as pigments and plant oils.

Decreasing the volume of packaged material is also a priority, without letting it affect the good quality of printed materials and the preservation of digital content.

Likewise, the following initiatives which have been added to those of past years are worth noting:

Locally-produced titles (vocational training)

- The plastic shrink wrap for books has been removed. The stickers that contain “scratch-offs” to find the access code to digital materials are replaced for both new titles and reprints.
- In promotional packs, plastic is replaced with cardboard boxes.
- CDs are not used for educational content for teachers and students.

Titles in the ELT collection

- New titles and reprints are not covered in plastic shrink wrap.
- Paper is used to wrap CDs. In 2021, most CDs were withdrawn, leaving very few that are difficult to manage.

Titles in the French collection

- Plastic shrink wrap has been removed.
- CDs of educational guides have been withdrawn.
- Biodegradable and compostable plastic is used for mass shipments.
- In promotional packs, plastic is replaced with cardboard.

Titles in the German collection

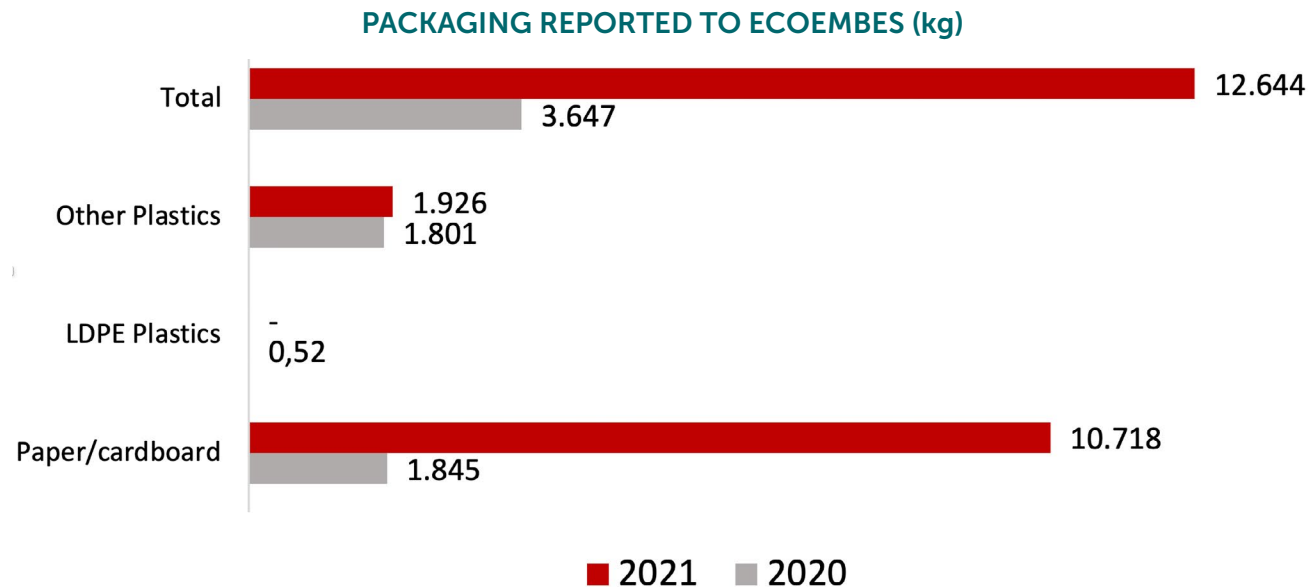
- CDs are withdrawn to the extent possible.
- The packaging material is FSC-certified.



Macmillan Iberia does not directly conduct any production activities, since printing, warehousing, logistics and distribution are outsourced. For this reason, resource management is focused on activity at the office.

Circular economy

Waste management is carried out by authorised administrators and carriers. Macmillan Iberia has adhered to **Ecoembes's Integrated Management System (SIG)** since 2018, paying the fee corresponding to the most representative waste below:



The increase in paper and cardboard is due to the increase in e-Commerce sales. Moreover, stock from the Madrid warehouse was transferred to the Zaragoza warehouse, thus requiring many cardboard boxes for packaging.

