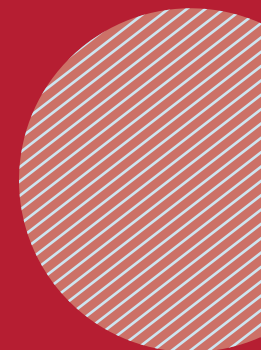




# Responsible Business Report 2024





# Table of Contents



## Managing Director's Letter

### Welcome to our Group

- Springer Nature Group
- Macmillan Education
- Macmillan Education Iberia

### Enhancing our vision and its impact

- Our Vision
- Responsible management model
- Positive impact of our business
- Knowledge, innovation and value creation

### Ethics and Good Governance

- Corporate governance and values
- Governance, Risk and Compliance
- Risk management
- Compliance Model
- Information security
- Artificial intelligence

## Where every person matters

- Developing our talent
- Learning
- Commitment to diversity, equity and inclusion
- Well-being and work-life balance
- Close to our people

## Our commitment to the education community

### Our commitment to the planet

- Energy
- Waste management
- Paper management
- Carbon footprint
- Environmental awareness actions

## With our customers in mind

## Our supply chain

## Appendix

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



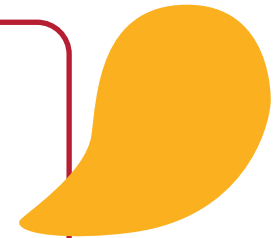
**Augusto Di Marco**

Managing Director  
Macmillan Education  
Iberia



## Managing Director's Letter

I am pleased to present **Macmillan Education Iberia's Responsible Business Report for 2024**. This document reflects our achievements, initiatives and efforts in the area of sustainability, in line with our commitment to the United Nations 2030 Agenda and the Sustainable Development Goals (SDGs).



As part of our commitment to disseminate the goals of the 2030 Agenda among the educational community, Macmillan Education runs the **Advancing Futures** and **Change Makers** programmes, which are key initiatives for introducing the issues of global citizenship, sustainability, diversity, equity and inclusion into classrooms worldwide. They help teachers to share knowledge, develop skills and promote attitudes and actions to achieve positive and lasting change. They engage students with key elements of the SDGs and empower them to work towards a fairer and more sustainable future.

I would like to highlight four aspects that are particularly significant for us: diversity, equity and inclusion (DEI), accessibility, artificial intelligence and our commitment to net zero emissions by 2040.

**Diversity, equity and inclusion (DEI)** are integrated across our internal policies and practices. These priorities are reflected in our recruitment's processes, in training programmes and workshops for staff, and in the promotion of internal employee networks. In addition, to promote the principles of diversity and inclusion in educational centres, we launched the **Advancing Futures with Inclusion** programme during the 2024-25 academic year. With this programme, we want to help teachers recognise and understand neurodiversity and disability in the classroom to create an inclusive environment for students.

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



Our commitment to **accessibility** reflects our inclusive vision of culture and knowledge. During 2024 and 2025, we have made significant progress in adapting our products, services and digital platforms, including our website, e-commerce, marketing and communication materials, among others, with the aim of complying with the requirements set out in European Accessibility Act 2019/882, which is due to come into force in June 2025. This transformation not only responds to a regulatory obligation, but also reinforces our commitment to a fairer and inclusive society.

Our commitment to **artificial intelligence (AI)** reflects our aim to offer innovative solutions that promote the academic and professional development of our students. To this end, we have a multidisciplinary team that defines the framework for the use of AI in our internal processes, workflows, and products and services, always from an ethical and data protection perspective.

In terms of the environment, the Springer Nature Group is committed to becoming **Net Zero in carbon by 2040**, both in terms of emissions from its own operations and emissions from its supply chain, is particularly noteworthy.

Before concluding, I would like to emphasise that these achievements would not have been possible without the commitment and dedication of our team, to whom I reiterate my sincere gratitude. We will continue to advance sustainability and corporate social responsibility initiatives in line with the commitments made by our Group.



# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



## Welcome to our Group



*Connecting knowledge, leading educational innovation, transforming the world*

### Springer Nature Groupe

Macmillan Education has been part of the Springer Nature Group since 2015. Springer Nature is a leading publisher of research, education and professional and health content, with over 180 years of experience.

Every day, around the world, our print, digital and online content reaches millions of people. As the largest publisher of academic and educational books, we inspire learning in classrooms and universities and bring knowledge to workplaces, hospitals and doctors' offices. We also help connect the world through technology and innovation, guided by our purpose: to open doors to discovery.

New this year, the Springer Nature Group has been listed on the Frankfurt Stock Exchange since 4 October 2024.



# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



## Vision

Unlocking the potential of open science and research across all disciplines to accelerate solutions to urgent global challenges and improve the lives of future generations.

### Business segments:

#### Research



Articles, books and magazines covering advances in science and technology, medicine, humanities and social sciences. We also offer knowledge, solutions and support to help professionals reach their potential.

#### Education



Through our two business lines, *Language Learning* and *Schools Curriculum*, we provide high-quality and reliable educational materials as well as support for teachers and students.

#### Health



It offers advances in medical knowledge to improve diagnosis, treatment and patient care, and provides ideas, solutions and services to healthcare professionals, doctors, nurses, dentists and pharmacists.

#### Professional



Specialising in magazines, newsletters, websites and textbooks in the fields of technology, engineering, materials, business and finance. We organise commercial events, provide expertise and advise entrepreneurs and investors in their decision-making.

In 2025, the Professional segment will be integrated into the Research segment.

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

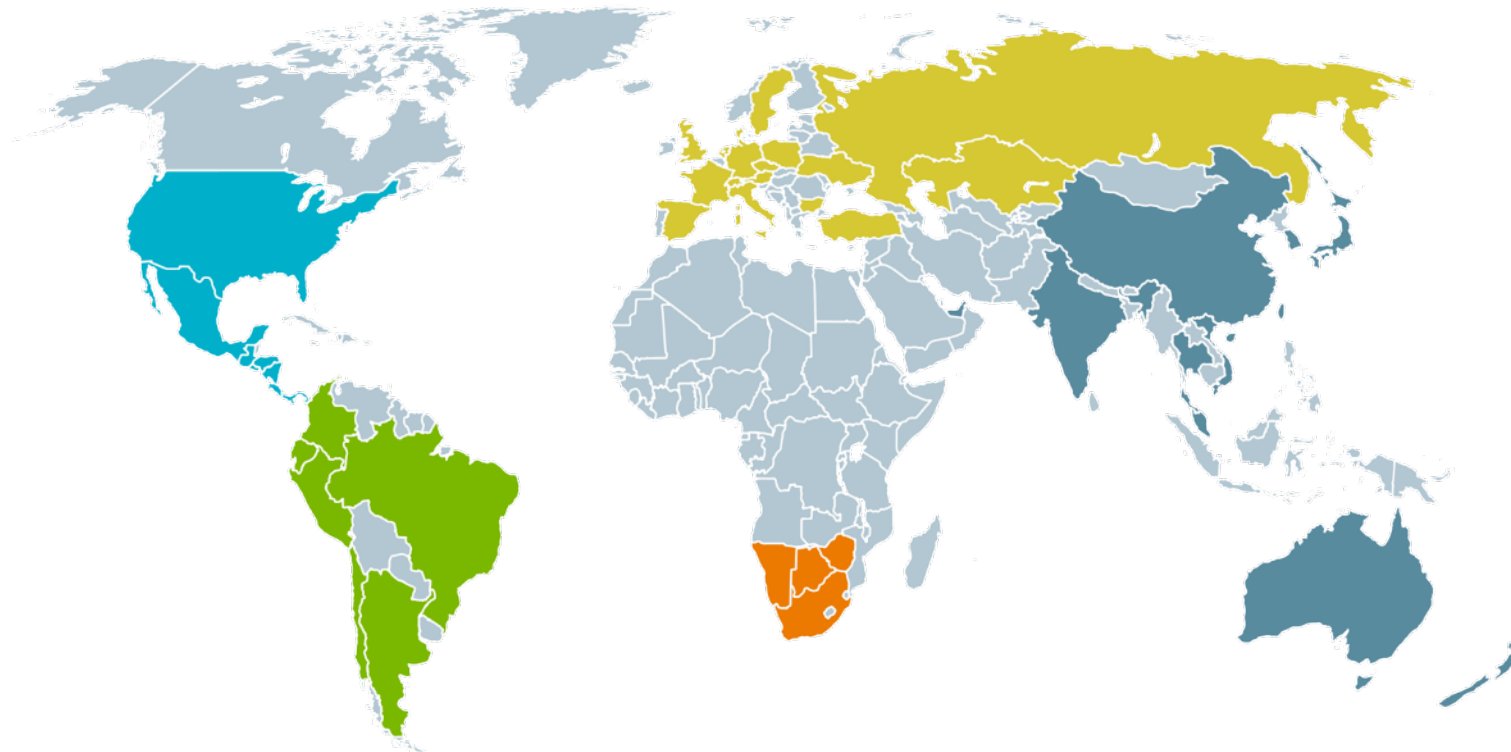
Appendix



## Our main brands:



*Around 9,000 people worldwide with more than  
200 offices and locations in over 40 countries*



# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



## Macmillan Education

### Schools Curriculum Division:

Creating materials that are adapted to the educational curricula of countries around the world, in local languages.

### Language Learning Division (ELT)

Focusing primarily on English language teaching content.

“Empowering students to shape their future”

**Macmillan Education**, founded in 1843, produces high-quality and reliable educational materials, supporting teachers and students of all ages. Our two divisions, *Language Learning* and *Schools Curriculum*, inspire a lifetime of learning.



# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



## Macmillan Education Iberia

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

*At the forefront  
of current trends*

### Our products and services

#### Language Teaching

**English Language Teaching (ELT):** the main and most significant part of the business, focused on teaching English. Of particular note is the **Great Little People** project for children, which joined our portfolio in 2024.

The educational tools catalogue includes the most in-demand European languages, such as **German** (DaF) and French (FLE), in partnership with the publishers Hueber Verlag and Maisons des Langues, respectively.

Materials for bilingual curricula in Spain are published by ByME, in a joint venture with the publisher Edelvives.

New additions to the English portfolio in 2024 include the **Advancing Achievement** programme: a programme for teaching, learning and assessing English offered by Macmillan Education in partnership with the British Council.

Also launched in 2024, the **Unlock project** offers our users the option of purchasing a new digital licence for second-hand English books.



#### Preparation for the future

**Vocational studies:** educational materials for basic, intermediate and higher education, as well as **diversification programmes**.

**Wellschool: Healthy Minds – Happy Classrooms** aims to improve socio-emotional well-being in the educational environment and offers two types of solutions:

**KiVa:** programme for the prevention of bullying, developed by the University of Turku (Finland). It aims to train the entire educational community to understand and recognize bullying in order to tackle it.

**Training for emotional well-being and mental health** in the school's environment through courses aimed at teachers.



# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

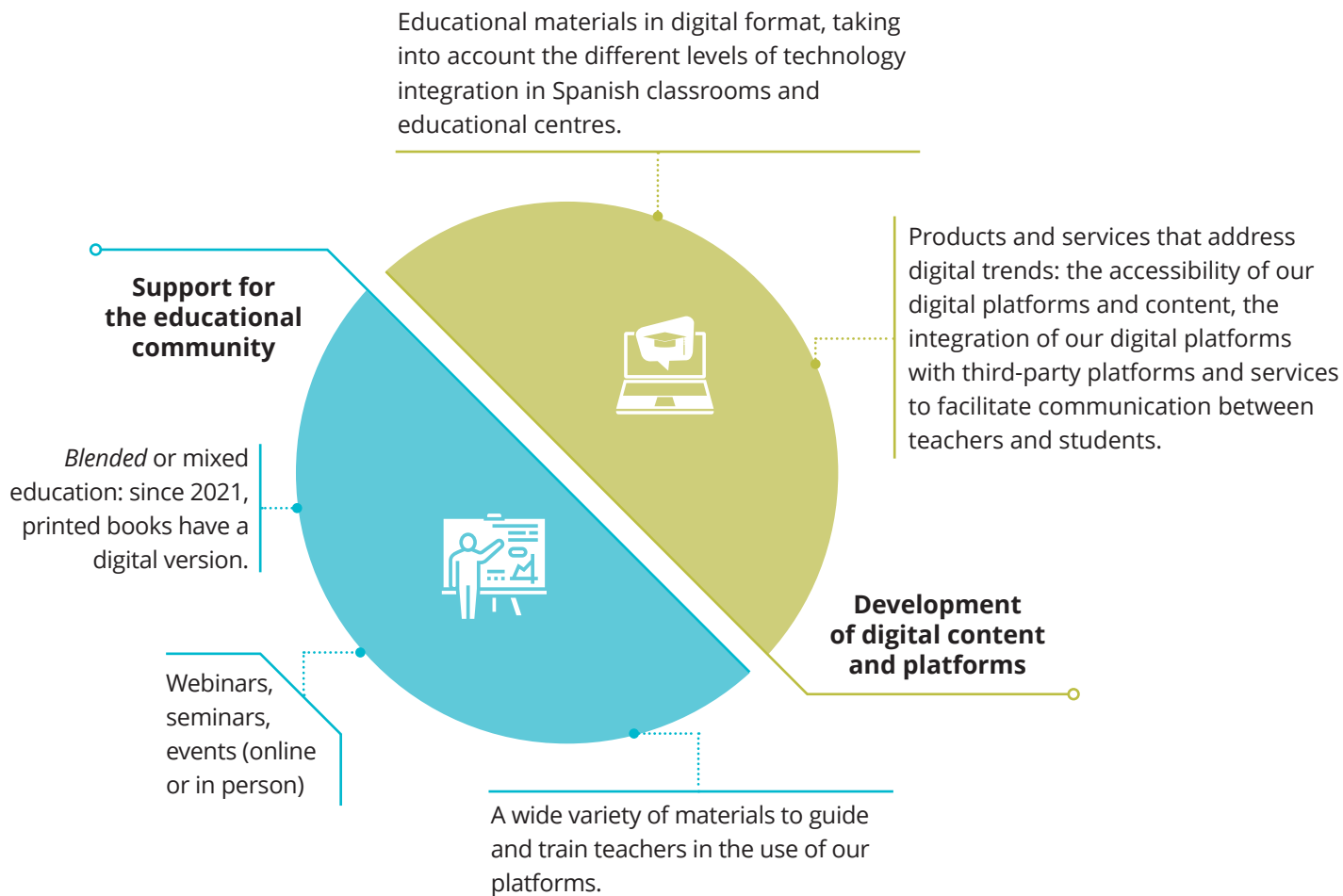
Suppliers

Appendix



## + Competitive thinking of you: Innovation and digital transformation

At Macmillan Education Iberia, Digital Transformation is focused on the following core areas:



During 2024, our company continued its strategic evolution focused on:



Optimise and transform our business model to adapt to changing market dynamics and customer expectations.