For the purpose of establishing measures that boost waste recycling, the offices have recycling waste separation bins (paper and cardboard, toners, batteries, organic waste, plastic packaging, office material and plastic caps). Bins were bought for smaller offices in 2021.

In addition, measures to **reduce paper printing in offices** include requiring employees to use their employee ID card to identify themselves before printing, and two-sided printing as the default setting. The signing of staff contracts and documents was made through a digital signature system (DocuSign), avoiding the printing of paper.

In the Madrid office, 37 computers and communication devices were removed, and they were handled by managers who ensure compliance with environmental legislation on electronic waste management.

Initiatives developed to reduce paper and plastic consumption in promotion and marketing materials



- Merchandising for TOEFL: pencil with seeds to plant.
- Sustainable freebies: reusable linen bags (with Secondary School materials), partial wheat fibre camera protector (Series: Great Thinkers).
- Inclusion of activities or names of NGOs with initiatives that care for the environment on the SDGs calendars given to schools at the beginning of the school year.
- The plastic we use is 50% closed-loop recycling plastic coming from post-industrial waste.
- We always try to avoid laminating paper.

Water consumption

The water consumed at Macmillan Iberia's offices comes from the municipal water supply networks where our offices are located. In 2021, 321 m³ of water was used (Madrid office)⁵.

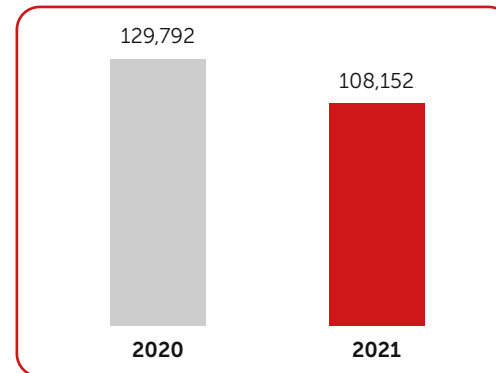
The company will perform works at the Madrid offices throughout 2022 to make changes in restrooms to improve water savings.

Energy consumption

Macmillan Iberia works to achieve greater energy efficiency in its operations and promote the sustained use of natural resources. In this regard, its largest sources of energy consumption are controlled and monitored.

Electricity energy consumption (kWh)*

Natural gas consumption 2021:
8.571m³
Includes the Madrid office



100% electricity comes from renewable sources

*Includes offices in Madrid, Barcelona, Bilbao, A Coruña, Valencia and Seville.

It is worth noting that electricity comes from 100% renewable energy at all offices nationwide.

In the framework of energy efficiency, actions aimed at achieving energy savings and the optimisation of electricity consumption were carried out in 2021. This included the installation of movement detectors in kitchen areas and reprography at the Madrid office and the installation of LED lights at the Barcelona office.

⁵ Water consumption corresponds to the Madrid office, which is the company's largest office.

8.4. Decisive action on climate change

13 CLIMATE ACTION



“ We adopt measures to fight climate change and its effects ”

The Springer Nature Group is committed to being **Net Zero in year 2040**, in line with the promise it made as a member of “The Climate Pledge”, including emissions generated by the value chain and in line with the provisions set forth in the **SBTi (Science-Based Targets initiative) guide**.

Springer Nature is a signatory of “**The Climate Pledge**”, a community of companies, organisations, individuals and partners from various sectors working together to put an end to the climate crisis and resolve the challenges posed by the decarbonisation of our economy.