Use technology more efficiently for data processing and business analysis.



Promoting constant innovation in our products and processes to remain at the forefront of our industry.

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



## Innovation and digital transformation. Key actions:

- ✓ **Educational trends identification project** that enables product innovation by exploring emerging trends that shapes the education sector. The project includes **monitoring influencers and opinion leaders whose voices and perspectives we consider crucial**, as they are regarded as pioneers in their fields and invaluable sources of insights and emerging trends.
- ✓ With the aim of being at the forefront of innovation, digitalisation and educational trends, Macmillan Iberia is present at the **most relevant events, forums and conferences in the sector**: SIMO Education, enLightED, EdTech Congress.
- ✓ **Working group to lead the implementation and use of Artificial Intelligence (AI)** : In 2024, we integrated Artificial Intelligence into various educational platforms. This implementation aims to provide our users with a guided and safe experience in the use of AI, tailored to their specific roles as teachers or students. For teachers, the main goal is to simplify their work and optimise the time spent on routine tasks. For students, AI allows us to offer adaptive and personalised learning, tailored to the level of each user.



Examples of tools we use at Macmillan Education that incorporate **Artificial Intelligence** to provide a better service to teachers and students:



**Mathew**: an artificial intelligence assistant for vocational studies that allows students to create personalised activities and exams.

**thinköAI**

**ThinköAI**: an intelligent educational content generator (learning situations, activities, projects, adaptations, etc.), created by and for teachers, which guarantees up-to-date and rigorous materials.



**MAIA**

**MAIA**: an artificial intelligence chatbot that offers a diagnostic assessment to potential English language school customers through a guided conversation.



# Responsible Business Report 2024



Welcome

**Business Model**

Governance

People

Planet

Clients

Suppliers

Appendix



## Enhancing our **vision** and its impact



Leading the creation of added value for the educational community, promoting unique solutions and sustainable projects to foster success in the personal and professional development of our students.

**Committed  
to the SDGs**

### 8 Strategic Objectives

#### BUSINESS SUSTAINABILITY

Growth and  
profitability

New portfolios,  
partnerships and  
business models

Efficiency and  
optimisation

People

Diversity, equity  
and inclusion

Sustainable and  
responsible business

#### DEVELOPMENT FOR THE FUTURE

Digitalisation

Artificial Intelligence

**SUSTAINABLE  
DEVELOPMENT  
GOALS**



# Responsible Business Report 2024



Welcome

**Business Model**

Governance

People

Planet

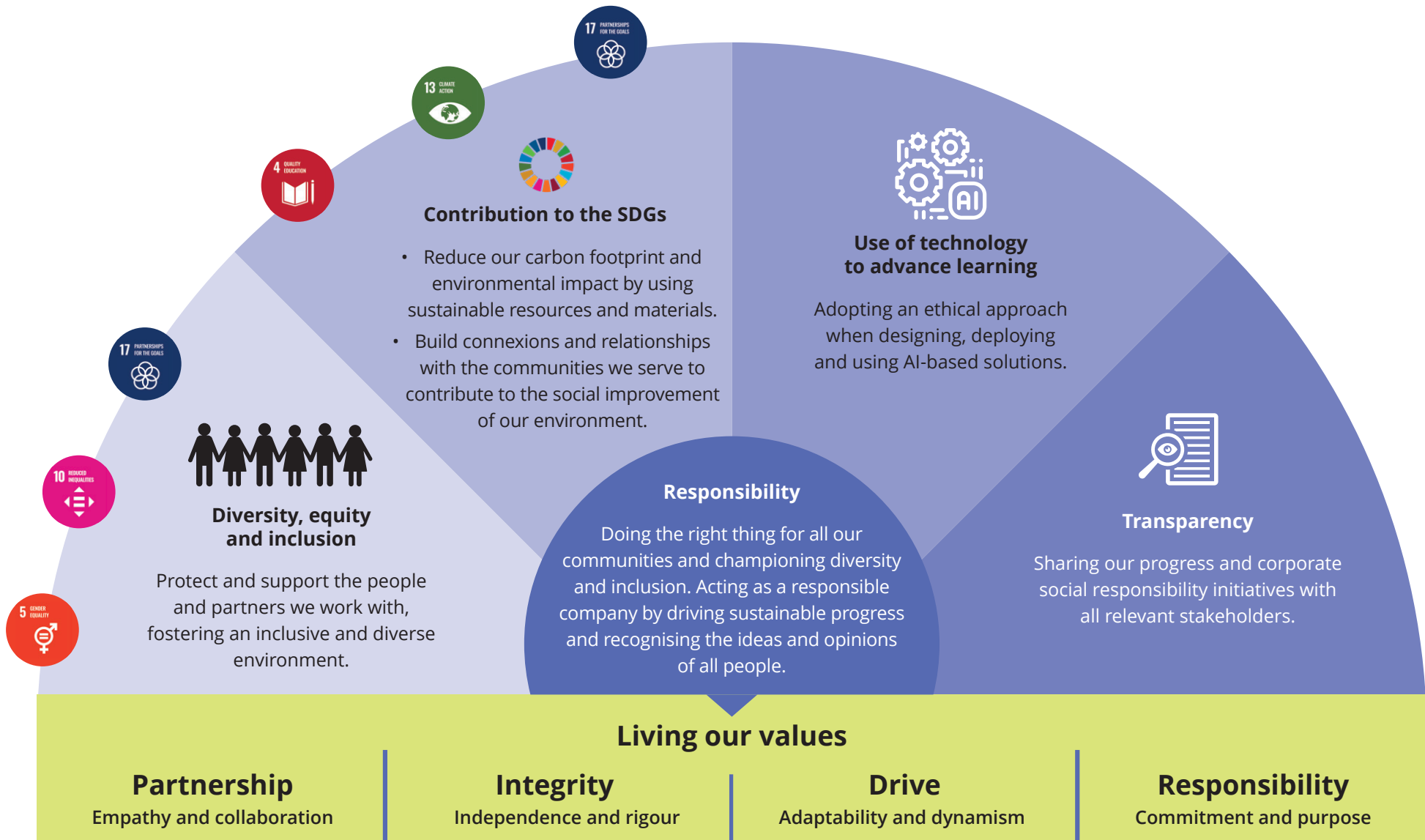
Clients

Suppliers

Appendix



## Responsible management model



# Responsible Business Report 2024



Welcome

**Business Model**

Governance

People

Planet

Clients

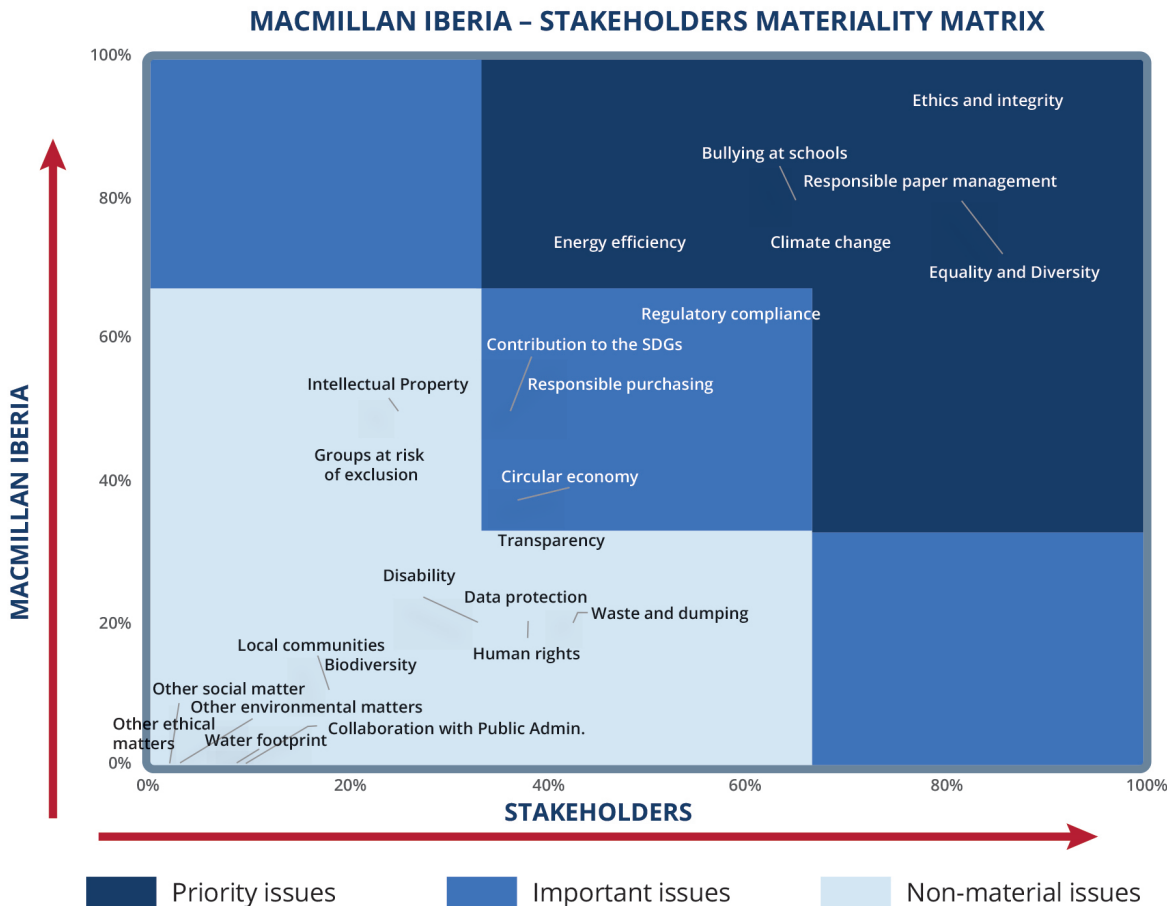
Suppliers

Appendix



## Materiality

In 2021, Macmillan Iberia carried out a **materiality analysis** to identify and define the sustainability issues that are priorities for Macmillan Iberia and its stakeholders. The material issues identified in this analysis remain valid for 2024.



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

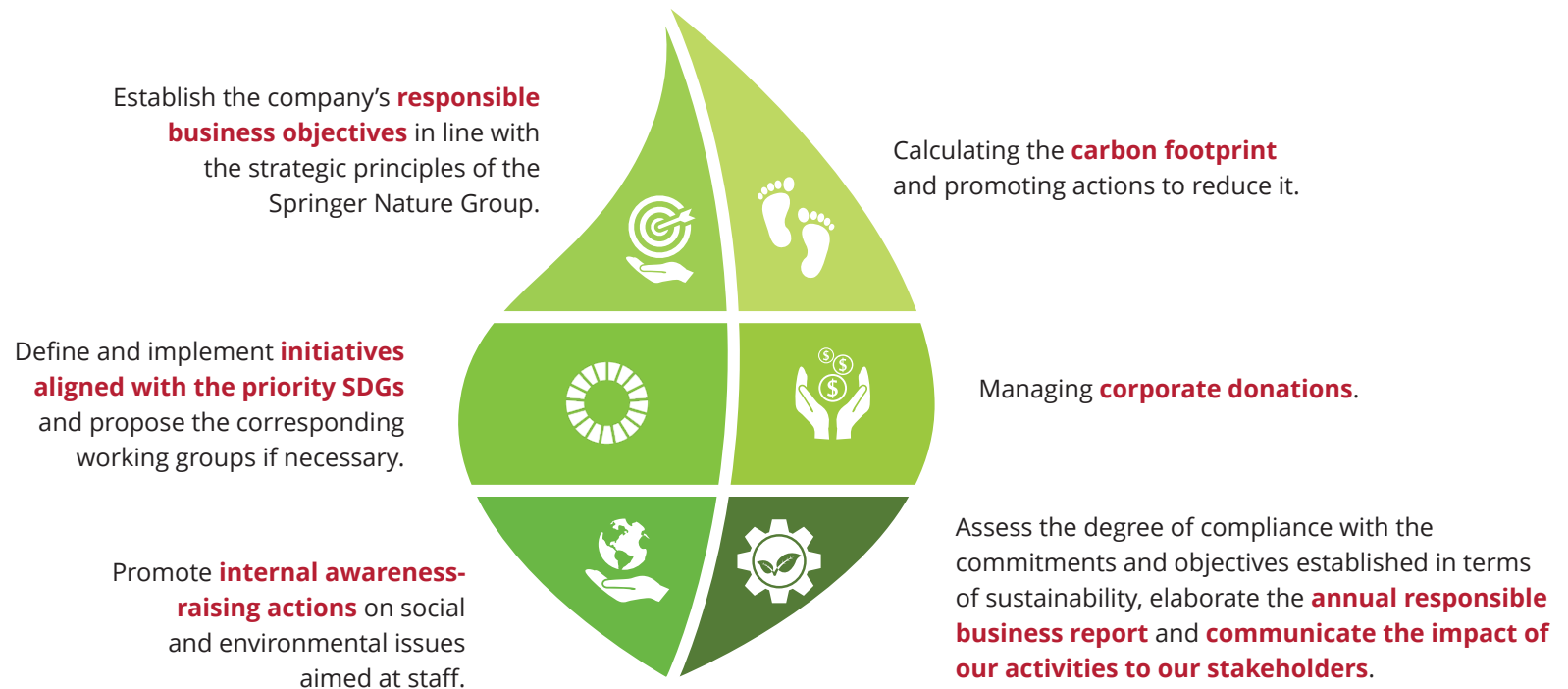
# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## >> Sustainability and Responsible Business Committee

In 2024, the Sustainability and Responsible Business Committee and the internal Green Office Network joined forces to form a single organisational structure, changing our name to **Green&Social network**. With this integration, we maintain all the strategic and operational functions of the Committee, while incorporating the awareness-raising and volunteering activities that had been promoted by the employee network. This cross-disciplinary network includes representatives from different areas of the company: Corporate Projects, Operations, Marketing, Purchasing and Publishing.

### Main functions of the Green&Social network:



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## >> Stakeholders

Macmillan Education Iberia maintains a stable and trusting relationship, especially with those stakeholders who contribute most to the company's success, as described below:

### Shareholders

To the extent that they support our vision of leading the creation of added value for the educational community by promoting the personal and professional development of our students.

### Employees

They are our internal customers and for whom the implementation of an inspiring social responsibility policy will be a source of pride in belonging and talent retention.

### Customers

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

### Regional governments and public institutions

To the extent that our educational content aligns with the guidelines and legislation set by the Ministry of Education and the Regional Governments.

### Partners

The unity and collaboration of the **educational community** allows us to take advantage of everybody's strengths and create more value, thus achieving high-quality and inclusive education.

We include **non profit organisations** with which we collaborate closely to promote equal opportunities, non-discrimination and the inclusion of vulnerable people.

### Suppliers

Companies and individuals with whom we work in content creation, printing, transport and logistics, marketing and communication, as well as other support activities.



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## >> The positive impact of our business



### SDG 4 – Quality education

We are committed to addressing the challenges posed by the SDGs through our educational content and materials.

**Advancing Futures:** aims to support teachers and engage students in important issues such as global citizenship, sustainability, diversity and inclusion, providing them with activities and learning resources that promote skills and attitudes that generate positive and lasting change in the world.



**Change Makers:** is a global platform designed for teachers to encourage their students to reflect on how they would make the world a better place and help them express their ideas. These ideas can be presented in different digital formats (videos, photos, podcasts, drawings, Tik-Toks, etc.) and shared on the Change Makers World platform, where they can also be inspired by the contributions of other students from all over the world.



### SDG 10 – Reduced Inequalities

We reinforce our commitment to **diversity, equity and inclusion (DEI) in the classroom** with the **“Advancing Futures with Inclusion”** campaign, which aims to help teachers recognise and understand neurodiversity and disability in the classroom by offering them strategies to create an inclusive environment for all students.

In addition, during 2024 and 2025, we have focused our work on making our front-list **content, digital platforms, website, e-commerce, and promotional materials**, among others, **accessible** in accordance with the European Accessibility Act, which comes into force in June 2025.



# Responsible Business Report 2024



Welcome

**Business Model**

Governance

People

Planet

Clients

Suppliers

Appendix



13



## SDG 13 – Climate action

Besides improving climate action through our **textbooks and teaching materials**, we highlight our efforts to renew our vehicle fleet by moving away from diesel and our commitment to achieving **net zero carbon emissions** by 2024. In offices where Macmillan Iberia directly contracts the electricity, we use clean or renewable energy.



### Net Zero by 2040

In 2019, hybrid vehicles accounted for around **12%** of the fleet; in 2023, this type of vehicles accounted for **85%** and in **2024**, accounted for **99% of the fleet**.



17



## SDG 17 – Partnerships for the goals

Particularly worthy of note is Macmillan Education Iberia's partnerships with non profits organizations through the implementation of **corporate volunteering projects**.

As well as the internal awareness initiative: **SDG Impact Challenge**.

Springer Nature has been a signatory of the United Nations **SDG Publishers Compact** since 2020. Macmillan Education, as part of Springer Nature Group, endorses the 10 principles set out in this Compact.



### Corporate volunteering projects

Macmillan Iberia volunteers acted as teachers, given classes of english language, Microsoft Office, cybersecurity and LinkedIn to improve the employment prospects of people with sensory disabilities who work with Vivo Fácil Foundation.

# Responsible Business Report 2024



Welcome

**Business Model**

Governance

People

Planet

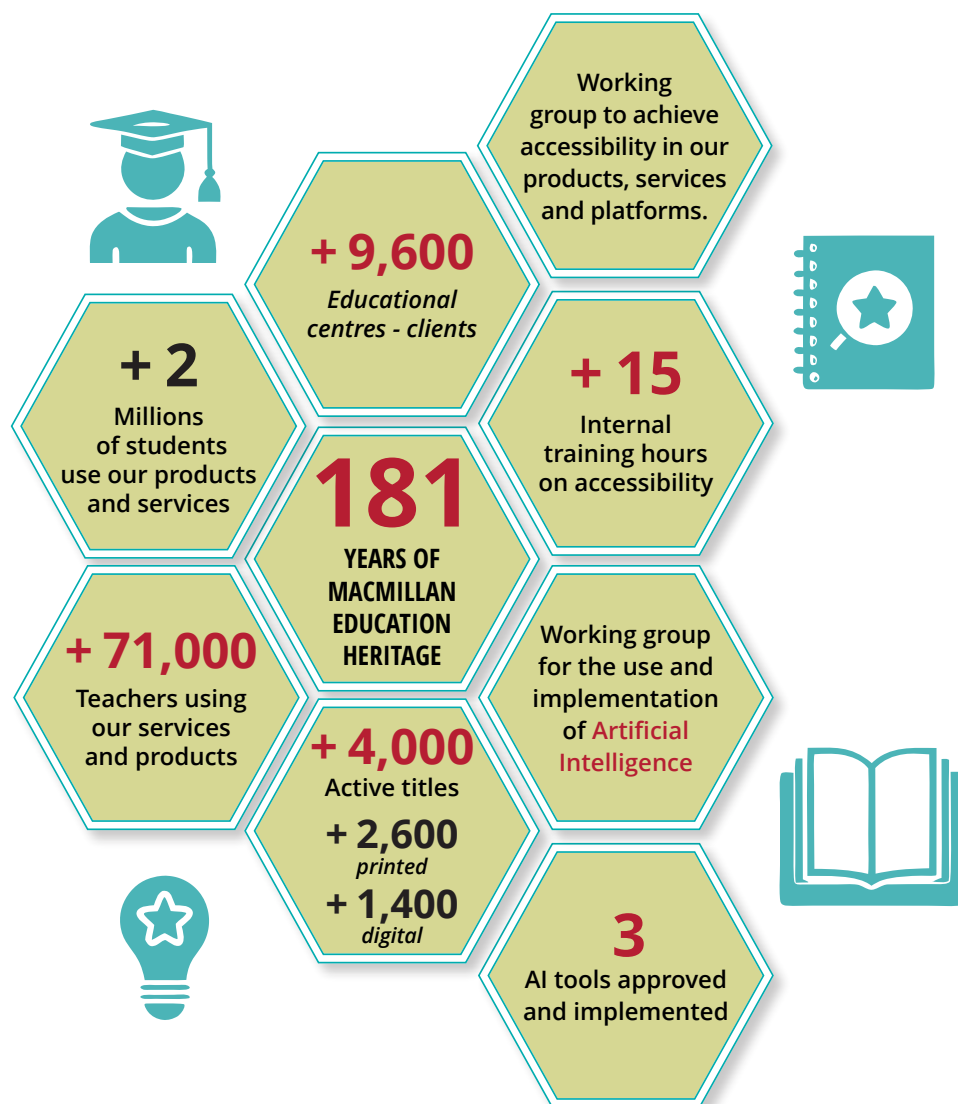
Clients

Suppliers

Appendix



## >> Knowledge, **innovation** and value creation



**PRODUCTS AND SERVICES**

**Language teaching**

macmillan education English Language Teaching

advancing achievement

Great Little PEOPLE English early learning

Macmillan Education UNLOCK

Hueber

**Preparation for the future**

macmillan education Formación Profesional

KiVa

MENTES SANAS • AULAS FELICES WELLSCHOOL by Macmillan Education



# Responsible Business Report 2024



Welcome

**Business Model**

Governance

People

Planet

Clients

Suppliers

Appendix



## Knowledge, **innovation** and value creation



People

We want to build an **inclusive organisation** with a **diverse workforce** and **equitable structures** that enable everyone to thrive.

**234**  
Employees

**223**  
Full-time contracts

**233**  
Permanent contracts

**+5,800**  
Learning Hours

### EMPLOYEE NETWORKS

Strong communities, safe spaces where you can share interests, experiences, backgrounds, etc.

**4**

Internal Employee Networks

SN Women

SN D&N

SN Pride

SN SPRINGER NATURE GROUP  
Green&Social Network

**+45**  
Members

**+18**

Learning and awareness actions aimed at staff

12 In-person DEI workshops

DEI Survey

DEI Learning Journey

Accessibility

DEI Personal Objective

DEI Mentoring Programme

**44%**  
Women on the Management Committee

Gender Equality Plan



# Responsible Business Report 2024



Welcome

**Business Model**

Governance

People

Planet

Clients

Suppliers

Appendix



## Knowledge, **innovation** and value creation

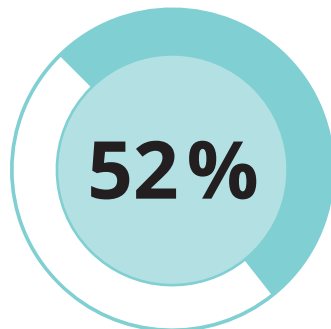


People

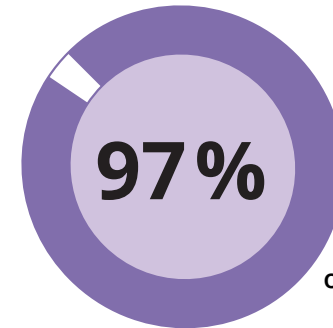


### LISTENING AND COMMUNICATION CHANNELS

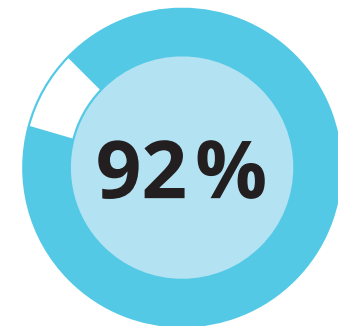
- Network of offices and representatives
- Market Research Department
- Platforms: *Advantage, Teachers' Area* and *Pupils' Corner*
- Customer Care Department



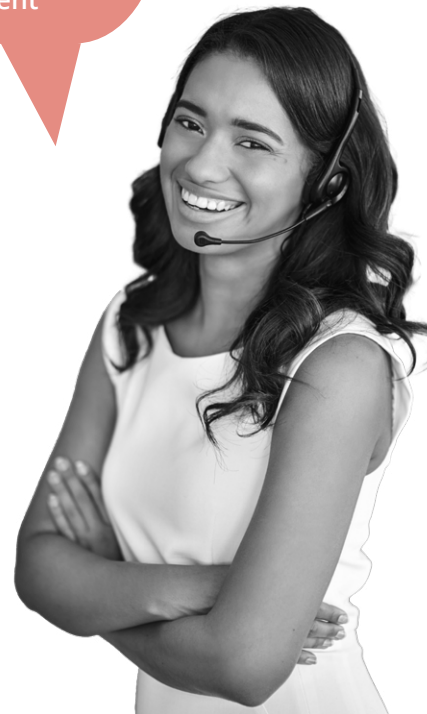
Clients with  
**more than 10 years**  
of service



**Cases resolved out**  
of more than 43,000 cases  
received remotely  
(forms, e-mail) by the  
Customer Service team



**Calls resolved out**  
of the 15,500 calls  
received by the  
Customer Service team



# Responsible Business Report 2024



Welcome

**Business Model**

Governance

People

Planet

Clients

Suppliers

Appendix



## Knowledge, **innovation** and value creation



### Taking care of the planet

#### Springer Nature Group global initiatives

-  Since **2020**, Springer Nature Group has been **carbon neutral** with regard to emissions generated by its fleet, flights and offices
-  Offsetting is achieved through forestry projects in collaboration with **CommuniTree**, Nicaragua's largest reforestation initiative. The project is certified by Plan Vivo.
-  **Science-based target initiatives (SBTi)** were developed in **2022**. They were validated externally in 2023.
-  **Springer Nature Group will be Net Zero in Carbon by 2040.**



#### Impact of Macmillan Education Iberia in 2024



**17.2**

Tonnes of 3/5-stars  
PREPS paper

**120.5**

Tonnes of PEFC/FSC-  
certified paper



Carbon Footprint  
Calculation

Scope 1, 2 and 3

**503**

tonnes CO<sub>2eq</sub>



**100%**

Electricity from  
renewable or clean\*

**11.4 tn CO<sub>2eq</sub>**

Avoided by using  
electricity from clean  
or renewable sources



**99%**

Hybrid car  
fleet



\* In offices where energy  
is directly contracted  
by Macmillan Iberia.