The following decarbonisation objects have been set at the Group level:

- **Net Zero Objective.** Objectives based on those established in the SBTi which cover at least 95% of our scope 1 and 2 emissions and two-thirds of our scope 3 emissions in 2022.
- **People.** Implementation of training for all employees in a three-year programme that will start in 2022.
- **Offices.** Establish checklists and actions plans for green construction at the main offices in 2022, and review them every six months between 2022 and 2025. Apply space-saving strategies in all our global offices and measure the associated carbon reductions.
- **Suppliers.** Actively committed to 50% of print service suppliers and 50% of pre-print service suppliers for alignment with our 2022 sustainability objectives.
- **Products.** Provide information about recycling materials at the end of their useful, labelling new titles in our portfolio of printed books and magazines for 2025.
- **IT.** Transition of data centres towards carbon neutrality and energy efficiency, whenever possible.

Carbon footprint

Every year Macmillan Iberia calculates its carbon footprint in accordance with the GHG Protocol methodology. The footprint calculation is a key instrument for understanding the impact of our operations on climate change and taking action against it.

The procurement, marketing and distribution activities of books and educational materials are what generate the greatest negative impact.

269.89 tonnes of CO_{2eq} emissions were generated in 2021, whereas 231.16 tonnes of CO_{2eq} were emitted in 2020, which represents an increase of 17%.

Carbon emissions in 2021 are distributed as follows:

- Scope 1: 154 tonnes CO_{2eq}
- Scope 2: 0 tonnes CO_{2eq}
- Scope 3: 115 tonnes CO_{2eq}

Scope 1 emissions account for 57% and Scope 3 emissions account for 43%.



8.4. Decisive action on climate change

Macmillan Iberia's emissions for fiscal years 2020 and 2021 were the following:

	2020 (tn CO _{2eq}) ^{***}	2021 (tn CO _{2eq})	Variation
Scope 1			
Fuel consumption	107.05	154.57	44%
Scope 2			
Electricity consumption*	0	0	0%
Market-based	0	0	0%
Location-based	37.60	21.54	-43%
Scope 3	124.11	115.32	-7%
Category 1 – Purchase of goods and services***	17.73	13.42	-24%
Category 3 – Activities related to fuel and energy	0.57	0.70	23%
Category 4 – Transport and Distribution	40.55	63.64	57%
Category 6 – Business Travel	34.01	11.56	-66%
Category 7 – Employees Commuting***	31.24	26.00	-17%
Emissions avoided**	37.60	21.54	-43%
Total	231.16	269.89	17%

Source: Emission Factors - DEFRA 2021

Source: IEA (International Energy Agency) electricity emission factor

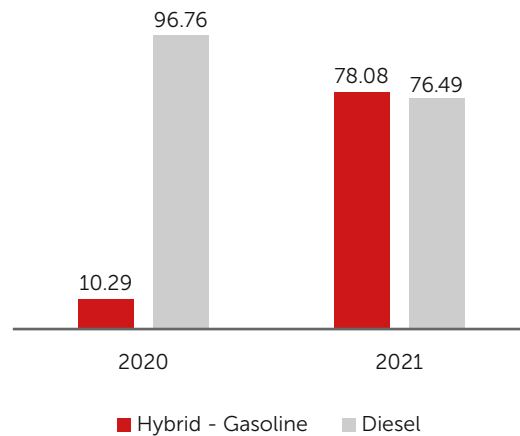
* Electricity comes from 100% renewable energy at all offices nationwide.

**Avoided emissions correspond to the consumption of electricity from 100% renewable sources.

***Emissions in 2020 from category 1 of Scope 3 have been recalculated based on the Market-based emission factor (instead of the Location-based factor) which was not available on the publication date of the report, changing from 25,169 Kg of CO₂ to 17,729 Kg of CO₂. Likewise, an error in the calculation of category 7 has been detected, changing from 37,500 Kg of CO₂ emissions to 31,240.53 Kg of CO₂.