# Responsible Business Report 2024



Welcome

Business Model

**Governance**

People

Planet

Clients

Suppliers

Appendix



## Ethics and Good Governance



We use a comprehensive system of policies, procedures, controls and supervisory practices to responsibly manage all aspects of our activities and relationships.



### Governance Structure

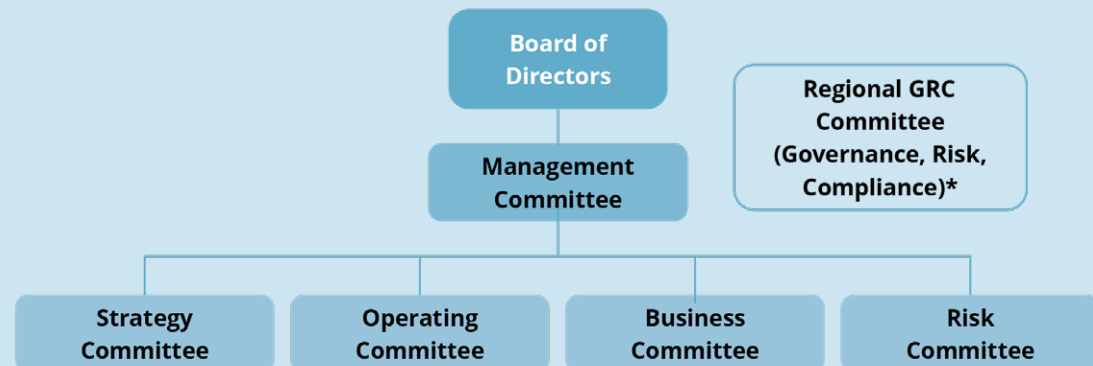
MACMILLAN EDUCATION LIMITED U.K. is the sole shareholder of Macmillan Iberia, S.A.

The highest governing body of Macmillan Iberia S.A. is the Board of Directors, whose functions are those specifically granted by the Spanish Companies Act.

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

### Members of the Board of Directors of Macmillan Education Iberia

- Augusto C. Di Marco. Managing Director, Macmillan Education Iberia. Director and Chairman.
- Mary O'Connor. Chief Product Officer, Macmillan Education Global. Director and member.
- Christian Staral. Chief Financial Officer, Macmillan Education Global. Director and member.
- Fernando Rastrollo. Chief Financial Officer, Macmillan Education Iberia. Non-Director and Secretary of the Board.



\* The Regional Governance, Risk and Compliance Committee reports to the global Compliance team, which reports to the Springer Nature Management Board.

# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Our values and ways of working

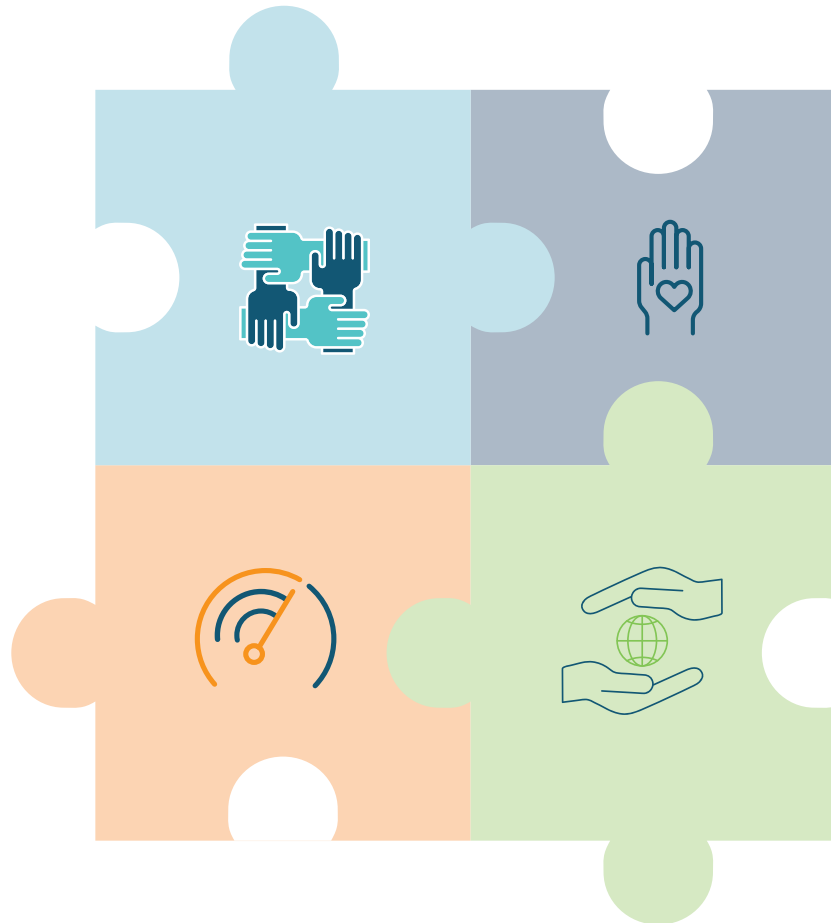
At Macmillan Education, we work every day to align the behaviour of our people with our values, serving as pillars of our ethical behaviour and culture in our relationships with our stakeholders.

### Partnership

**Trust each other and engage to build strong relationships,** inviting and respecting different perspectives, working well together and recognising the contribution of all.

### Drive

**Activate change and accelerate your potential.** Be agile and adaptable, open to new ideas and embracing opportunities to develop and succeed.



### Integrity

**Deliver on your promises and priorities and inspire through your actions.** Be a role model for others: fair, respectful and true to yourself.

### Responsibility

**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.

# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Working Ethically

Our work is guided by the [Code of Conduct for Employees](#), the [Code of Conduct for Business Partners](#) and the Code of Ethics for Publishers. These are supported by a series of policies and procedures established by the Springer Nature Group.

These provide us with the framework we need to support our values and implement our sustainable business priorities, both within the organisation and throughout the supply chain.

## Governance, Risk and Compliance (GRC) Model

Supported by guidelines and frameworks, **integrity** is a key corporate value for everyone at Springer Nature. By implementing our governance, risk and compliance approach, we proactively address relevant risks across all our operations and extend this to external stakeholders who may have an impact on our business.

We employ a comprehensive system of policies, procedures, controls and monitoring practices to ensure that all aspects of our business and relationships are managed responsibly. New in 2024 is the **Capital Markets Policy** to address insider trading, public disclosure of inside information and the prohibition of market manipulation following Springer Nature's IPO.



### Springer Nature Regional Governance, Risk and Compliance Committee for the Iberia region

Oversees the regulatory compliance programme and risk management system of Springer Nature's business units in the Iberia region. Quarterly meetings.



### Regional GRC Director in Iberia

Responsible for reporting risks to the Springer Nature Group, designing and operating the compliance system.



### Springer Nature Group policies and procedures

Where responsibility for implementation falls on the functional, divisional and regional management.



### Code of Conduct for Employees Code of Conduct for Business Partners

These are the reference frameworks for daily activities and interaction with stakeholders: employees, customers, suppliers, partners, etc.

# Responsible Business Report 2024

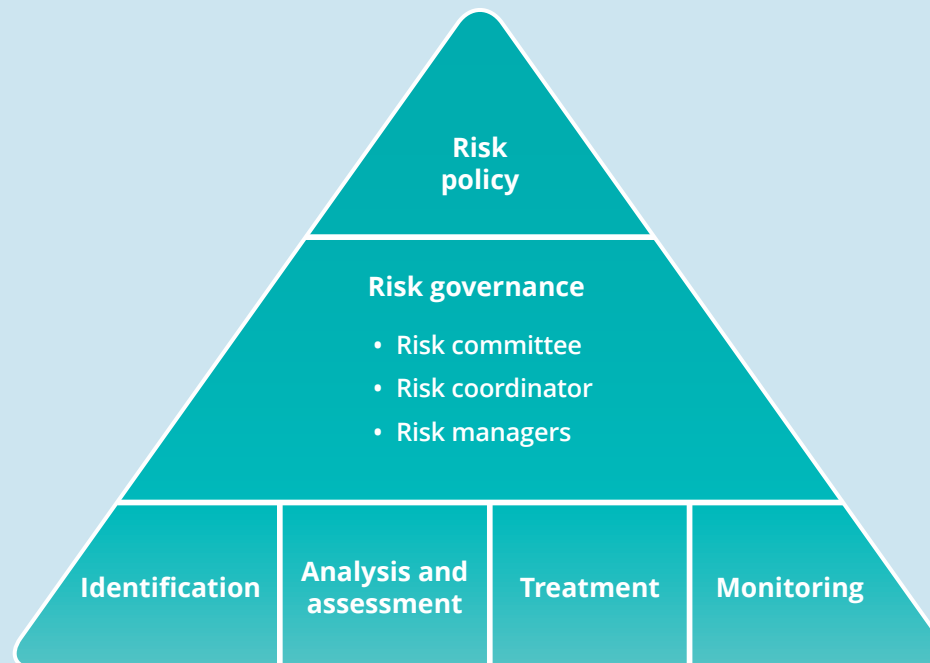
[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Risk management

The Risk Policy sets the **principles and general framework** for controlling and managing company risks in order to make the best decisions.

**The risk management and control system** is structured on three levels in the Iberia region, which guarantee the participation and involvement of all staff in risk management, from the levels with the highest responsibility (members of the GRC Committee) to the lowest (risk managers).

Each of these risks is assessed according to its probability of occurrence and potential impact, and has a series of controls associated with it for mitigation. The evolution of risks and compliance with the established action plans are reviewed periodically.



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

# Responsible Business Report 2024



Welcome

Business Model

**Governance**

People

Planet

Clients

Suppliers

Appendix



The main risks affecting our business are:

- **Strategic risk:** refers to global issues related to the mission and fulfilment of strategic objectives.
- **Business risk:** uncertainty about the intrinsic variables of the business, such as the characteristics of demand or competitors' strategies.
- **Operational risk:** related to functionality and operations. It can be caused by technological failures, human error, inefficient processes and structures.
- **Financial risk:** economic or financial loss. May come about due to non-compliance with contractual obligations, non-payment, cash management, etc.
- **Reputational risk:** negative impact on results due to behaviour or actions below stakeholder's expectations.
- **Regulatory risk:** caused by regulatory changes and/or associated with political changes, educational reforms and market structure, important tenders, etc.
- **Political risk:** education legislation may change based on the ruling national political party, and education is also devolved by the regional governments.
- **Technological risk:** Data protection or potential attacks, cybersecurity and compliance with the GDPR.

The main non-financial risks identified are:

- **Environmental risk:** non-sustainable supply risk, air pollution risk, waste risk and circular economy risk.
- **Social and personnel management risks:** risk in the ability to attract and retain talent, risk in failing to achieve learning and development on the staff, risk in the failure to promote equality, risk of corruption and bribery, non-compliance with human rights, risk of no maintaining health and safety conditions.
- **Society:** risk of negative impact on customers, cybersecurity and information privacy risk, and risk of not contributing to society.
- **Supply chain:** risk of association with third parties without a due diligence process.

The risk management and organisation model at Macmillan Education Iberia is supervised using a **Crime Prevention Model** as a guide, which includes the tools in place at Springer Nature and the appropriate monitoring and control measures to prevent criminal offences and/or significantly reduce the risk of their occurrence.



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Compliance monitoring tools

### Register of interests, gifts and hospitality

All gifts given or received as entertainment, hospitality, promotional items, sponsorships, charitable donations, or any other non-contractual payment or receipt of value exceeding £100 must be declared.

### Speak Up

This is the **whistleblower channel**, provided by an external company, which allows anyone to safely and anonymously make a query or complaint in any language regarding aspects included in our Codes of Conduct.

The **Macmillan Iberia website** provides third parties with access to this channel, where the declaration of principles and operation is stated, thus complying with Act 2/2023 in Spain.



### Training on the Code of Conduct and Compliance

**Mandatory training** on the Code of Conduct and Compliance is provided annually to all staff. In 2024, the modules included some of the most important challenges we face as a global company, including sustainability, hybrid working and artificial intelligence.

### SNICS (Springer Nature Information on Customers and Suppliers System)

This system assesses and manages business partners, measuring risks with third parties to ensure we only work with those that follow the standards set out in our Code of Conduct.



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Committed to fighting corruption and bribery

We apply a zero-tolerance policy towards corruption involving our employees or our supply chain. All companies within the Springer Nature Group adopt the **Anti-Bribery, Anti-Fraud and Anti-Corruption Policy** and the **Fair Competition Policy**, in addition to the aforementioned **Codes of Conduct**.

These policies have the following objectives:

**Raise awareness**  
among all staff about  
this zero tolerance  
policy.

Establish a **consistent set of expectations and requirements**,  
and ensure that the necessary  
controls are in place to prevent  
these risks from materialising.

**Provide clear guidelines**  
to staff who discover  
or suspect bribery, fraud  
and corruption on how  
to raise their concerns  
and seek assistance.



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Human rights

At Macmillan Education Iberia, we comply with **current Spanish legislation on labour rights and human rights**, and we expect our business partners and suppliers to do the same.

The **Code of Conduct** includes clauses on protecting human rights, emphasising the avoidance of slavery and human trafficking, and covering topics such as fair pay and conditions, preventing forced and child labour, health and safety, and environmental practices.

These clauses must be included and signed in the contractual agreement between Macmillan Education and its partners and suppliers.

All partners and suppliers must complete a **due diligence questionnaire covering modern slavery and human trafficking, labour standards, anti-corruption and anti-bribery risks, and data protection**, updating it at least once every three years, or more frequently depending on the supplier's risk profile. In addition, since 2024, these due diligence questionnaires include questions on **environmental risks** depending on the service offered by the supplier. Furthermore, we have incorporated ESG (environmental, social and governance) criteria into tenders for local suppliers in Spain since 2024.

Internally, we uphold a **fair and respectful treatment and protection against harassment policy including a protocol to prevent and address sexual and gender-based harassment**, as agreed with Works Council and communicated to the entire workforce. In 2024 an Annex on **"harassment and violence in the digital environment"** was added as well.



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Information security

Macmillan Education Iberia follows Springer Nature Group's **Information Technology and Privacy Policy**, which aims to provide a framework for implementing and maintaining the Group's standards whenever personal or confidential information is handled.

In addition to the policy, other documents are available, such as the risk analysis report and the incident management procedure, which strengthen the company's safety culture.

The Security Management System used by the company follows the methodology of the international standard ISO 27001.

**+700**  
hours in  
cybersecurity  
training in 2024



**+200**  
People trained

# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Artificial intelligence

Macmillan Education Iberia also commits to Springer Nature Group's **ethical approach** to designing, developing, deploying and using Artificial Intelligence (AI) solutions.

In 2023, the AI governance structure was established at Macmillan Iberia through an AI working group where the Innovation and Digital Transformation, IT and Legal departments came together to establish procedures governing the use of AI in the company, taking into account the following pillars:



### Human intervention

Ensure human intervention when using Artificial Intelligence, whether in training the AI or verifying AI-generated data.



### Innovation and efficiency

The use of Artificial Intelligence at corporate level aims to drive innovation in our products and services, optimise resources, and ensure time and cost savings.



### Regulations

The use of Artificial Intelligence must comply with the requirements established by the Group's Governance, as well as the European Union's Artificial Intelligence Regulation, the General Data Protection Regulation and the intellectual property of our content.

**The Springer Nature AI Committee** structures its framework for action through these sections aimed at all regions:

- **AI Academy:** to understand what AI is and the different forms it can take.
- **Ethics and Policy:** to learn about the approach to the responsible use, development and implementation of AI.
- **AI Opportunities:** to explore current and emerging use cases for AI at Springer Nature.
- **Access and Governance:** to learn about the policies and procedures for using our AI tools.

The local Artificial Intelligence working group analyses the feasibility of proposals for the use of AI at Macmillan Iberia, although final approval is given by **Springer Nature's Artificial Intelligence Committee**.

# Responsible Business Report 2024



Welcome

Business Model

Governance

**People**

Planet

Clients

Suppliers

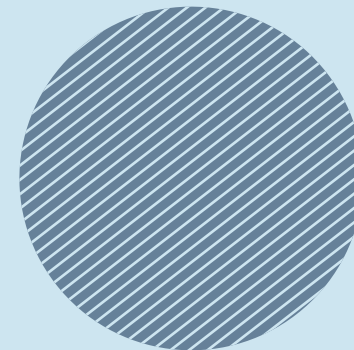
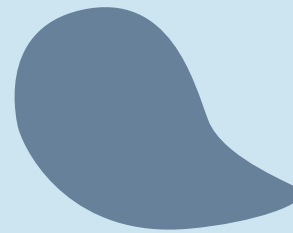
Appendix



## Where every person matters



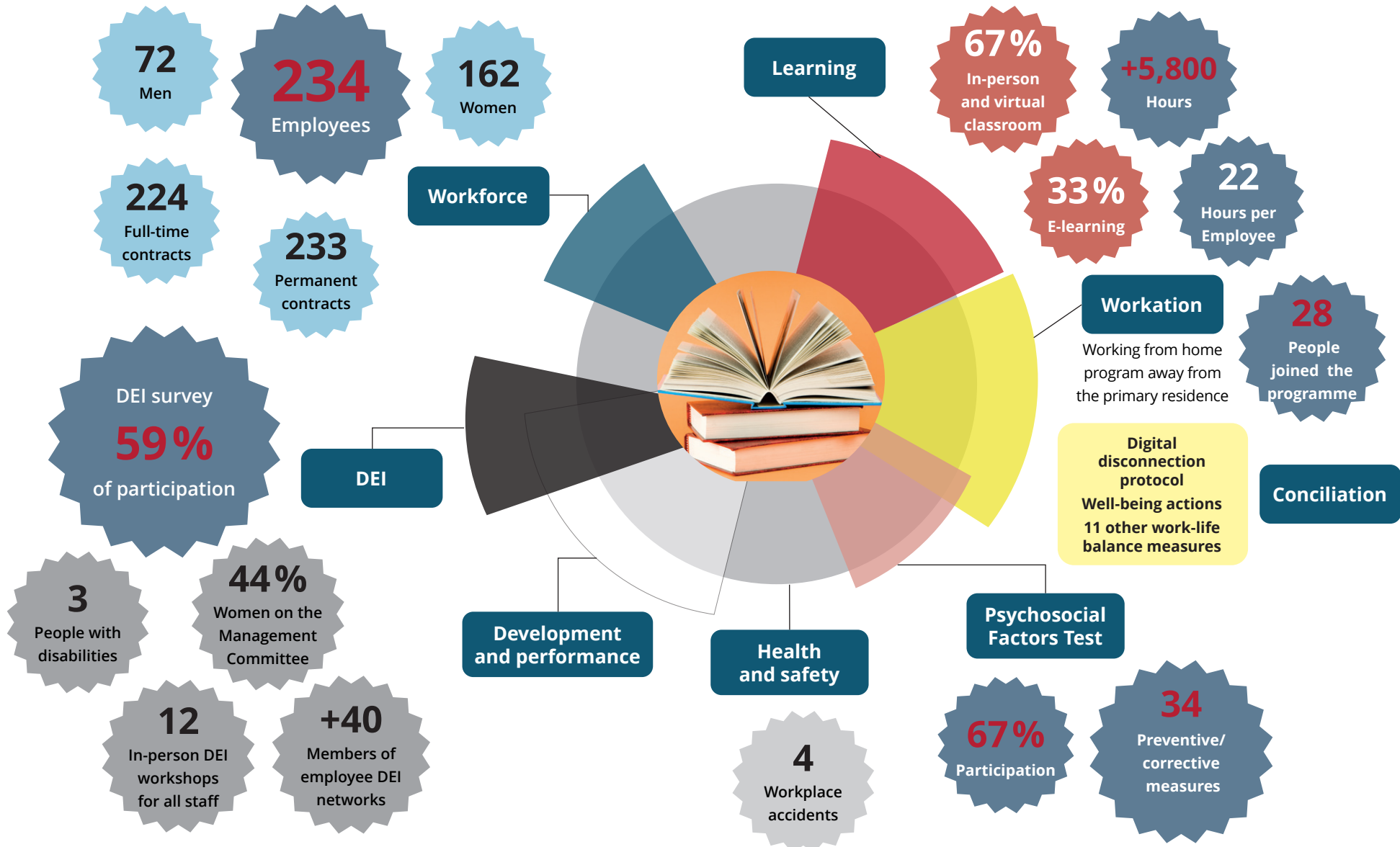
Recognising the value of each individual and the importance of their development and their well-being, as well as promoting equality and diversity, the company relies on a range of policies and guidelines. These include those related to attracting and recruiting talent, remuneration, learning and professional development; the worklife balance and flexible hours plan, the work-from-home policy, and the digital disconnection protocol; or protection measures such as the fair and respectful treatment policy, the gender equal opportunities plan, and the protocol for preventing and addressing sexual and gender-based harassment.



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Main metrics for 2024



# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

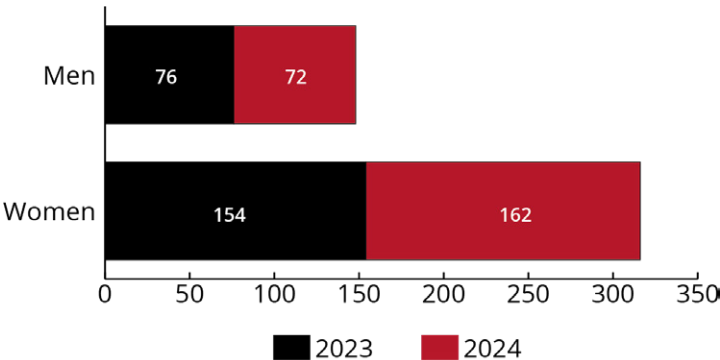
Clients

Suppliers

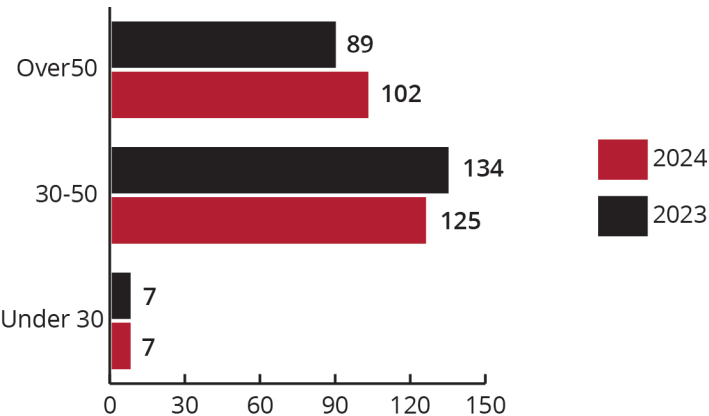
Appendix



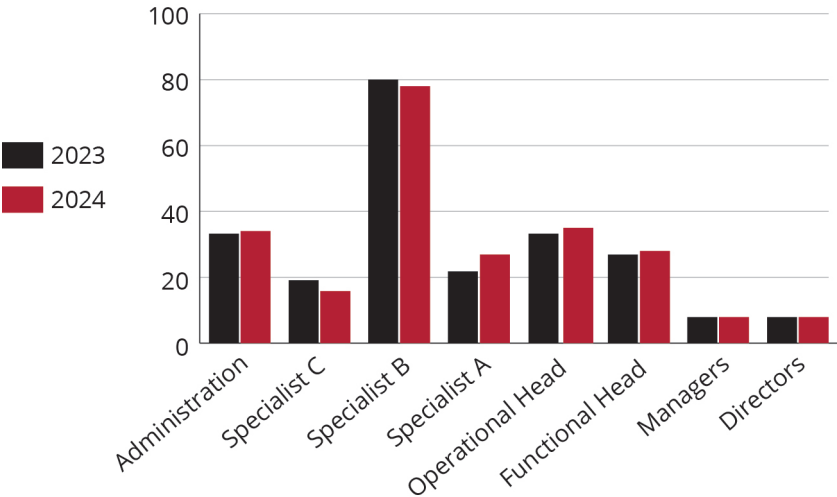
### Workforce by gender



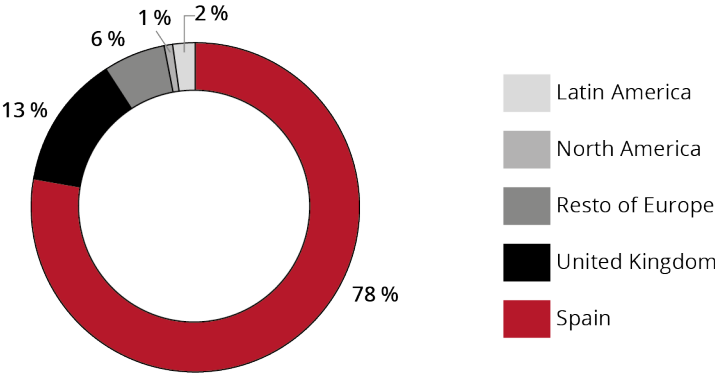
### Workforce by age



### Workforce by professional level



### Workforce by nationality



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Developing our talent

The **Career Development Plan** focuses on three key areas: the leadership programme, the self-development programme and connecting development to performance reviews.