8.4. Decisive action on climate change

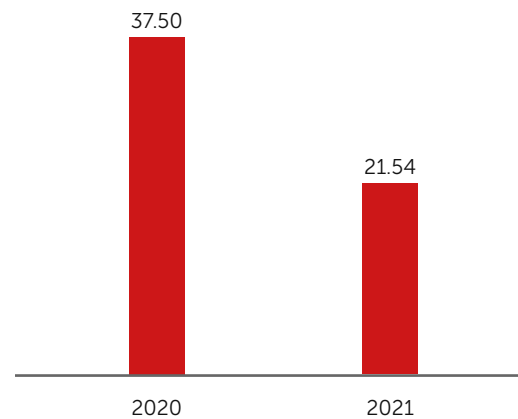
Scope 1: Emissions by type of fuel
 (tn CO_{2eq})



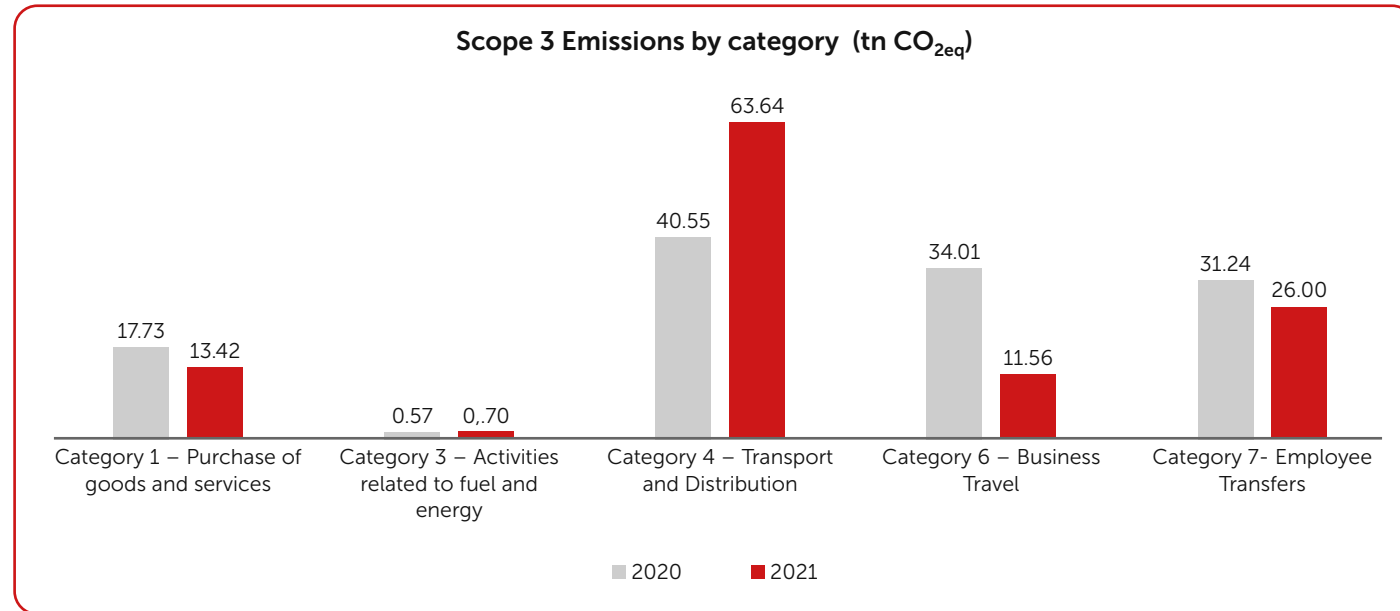
Scope 1 emissions include consumption by the vehicle fleet, which is available to employees to conduct their business activity. These emissions have increased 44% with respect to 2020, due to the increase in fuel consumption. Moreover, DEFRA has penalised emission factors for fuels such as petrol, since the methodology does not consider non-plug-in hybrid cars to be part of the hybrid car category, but rather the petrol car category.

5. Creating value for the educational community

Scope 2: Emissions
 Location-Based (tn CO_{2eq})



Scope 2 includes information corresponding to electricity. In 2021, electricity consumption comes from 100% renewable energy sources, which has prevented the emission of 21.54 tn of CO_{2eq} into the atmosphere. So, the scope 2 emissions are zero.