### SN Leadership Programme

The **Leadership Programme** aims to build a community and a shared leadership culture within the SN Group. The programme helps to align, engage and empower people to deliver the Group's strategies, ensuring participants are prepared to attract, retain and develop talent.

The programme involves 40 hours of training and 18 managers participated during 2024.

### Performance review

An **annual review** is carried out to drive continuous improvement in performance and people development. This process establishes a **two-way dialogue channel** between managers and their teams to individually assess professional development goals and their alignment with Springer Nature's values and the CEB universal competency framework.

### Self-development programme

The **Career Hub** provides resources, training and events to help our employees take responsibility for their careers with the support of their managers.

Staff are encouraged to devote five days a year to learning and development activities. These include online and face-to-face courses, mentoring, shadowing, etc., as well as our mandatory training in values and conduct and in cybersecurity.

# Responsible Business Report 2024

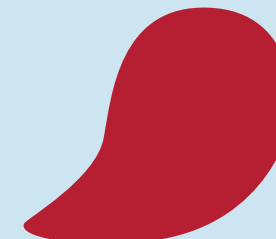
[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Learning

Macmillan Education Iberia has a **Learning Plan** that focused on innovation and market trends, digital transformation and artificial intelligence, Diversity, Equity and Inclusion (DEI), cybersecurity and technical commercial skills.

| Learning hours by professional level | 2023  | 2024  |
|--------------------------------------|-------|-------|
| Administration                       | 688   | 930   |
| Specialist C                         | 216   | 241   |
| Specialist B                         | 1,217 | 1,523 |
| Specialist A                         | 375   | 752   |
| Operational Head                     | 1,047 | 1,009 |
| Functional Head                      | 467   | 943   |
| Manager                              | 251   | 212   |
| Director                             | 170   | 249   |
| Total                                | 4,431 | 5,859 |

| Learning hours by gender | 2023  | 2024  |
|--------------------------|-------|-------|
| Women                    | 2,792 | 2,100 |
| Men                      | 1,639 | 3,759 |
| Average per person       | 16    | 22    |
| Total                    | 4,431 | 5,859 |



# Responsible Business Report 2024



Welcome

Business Model

Governance

**People**

Planet

Clients

Suppliers

Appendix



## Committed to diversity, equity and inclusion

*We want to build an inclusive organisation with a diverse workforce and equitable structures that enable everyone to thrive.*



### Diversity, Equity and Inclusion Survey

- Participation of 59% in 2024, a 5% drop from the previous year. The score was 74.7 out of 100, 3 points below 2023.
- The feeling of safety and respectful treatment in the workplace continues to be the most highly rated aspect (+81 points), while equal access to different career opportunities is the area that could be improved (+66 points).



### DEI Mentoring Programme

This programme aims to connect people who experience low levels of inclusion or who are **underrepresented** in the company's leadership with other colleagues in the organisation, who act as mentors, so that the mentee **can develop skills, expand their networks and grow their careers within the company.**

### DEI Learning Journey

**Internal training programme** that focused on **how to be a better ally in the workplace** during 2024: the importance of allies, becoming aware of our biases, building skills to be a better ally, and using our privilege to empower and advocate for other groups.



### DEI Workshops

During 2024, **12 in-person workshops** were organised for the entire workforce and the management team with the aim of instilling the values of diversity, equity and inclusion (DEI) in our corporate culture and in the way we operate. In these practical workshops we discussed about DEI issues that are addressed at Macmillan Education in decision-making.



### DEI Personal Goal

It's suggested to include a DEI objective as part of employees' **performance objectives** so that these DEI values form part of our daily lives and are integrated into our way of working and into our corporate culture.



### DiverSo Corner in the Madrid office

A physical space (notice board and library) where employees can share news, announce events, exchange books on different topics, etc. related to employee networks.



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

3

DEI  
NETWORKS

## DEI employees networks

To bring people together and build communities where they can share experiences, interests, backgrounds or common identities



+40

MEMBERS

+11

ACTIONS  
AROUND LEARNING  
AND AWARENESS

### AWARENESS AND LEARNING ACTIONS:

- Informative talks
- Experiences' sharing
- Learning sessions with experts
- Round table discussions
- Trips to the theatre and art exhibitions, city tours
- Experiential workshops
- Inclusive language guide



## Accessibility

Macmillan Education worked hard throughout 2024 and 2025 to adapt its products and services to the accessibility requirements of European Act 2019/882, aiming to become the **leading publisher of accessible educational materials**: digital products and content, printed publications, editorial design and production, marketing and communication, platforms used, website, etc.



# Responsible Business Report 2024



Welcome

Business Model

Governance

**People**

Planet

Clients

Suppliers

Appendix



## Wellbeing and Work-Life Balance

### Key actions:

- **Workation programme:** allows staff to work remotely from their usual place of residence for 20 working days, either in their country of residence or abroad.
- **Well-being** initiatives: flexible working hours, hybrid working model, Pulse Survey including questions on well-being, Mindfulness app 'Calm', Employee Assistance Programme\*, recommended reading and guides, among others.
- **Working from home policy**
- **Digital disconnection protocol:** sending e-mails, messages and professional calls is limited, and respect for rest time and holidays is prioritised.

- **Macmillan Concilia Plan**

Macmillan reconciles and improves the rights established in the Workers' Charter and the Collective Agreement for Graphic Arts, Processing, Publishing, and Auxiliary Industries. Some of these improvements are:

- Family and medical leave. Flexible leave.
  - Births: extended periods for cases of special care.
  - Extension to third degree of consanguinity in cases of illness, surgery and death of relatives.
  - Time to attend school events.
  - Permission for attending exams for formal and informal studies.
  - Flexibility in taking time for marriage or civil partnership.
  - Option of an unpaid leave.
  - Personalised attention to special working schedule.
  - Restriction on the timetable for scheduling meetings
- **Compensation for excess working hours and overtime policy**
  - **Psychosocial test:** assessment of psychosocial factors carried out by Quirón Prevención (occupational risk prevention) aimed at the workforce. Psychosocial factors are understood to be conditions that are directly related to the organisation, the type of work, the work load and the performance of the task, that might affect both the well-being and the health of the worker and the performance and development of the work.

\* The Employee Assistance Programme offers advice, information and resources on emotional, financial, legal and work-related issues. The service is available 24/7, is confidential and free of charge for staff and their immediate family members.



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Close to our partners



*We believe in close, frequent and transparent communication*



### Our communication channels

- **Intranet** with 3 levels of communication: unilateral, bilateral and multilateral (Hive).
- Regular **e-mail** communications via the **internal communication** mailbox.
- Monthly **newsletters**.
- Bimonthly **corporate webinars**.
- Physical elements (**posters, whiteboards, banners, DiverSo Corner**, etc.)
- **Send Word now**: Springer Nature communication´s system for emergency alerts.
- Town Halls at Macmillan Education.



### Other actions

- Company´s Conference (in-person), department meals, team-building activities to generate a sense of belonging.
- Flexible remuneration system.
- Special offers and discounts for staff.



# Responsible Business Report 2024



Welcome

Business Model

Governance

**People**

Planet

Clients

Suppliers

Appendix



macmillan  
education  
Iberia



## Committed to the Educational Community

We seek to contribute positively to the SDGs by increasing the level of educational development in society and promoting equal opportunities among the most vulnerable sectors in society.

As part of our commitment to the development of the educational community, we carry out actions that have a positive impact on society, especially on the school environment in our area.

### Balia Foundation



#### Language Learning (Balia Hello)

##### Objective

To offer quality educational experiences to children by facilitating their contact with other sociocultural realities and bringing English language learning closer to them through English-speaking people.



##### Impact

**116 children**

attended during  
the 2024-25 school year

**722**

hours of  
English classes

**9**

Native English-speaking  
volunteers

##### Contribution from Macmillan Education Iberia

To provide a programme coordinator to work closely with volunteers to ensure the success of Balia Hello.

This year, volunteers contributed with their language skills with children during all the daily activities offered at Balia centers (support with the school homework, snacks and games, activities on civic and emotional skills, summer camps), so that volunteers could be role models and inspire children to learn English and develop curiosity about interculturalism.

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



## Vivo Fácil Foundation



### Corporate Volunteering @EmploymentObjective Programme

#### Objective

To improve the employment's prospects of people with functional diversity.



#### Impact

27

Learning sessions

18

People impacted

+30

hours of classes

20

Volunteers

#### Contribution from Macmillan Education Iberia

Volunteers from the company acted as teachers, offering classes to learn English language, Microsoft Office, cybersecurity and LinkedIn to individuals with functional diversity, enabling them to improve their employment's prospects.



# Responsible Business Report 2024



Welcome

Business Model

Governance

**People**

Planet

Clients

Suppliers

Appendix



## Emergency response

### Support for Valencia after the DANA

#### Impact

**25,000**

euros donated

**Save The Children**

+

**Adopta un Cole**



#### Contribution from Macmillan Education Iberia

- Identification of the **needs of the affected schools** through the Macmillan Iberia's sales team located in Valencia.
- **Emergency donations:** €20,000 donated by the Springer Nature to *Save the Children* to provide psychological support to children affected by the DANA in the "safe spaces" set up by this Foundation.
- Macmillan Iberia donated €5,000 to *Adopta un Cole* to help rebuild schools damaged by the DANA.
- Two webinars to provide guidelines to families and teaching staff on **how to care for the emotional health of children and young people** after the effects of the DANA. Webinars led by the prestigious psychologist Silvia Álava.
- The company offered **digital licences** as well as some **textbooks and educational materials** that were lost in the floods for the schools that requested them.
- From a **financial perspective**, debt payments were deferred for 180 days to schools and academies that requested it.

# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Other social initiatives



### Inclusion and special needs

#### Objective

Adaptation of Textbooks

- Visual impairments
- Dyslexia

#### Impact

**150**

Educational resources

#### Contribution from Macmillan Education Iberia

In line with previous years, in 2024 we adapted around 150 educational resources for students with special needs, due to visual impairments and dyslexia, identified through schools and the ONCE charity organization.



### Donation of the company's Christmas gift

#### Objective

Donation:

**Foundation  
Unoentrecienmil**

#### Impact

**1,050**

euros donated

#### Contribution from Macmillan Education Iberia

Once again employees were given the option to donate the company Christmas' gift to non profit organizations. These organisations were proposed by the staff themselves, involving people in actions with a positive social impact. 1,050 euros were donated to the Unoentrecienmil Foundation in 2024.



### Annual donation to Springer Nature

#### Objective

Donation:

**Balia Foundation  
Alentia Foundation**

#### Impact

**10,000**

euros donated

#### Contribution from Macmillan Education Iberia

As part of the Springer Nature group's donation framework, Spain receives €10,000 each year to support NGOs/foundations proposed by its staff. In 2024, the donation was divided between the Balia Foundation and the Alentia Foundation, both organisations supporting children and young people at risk of social exclusion.

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

**Planet**

Clients

Suppliers

Appendix



## Our commitment to the planet

Focus on achieving net zero carbon emissions by 2040 and contribute positively to the Sustainable Development Goals (SDGs), with a particular focus on **SDG 13: Climate Action** and **SDG 15: Life on Land**.

The environmental approach and framework of Macmillan Education Iberia is outlined in the **Environmental Policy** and the **Paper Policy** defined by Springer Nature Group. These means ensuring the use of paper from sustainable sources, reducing and offsetting the carbon footprint, efficiently using the main resources (energy, water, packaging), minimising business travel, and extending these commitments to the supply chain.

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

**Planet**

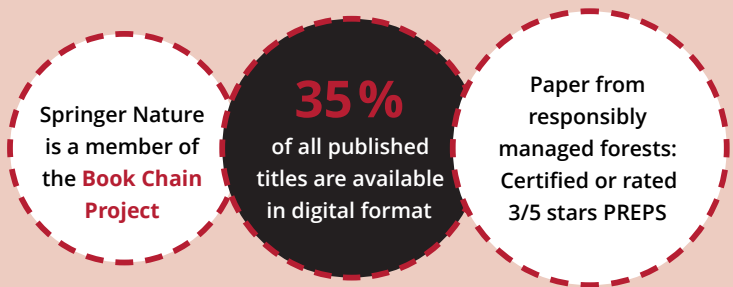
Clients

Suppliers

Appendix

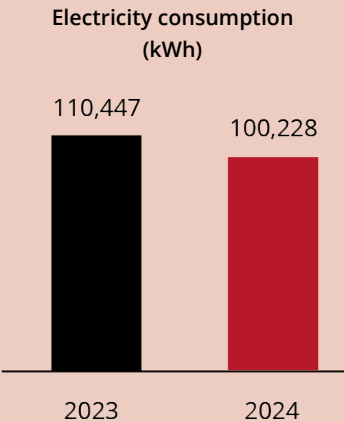
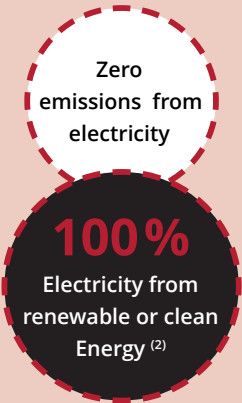


## Paper management

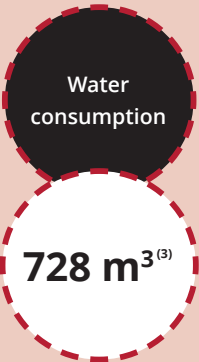
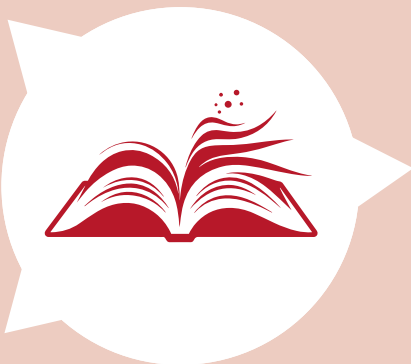


| 2023                               | 2024                                 |
|------------------------------------|--------------------------------------|
| 3/5 stars paper: PREPS: 135 tonnes | 3/5 stars paper: PREPS: 120.5 tonnes |
| PEFC-certified paper: 34 tonnes    | PEFC/FSC certified paper: 17 tonnes  |

## Energy

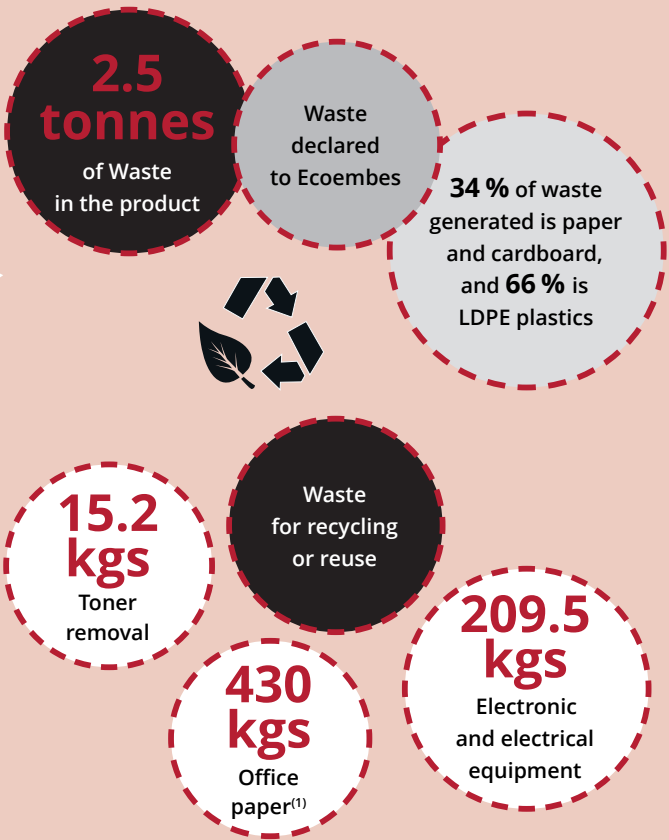


<sup>(2)</sup> In offices where energy is directly contracted by Macmillan Iberia



<sup>(3)</sup> Estimated consumption for all offices based on actual consumption at the Madrid office

## Waste Management



<sup>(1)</sup> Madrid and Barcelona offices

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

**Planet**

Clients

Suppliers

Appendix



## Macmillan Iberia carbon emissions



2023

465 tonnes of CO<sub>2</sub>eq

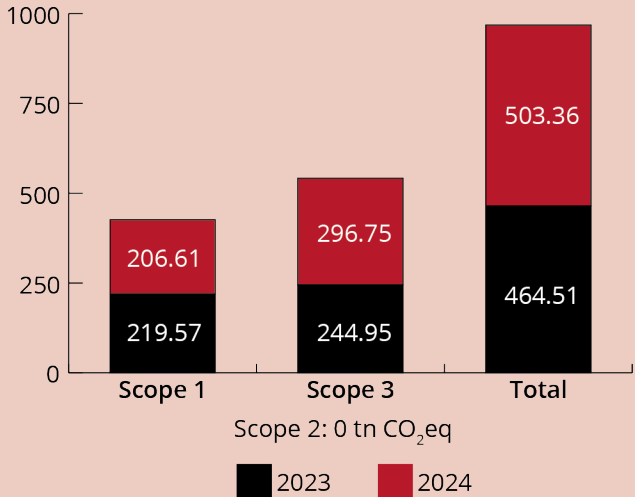
2024

503 tonnes of CO<sub>2</sub>eq

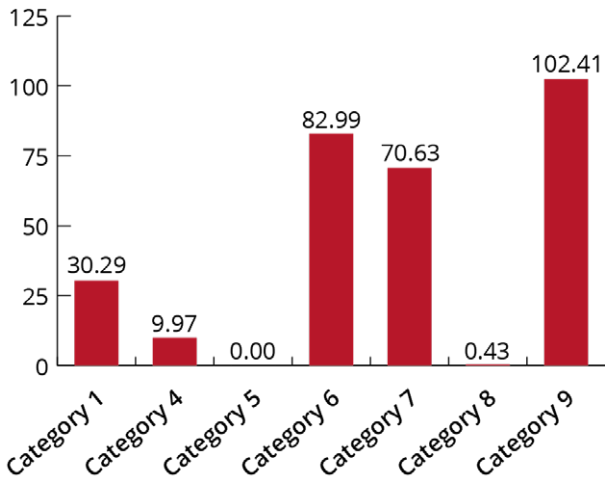
**Scope 1** emissions represent 41%, and **Scope 3** emissions represent 59% of Macmillan Education Iberia's carbon footprint.

- **Scope 1:** 99% of the fleet made up of hybrid cars in 2024.
- **Scope 2:** 11.4 tonnes of CO<sub>2</sub> avoided through the use of clean or renewable electricity.
- **Scope 3:** emissions have fallen by around 19% in 2024 compared to 2019 since a hybrid working policy was implemented for staff in 2020.

### Carbon Footprint Tonnes of CO<sub>2</sub>eq



### Emissions 2024 - Scope 3 Tonnes of CO<sub>2</sub>eq



**Category 1** - Purchase of goods and services

**Category 4** - Transport and distribution *Upstream*

**Category 5** - Waste generated

**Category 6** - Business travel

**Category 7** - Employees commuting and remote work

**Category 8** - Leased assets (energy consumption in business centres)

**Category 9** - Transport and distribution *Downstream*

**Springer Nature Group**  
is a signatory of:



- **Target: Net Zero by 2040** in emissions from our own operations and across the value chain
- **Carbon neutral since 2020** in emissions generated by offices, fleet and flights. Offsets are made through carefully selected forestry projects in collaboration with CommuniTree, Nicaragua's largest reforestation initiative. The project is certified by Plan Vivo.
- In 2023, **SBTi** validated our Net Zero carbon targets.

\* See the explanations on the variations in the carbon footprint from 2024 compared to 2023 in the Appendix – page 63.

# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Environmental awareness actions aimed at staff

### SDG Impact Festival

Initiative carried out by the Springer Nature Group aimed at all the Group's regions and business units to raise awareness of the importance of achieving the Agenda 2030 goals and the urgency of taking action. In 2024, under the name **SDG Games**, the following activities were carried out to work on **SDG 12: Responsible Production and Consumption** at Macmillan Iberia:



#### Children's drawing competition

Children's drawing competition aimed at the sons, daughters, nephews, nieces, grandsons and granddaughters of Macmillan Iberia employees. The idea was to draw Joules, the SDG Games mascot, practising an Olympic or Paralympic sport, with a nod to the 2024 Olympic and Paralympic Games in Paris.



#### Sustainable and healthy recipes Contest

Contest about sustainable and healthy recipes aimed at the staff where the participants cooked a vegan or vegetarian dish or made it from leftover ingredients.



#### Online talk

Virtual talk to learn about sustainable and healthy food.



# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

**Clients**

Suppliers

Appendix



## With our clients in mind

*We work to fully understand the purpose and expectations of all our clients, so we can bolster the business relationship and ensure a unique educational experience.*



Over the years, we have forged a relationship with our customers based on trust, loyalty, effectiveness and availability, with close and personalised attention, with a single objective: to meet their goal and understand their expectations.

### **Our main customers**

Schools, language academies, bookshops, large distributors, families and students.



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Communication and loyalty

At Macmillan Iberia, we have a range of effective mechanisms to maintain two-way communication that is appropriate, clear and close to our clients.



### A network of offices and representatives throughout the country

Guaranteeing professional and personalised service.

### Market Research team

Works hand-in-hand with teachers to research high-quality educational materials, ensuring that our products meet the needs and expectations of teachers and students.

### Platforms for teachers and students

For teachers: **Teacher's Zone** and **Advantage**; for students: **Pupil's Corner**. Both provide with access to materials and educational resources to enhance learning both inside and outside the classroom.

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

**Clients**

Suppliers

Appendix



## Communication and loyalty



### Customer Care service

Records and manages queries and incidents by telephone and remotely (internal and external e-mail and web form)

The call centre has three service lines: internal support, contact centre and specialist technical support

**+15,500**

telephone calls received

**92 %**

resolved, in line with the previous year

Cases received remotely (e-mail and web form)

**+43,000**

cases received, 22% more than in 2023

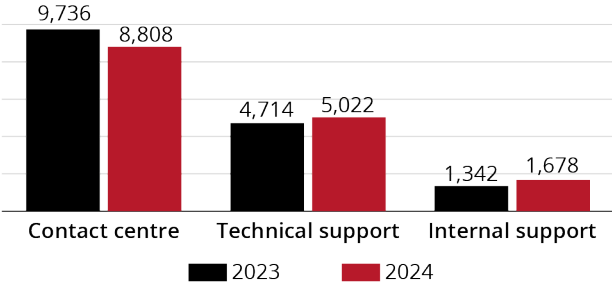
**19 %**

more cases resolved than in 2023

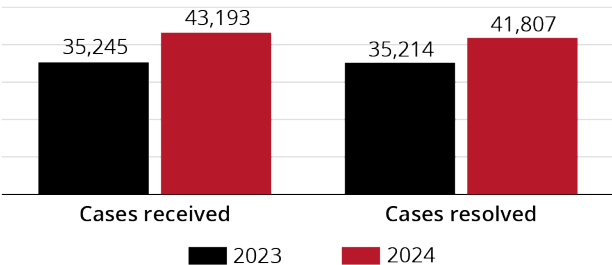
**5.54**

average response time in 2024 compared to 4.65 hours in 2023

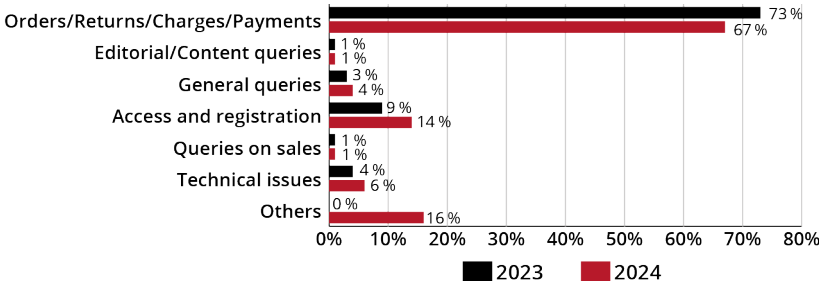
### Number of calls answered



### Cases handled and resolved remotely



### Types of records in remote cases



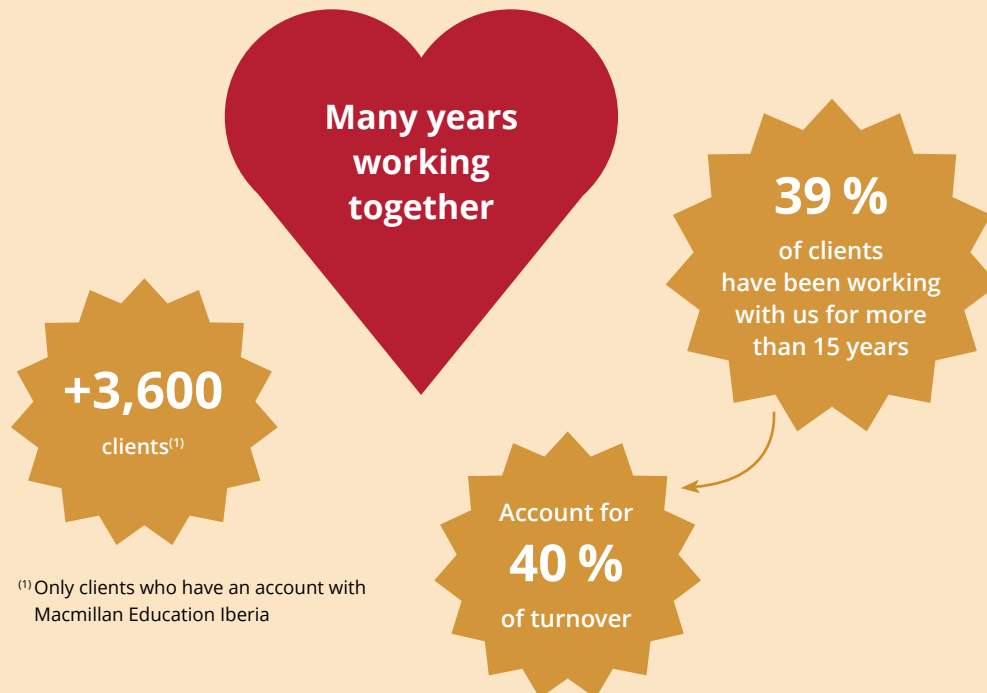
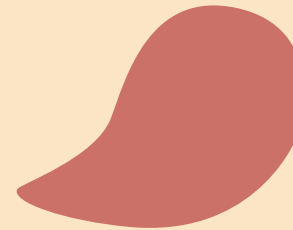
# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