Scope 3, related to other indirect emissions, mainly includes:

- Activities related to fuel and energy from printing, servers, the warehouse, and also employee remote work.
- Transport and distribution of educational materials (internal procurement and production).
- Business travel.
- Staff commuting.

Emissions from **category 1** - purchase of goods and services - have fallen 24% with respect to 2020, mainly due to the decrease in electricity consumption from printing. Please note that **servers are neutral in carbon emissions** since mid-2019.

Emissions belonging to **category 3** – activities related to fuel and energy, and **category 4** – transport and distribution - have increased 23% and 57%, respectively. The increase in category 3 is a result of DEFRA making emission factors stricter.

8.4. Decisive action on climate change

The increase in **category 4** is caused by the change in logistics operator from Madrid to Zaragoza which occurred at the end of 2021. Moving the warehouse location led to an increase in the number of trips needed to transfer the stock, thus having a direct impact on this category's carbon footprint. This goes along with the fact that there was an increase in turnover volume (10%) in 2021 with respect to 2020, meaning that more products had to be distributed.

The greatest declines are in **category 6** - Business travel - with a 66% drop, due to the fact that corporate travel was significantly reduced because of the pandemic, and in **category 7** -Employees commuting- which fell 17% due to initiatives such as remote work.

Lastly, with the aim of promoting sustainable mobility and as part of the fleet renewal programme, Macmillan Iberia has 17 hybrid cars, which represent 15% of the total fleet. For 2022, we expect 41% of the fleet to be comprised of non-plug-in hybrid cars.

Other types of pollution

Macmillan Education does not have a significant impact on the environment as a result of dumping, spills, NOx, SOx or particle emissions, light pollution or noise, such that it is not considered a material aspect.



Green Office Network

This global network of employees created by the Springer Nature Group aims to involve and raise awareness among people in the organisation so that they may take actions that have a positive impact on the environment, sharing ideas and initiatives among the different offices where the Group is present.

It promotes awareness of the impacts that we generate in our offices and how we can be more environmentally responsible in our personal and professional life.



Examples of these awareness-raising initiatives carried out in 2021 were:

- Promoting **waste recycling** in our offices: the purchase of bins for all offices in Spain that did not have them in the past, to be able to correctly separate and recycle the different types of waste generated at workstations.
- Launch of a **Christmas campaign** where the staff was asked to share suggestions and ideas to make our Christmas gifts more charitable and sustainable.

Appendix



This Sustainability Report published by Macmillan Iberia discloses information about the company's activities and main **economic, social and environmental impacts**, as well as the matters considered relevant to its main stakeholders in the 2021 fiscal year. This Report also includes the ways in which the company supports the achievement of the United Nations' **Sustainable Development Goals** (SDGs).

The process of writing the report followed the Global Reporting Initiative (GRI) international standard as a reference framework.

The scope of the information provided in this report covers Macmillan Iberia SAU, with reference being made to the Springer Nature Group or Macmillan Education when deemed appropriate. In cases where the report covers a different area, the relevant clarifications have been made.

The information contained in the report corresponds to the 2021 fiscal year, although other periods have been mentioned when the evolution of certain indicators is of interest.

2. Key Indicators of Interest

Economic Figures

- Revenue

Economic Figures	2020	2021
Revenue (millions of €)	28.9	31.6

Business figures

- Titles in print

Titles by business line	2020	2021
ELT	63%	61%
French	4%	4%
German	18%	17%
Vocational Training	3%	9%
BYME	12%	9%

Compliance Figures

Compliance training	2020	2021
People who completed the Values and Conduct training courses	100%	100%

Social Figures

- Senior Management

Board of Directors	2020	2021
Total	3	3
Men	1	2
Women	2	1

Management Committee ⁶	2020	2021
Total	8	9
Men	4	6
Women	4	3

- Staff

Employees	2020	2021
Total Staff	231	222
Permanent employees	227	216
Temporary employees	2	4
Employees with disabilities	2	2

⁶ Part of the Management Committee belongs to Macmillan Iberia staff and part belongs to Springer Nature.

Seniority of Employees	2020	2021
0 to 5 years	39%	37%
6 to 10 years	18%	19%
11 to 15 years	21%	12%
16 to 20 years	11%	18%
Over 20 years	11%	15%

Distribution by gender	2020	2021
Total Staff	231	222
Men	73	68
Women	158	154

Distribution by nationality (% of employees)	2020	2021
Spain	81.4%	82.1%
United Kingdom	10.4%	9.4%
Rest of Europe	0.4%	5.8%
North America	0.9%	1.8%
Latin America	1.7%	0.8%

Training / Learning	2020	2021
Total Training Hours	3,820	3,155
Average hours per employee	15	13
Men	19	18
Women	13	11
Scholars and student trainees	4	10

Health and safety – Number of Accidents	2020	2021
Accidents	1	1

- Suppliers

Seniority of Macmillan Iberia's suppliers	2020	2021
Up to 5 years	59%	57%
6 to 10 years	18%	19%
11 to 20 years	15%	19%
Over 20 years	8%	5%

- Customers

Number of calls received	2020	2021
Contact centre	14,800	14,267
Technical service	6,135	5,326
Internal assistance	1,890	988

Number of cases handled and resolved remotely	2020	2021
Cases received	48,395	41,805
Cases resolved	42,773	38,155

Seniority of Macmillan Iberia's customers	2020	2021
Up to 5 years	37%	35%
6 to 10 years	21%	22%
11 to 20 years	21%	24%
Over 20 years	21%	19%

- Society

Social Actions	2020	2021
Donations (€)	3,893	26,525
Expenditure for the implementation of social actions (€)	9,659	-
Gifts in kind valued at market value(€)	1,425	8,025
Corporate volunteering (working hours plus off-hours)	112	57

Environmental Figures

	2020	2021
Paper Production (Tonnes) ⁷	135	107
Sustainably managed production paper (PEFC Certification)	65	52
Sustainably managed production paper (3-star PREPS rating)	70	55
Office paper - Revalued waste for recycling (Tonnes) ⁸	1	0,5
Energy Consumed (Kwh) ⁹	129,792	108,152
Energy from renewable sources (kwh) ⁹	129,729	108,152

⁷ Includes the local production of Macmillan Iberia's Vocational Studies business line.

⁸ Includes offices in Madrid and Barcelona.

⁹ Includes offices in Madrid, Barcelona, Bilbao, A Coruña, Valencia, Seville.

	2020 (tn CO _{2eq})	2021 (tn CO _{2eq})
Greenhouse gas emission (Tn CO ₂ equivalent) ¹⁰	231.2	269.9
Scope 1 Fuel consumption	107.1	154.6
Scope 2 Electricity consumption ¹¹	0.0	0.0
Market-based	0.0	0.0
Location-based	37.6	21.5
Scope 3	124.1	115.3
Category 1 – Purchase of goods and services ¹²	17.7	13.4
Category 3 – Activities related to fuel and energy	0.6	0.7
Category 4 – Transport and Distribution	40.6	63.6
Category 6 – Business Travel	34.0	11.6
Category 7 – Employee Transfers	31.2	26.0
Avoided emissions (Tn CO ₂ equivalent)	37.6	21.5

¹⁰ GHG emissions: ByME is not included as it is a separate legal entity from Macmillan Education Iberia

¹¹ Electricity energy comes from 100% renewable sources in all Macmillan Offices in Spain.

¹² Includes warehouse, logistics and printing services. The IT servers have been carbon neutral since mid-2019.

Responsible Business Report 2021 Contents	Materiality	Page or section of the report containing the answer	Reporting criteria: GRI
Información general			
A brief description of the business model that includes its corporate environment, organisation and structure	Material	5-9 54-58 100	GRI 102-1 GRI 102-2 GRI 102-7
Markets in which it operates	Material	5-8	GRI 102-3 GRI 102-4 GRI 102-6
Objectives and strategies of the organisation	Material	11-12	GRI 103-2
Main factors and tendencies that may affect its future development	Material	13	GRI 102-15
Reporting framework used	Material	100	GRI 102-54
Principle of materiality	Material	21-22	GRI 102-46 GRI 102-47
Environmental issues			
Management approach: description and results of policies relating to these issues and the main risks associated with these matters and linked to group activities	Material	84-98	GRI 102-15 GRI 103-2
Detailed background information			
Detailed information about the current and expected effects of company activities on the environment and, where applicable, on health and safety	Material	84-85	GRI 102-15 GRI 103-2
Environmental assessment or certification procedures	Material	85	GRI 103-2
Resources dedicated to environmental risk prevention	Material	Environmental management is carried out by approximately 19 people	GRI 103-2
Application of the precautionary principle	Material	85	GRI 102-11
Number of provisions and guarantees for environmental risks	Immaterial	Not applicable	GRI 103-2
Pollution			
Measures to prevent, reduce or improve emissions that significantly harm the environment; taking into account any form of atmospheric pollution specifically arising from an activity, including noise and light pollution	Material	92-97	GRI 103-2

5. Creating value for the educational community

Responsible Business Report 2021 Contents	Materiality	Page or section of the report containing the answer	Reporting criteria: GRI
Circular economy and waste prevention and management			
Preventive measures, recycling, reuse, other forms of waste recovery and disposal	Material	86-90, 98	GRI 103-2 GRI 306-2 GRI 306-3 GRI 306-4
Actions to fight food waste	Immaterial	Immaterial	
Sustainable use of resources			
Water use and water supply according to local constraints	Material	91	GRI 303-5
Use of raw materials and measures adopted to improve efficiency in their use	Material	87-90	GRI 103-2 GRI 301-1 GRI 301-2
Direct and indirect energy use	Material	91	GRI 302-1
Measures taken to improve energy efficiency	Material	85,91	GRI 103-2
Use of renewable energies	Material	91, 94-95	GRI 302-1
Climate change			
Greenhouse gas emissions generated as a result of company activities, including the use of goods and services it produces	Material	93-94, 105	GRI 103-2 GRI 305-1 GRI 305-2 GRI 305-3
Measures adopted to adapt to the consequences of climate change	Material	19, 92	GRI 103-2
Reduction targets established voluntarily in the medium and long term to reduce greenhouse gas emissions and the means implemented to achieve this	Material	92	GRI 103-2 GRI 305-5
Protection of biodiversity			
Measures taken to preserve or restore biodiversity	Material	86-87	GRI 103-2
Impacts caused by activities or operations in protected areas	Material	86-87	GRI 103-2

Responsible Business Report 2021 Contents	Materiality	Page or section of the report containing the answer	Reporting criteria: GRI
Social issues and matters concerning the staff			
Management approach: description and results of policies relating to these issues and the main risks associated with these matters and linked to group activities	Material	54-72	GRI 102-15 GRI 103-2
Employment			
Total number and distribution of employees by country, gender, age and professional category	Material	54-56	GRI 102-8 GRI 405-1
Total number and distribution of employment contract types and annual average of permanent contracts, fixed-term contracts and part-time contracts by gender, age and professional category	Material	57-58	GRI 102-8 GRI 405-1
Average remuneration and its evolution broken down by gender, age and professional category or equal value	Material	66	GRI 103-2 GRI 405-2
Wage gap, remuneration of equal jobs or average jobs in society	Material	66	GRI 103-2 GRI 405-2
Average remuneration of directors and executives, including variable remuneration, allowances, compensations, payment to long-term pension systems, and any other amount received broken down by gender	Material	66	GRI 103-2
Implementation of employees' right to disconnect policies	Material	59-60	GRI 103-2
Number of employees with disabilities	Material	67	GRI 103-2 GRI 405-1
Work organisation			
Organisation of working time	Material	59	GRI 103-2
Number of hours of absenteeism	Material	58	GRI 103-2
Measures aimed at facilitating the enjoyment of a work-life balance and fostering the joint responsibility of both parents	Material	60	GRI 103-2

Responsible Business Report 2021 Contents	Materiality	Page or section of the report containing the answer	Reporting criteria: GRI
Health and safety			
Occupational health and safety conditions	Material	70-71	GRI 403-1 GRI 403-2 GRI 403-3 GRI 403-4 GRI 403-6
Workplace accidents, in particular their frequency and severity, as well as occupational illnesses, broken down by gender	Material	71	GRI 403-9 GRI 403-10
Social relations			
Organisation of social dialogue, including procedures to inform, consult and negotiate with staff	Material	70	GRI 103-2
Percentage of employees covered by a collective agreement by country	Material	70	GRI 102-41
Balance of collective agreements, particularly in the area of occupational health and safety	Material	70	GRI 103-2
Training			
Policies implemented in the area of training	Material	61	GRI 103-2
Total number of training hours by professional category	Material	62	GRI 404-1
Universal accessibility			
Universal accessibility for people with disabilities	Material	67	GRI 103-2
Equality			
Measures adopted to promote equal treatment and opportunities between men and women	Material	64-65	GRI 103-2
Equality plans, measures adopted to promote employment and protocols against sexual harassment and gender discrimination	Material	65	GRI 103-2
Policy against all types of discrimination and, if applicable, on diversity management	Material	64-65	GRI 103-2

Responsible Business Report 2021 Contents	Materiality	Page or section of the report containing the answer	Reporting criteria: GRI
Respect for Human Rights			
Management approach: description and results of policies relating to these issues and the main risks associated with these matters and linked to group activities	Material	40	GRI 102-15 GRI 103-2
Application of due diligence procedures			
Application of due diligence procedures with regard to human rights and the prevention of risks that might infringe human rights and, where appropriate, measures to mitigate, manage and remedy possible abuses committed	Material	40	GRI 102-16
Reports of infringement of human rights	Material	40	GRI 103-2 GRI 406-1
Measures implemented to promote and fulfil the provisions set forth in the fundamental agreements of the International Labour Organisation relating to respect for the freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour	Material	37, 40	GRI 103-2
Fight against corruption and bribery			
Management approach: description and results of policies relating to these issues and the main risks associated with these matters and linked to group activities	Material	36-39	GRI 102-15 GRI 103-2
Measures adopted to prevent corruption and bribery	Material	39	GRI 102-16 GRI 102-17 GRI 205-1 GRI 205-2
Measures to combat money laundering	Material	37	GRI 102-16 GRI 102-17
Contributions to foundations and non-profit organisations	Material	41	GRI 103-2

Responsible Business Report 2021 Contents	Materiality	Page or section of the report containing the answer	Reporting criteria: GRI
Information about society			
Management approach: description and results of policies relating to these issues and the main risks associated with these matters and linked to group activities	Material	43-52	GRI 102-15 GRI 103-2
Company commitments to sustainable development			
The impact of company activity on employment and local development	Material	43-48	GRI 103-2
The impact of company activity on local populations and on the territory	Material	43-48	GRI 103-2
Relationships maintained with local community representatives and modes of dialogue with them	Material	24-27	GRI 102-43
Subcontracting and suppliers			
Inclusion of social, gender equality and environmental issues in the procurement policy	Material	78-79	GRI 103-2
Consideration of social and environmental responsibility in relationships with suppliers and subcontractors	Material	79	GRI 102-9
Supervision systems and audits and their results	Material	82	GRI 102-9 GRI 308-2
Consumers			
Measures for the health and safety of consumers	Material	74	GRI 103-2
Claims systems, complaints received and complaint resolution	Material	75-76	GRI 103-2
Tax information			
Profits obtained country-by-country	Material	41	GRI 207-4
Income tax paid	Material	41	GRI 207-4
Public subsidies received	Material	41	GRI 201-4



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Learn more about Macmillan Education Responsible Business:

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