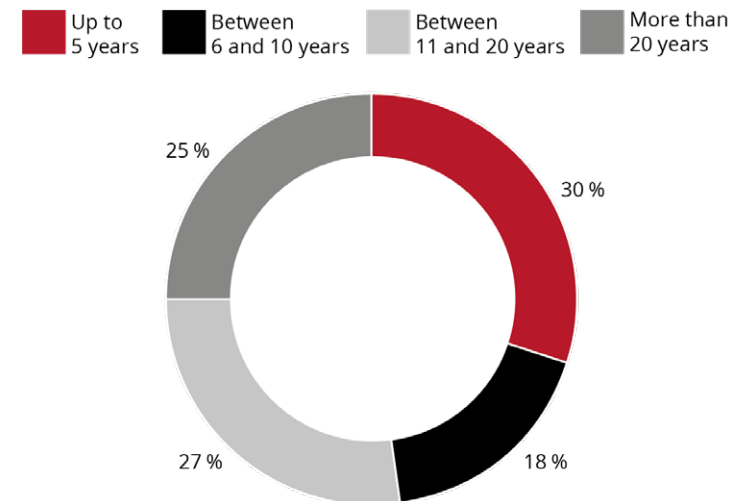
## Communication and loyalty

Improvements made in the communication channels with clients:

- Automation of the “case assignment” in the call centre queue for a more agile and specialised customer service.
- Expansion of **the Priority Service** through the **Bridge Project**: direct support and autonomy in generating customised reports for this type of customer.



### Seniority of Macmillan Iberia´s clients



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Our supply chain

*We strive to have a competitive supply chain that is both sustainable and maximises quality publishing, printing books and educational materials, as well as their distribution.*

To achieve this, the company has numerous tools at its disposal:



### Global Purchasing Policy and Local Procurement Procedure

Describes our commitments to suppliers with the aim of maximising value for money, minimising risks and ensuring communication and coordination between the stakeholders involved.



### Code of Conduct for Business Partners

Where suppliers are required to comply with all legal standards and are encouraged to exceed them in human rights, working conditions, health and safety, anti-corruption, and environmental protection. And also to ensure that measures are taken to guarantee compliance with these standards in their own supply chains. Our contractual commitments with suppliers and partners include signing our **Code of Conduct for Business Partners**.



### Whistleblower channel for third parties

The **Macmillan Iberia website** provides access to the Springer Nature whistleblower platform ("Speak up") for suppliers, contractors, and partners. This facilitates reporting any suspected breaches of the Code of Conduct by Macmillan Education.

# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Understanding our supply chain



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Types of suppliers

### Suppliers for goods and services (direct):

- Editing: authors, content creators, translators, proofreaders
- Production: printing and paper
- Distribution: storage, logistics, transport and distribution

### Suppliers for goods and services (indirect):

- Office rental
- Supplies and consumables
- Technology: hardware, software, servers, landline and mobile telephony
- Marketing and communication
- Travel and events
- Consulting and auditing services

**Concentration  
of 90% of turnover  
in 2024 in 20 suppliers,  
of which 4 are SN Group's  
companies**

**94 %**

National suppliers  
or belong to the SN Group,  
which minimises our  
exposure to labour  
and human rights risks



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Supplier selection, approval and evaluation process

### Selection process:

Macmillan Education Iberia follows a rigorous supplier selection process that assesses aspects such as:

- Specific conditions and guarantees: price, payment terms, etc.
- Product or service: quality, adaptation to technical specifications.
- Company details: location, size, certifications, etc.
- Other aspects: response time, flexibility, Code of Conduct, etc.

New in 2024: **ESG (Environmental, Social and Governance) criteria** have been incorporated into the supplier selection process to ensure that purchases are responsible and sustainable.

70% of the ESG questionnaires sent to the main suppliers, were answered, and of these, **86% had a positive rating**

### Approval process

By launching a tender to procure a product or service. Any expense over €3000 must have 3 proposals from 3 different suppliers.

**80 %**

New suppliers passed the approval process in 2024

### Evaluation process

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

When a new supplier is registered, an initial **due diligence questionnaire** is conducted; based on the responses, SNICS assigns additional questionnaires regarding risk and labour standards, anti-corruption, anti-bribery and data protection. In 2024, a **questionnaire on environmental risks** was included for the first time. The tool assigns a risk level based on the type of product or service contracted, the amount of expenditure and the country of the supplier. The SNICS system uses alerts to notify the Compliance Officer if a critical issue needs to be clarified with the supplier.

In order to comply with the German Supply Chain Act (GSCA), all suppliers, except individuals, must register in SNICS from 1 January 2024. Previously, some suppliers belonging to low-risk sectors did not go through SNICS.

Springer Nature has an audit programme to verify that these partners comply with the required labour regulations and standards.

# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Many years of working together

**+550 Suppliers**

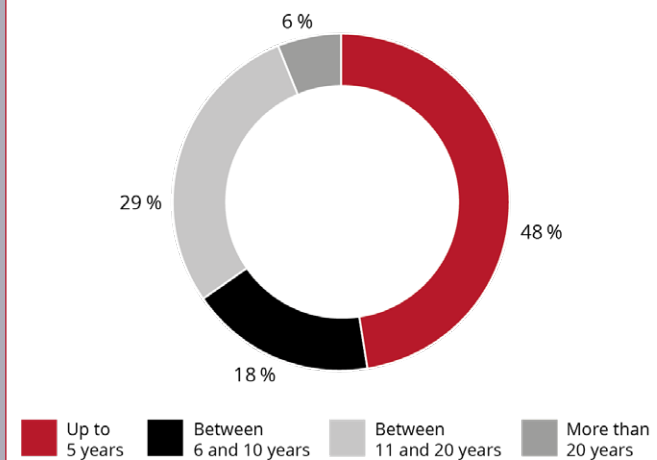
**57 % of the turnover in 2024 <sup>(1)</sup>** comes from suppliers who have been working with us for more than 10 years.

<sup>1</sup> Excluding SN Group companies.

The average payment's period to suppliers was **118 days** in 2024 (91 days in 2023)<sup>(2)</sup>

<sup>2</sup> Due to the increase in the payment's period between 2023 and 2024, the company is taking the necessary actions to reduce it.

### Seniority of Macmillan Iberia's suppliers



### Our supply chain, a key player in our Net Zero Target

Addressing supply chain emissions will be a vital part of our journey to achieve net zero emissions by 2040. Working closely with our priority suppliers to understand their emissions and reduction targets will be our focus of attention.

**The Springer Nature Group will be Net Zero in Carbon by 2040 in its own operations and across its value chain**

# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Appendix

### Key Interest Indicators as of 31 December 2024

#### Economic Indicators

| Economic figures             | 2023 | 2024 |
|------------------------------|------|------|
| Turnover (millions of euros) | 37,3 | 37,5 |

#### Business Indicators

| Titles by business line | 2023 | 2024 |
|-------------------------|------|------|
| English                 | 46 % | 47 % |
| French                  | 5 %  | 6 %  |
| German                  | 16 % | 16 % |
| Vocational studies      | 9 %  | 9 %  |
| ByME                    | 24 % | 23 % |

#### Compliance Indicators

| Learning                                            | 2023 | 2024 |
|-----------------------------------------------------|------|------|
| People who completed training in Values and Conduct | 95 % | 89 % |



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Social Indicators

### Senior Management

| Board of Directors | 2023 | 2024 |
|--------------------|------|------|
| Total              | 3    | 3    |
| Men                | 2    | 2    |
| Women              | 1    | 1    |

| Management Committee <sup>(1)</sup> | 2023 | 2024 |
|-------------------------------------|------|------|
| Total                               | 9    | 9    |
| Men                                 | 5    | 5    |
| Women                               | 4    | 4    |

<sup>1</sup> The Management Committee is made up of individuals from Macmillan Iberia and Springer Healthcare workforce, as well as Senior Management contracts.

### Staff

| Employees                | 2023 | 2024 |
|--------------------------|------|------|
| Total staff              | 230  | 234  |
| Permanent employees      | 227  | 233  |
| Short-term employees     | 3    | 1    |
| People with a disability | 3    | 3    |



# Responsible Business Report 2024

[Welcome](#)[Business Model](#)[Governance](#)[People](#)[Planet](#)[Clients](#)[Suppliers](#)[Appendix](#)

## Staff

| Staff seniority     | 2023 | 2024 |
|---------------------|------|------|
| From 0 to 5 years   | 33 % | 30 % |
| From 6 to 10 years  | 21 % | 25 % |
| From 11 to 15 years | 10 % | 9 %  |
| From 16 to 20 years | 19 % | 20 % |
| Over 20             | 17 % | 16 % |

| Distribution by gender | 2023 | 2024 |
|------------------------|------|------|
| Total workforce        | 230  | 234  |
| Men                    | 76   | 72   |
| Women                  | 154  | 162  |

| Distribution by nationality<br>(% of employees) | 2023 | 2024 |
|-------------------------------------------------|------|------|
| Spain                                           | 80 % | 78 % |
| United Kingdom                                  | 10 % | 13 % |
| Rest of Europe                                  | 7 %  | 6 %  |
| North America                                   | 1 %  | 1 %  |
| Latin America                                   | 1 %  | 2 %  |



| Learning                   | 2023  | 2024  |
|----------------------------|-------|-------|
| Total learning hours       | 4,431 | 5,859 |
| Average hours per employee | 16    | 22    |
| Men                        | 19    | 25    |
| Women                      | 15    | 21    |

# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



## Society

| Social Action                                                    | 2023  | 2024  |
|------------------------------------------------------------------|-------|-------|
| Donations (€)                                                    | 3,440 | 2,320 |
| Corporate volunteering<br>(working hours plus non-working hours) | 130   | 82    |

## Environmental indicators

|                                                                           | 2023    | 2024    |
|---------------------------------------------------------------------------|---------|---------|
| Total Paper Production (tonnes) <sup>(2)</sup>                            | 169     | 138     |
| Sustainably managed<br>paper production<br>(PEFC /FSC certified) (tonnes) | 34      | 17      |
| Sustainably managed paper<br>production (3/5 PREPS stars) (tonnes)        | 135     | 121     |
| Office paper – waste recovered<br>for recycling (tonnes) <sup>(3)</sup>   | 1.08    | 0.4     |
| Waste in the product (tonnes) <sup>(4)</sup>                              | 5.5     | 2.5     |
| Water consumption (m <sup>3</sup> ) <sup>(5)</sup>                        | 749     | 728     |
| Natural gas consumed (m <sup>3</sup> ) <sup>(6)</sup>                     | 3,336   | 3,638   |
| Electricity consumed (Kwh) <sup>(7)</sup>                                 | 110,407 | 100,228 |
| Electricity from clean<br>or renewable sources (kwh)                      | 108,101 | 94,897  |

<sup>2</sup> Includes in-house production of ELT and vocational studies business lines and marketing materials.

<sup>3</sup> Includes offices in Madrid and Barcelona.

<sup>4</sup> Waste declared to Ecoembes.

<sup>5</sup> Actual consumption in Madrid and estimated consumption for the offices of Barcelona, Bilbao, Coruña, Seville and Valencia, based on the square metres used at each site.

<sup>6</sup> Includes Madrid office.

<sup>7</sup> Includes all Macmillan Iberia offices.



# Responsible Business Report 2024



Welcome

Business Model

Governance

People

Planet

Clients

Suppliers

Appendix



## Environmental indicators

| Emissions (tonnes CO <sub>2</sub> eq)                             | 2023                        | 2024                        |
|-------------------------------------------------------------------|-----------------------------|-----------------------------|
| <b>Scope 1</b><br>Fuel consumption from stationary mobile sources | <b>219.57<sup>(8)</sup></b> | <b>206.61<sup>(9)</sup></b> |
| <b>Scope 2</b><br>Electricity consumption                         | <b>0</b>                    | <b>0</b>                    |
| Market Based                                                      | 0                           | 0                           |
| Location Based                                                    | 16.28                       | 11.4                        |
| <b>Scope 3</b>                                                    | <b>244.95</b>               | <b>296.75</b>               |
| Category 1 – Purchase of goods and services                       | 41.94                       | 30.29                       |
| Category 3 – Fuel and energy-related activities                   | 0.43                        | 0*                          |
| Category 4 – Transport and distribution Upstream                  | 43.18                       | 9.97                        |
| Category 5 – Waste generated                                      | 0*                          | 0.004                       |
| Category 6 – Business travel                                      | 107.48                      | 83                          |
| Category 7 – Staff commuting and remote work                      | 51.36                       | 70.63                       |
| Category 8 – Leased assets (Business Centers)                     | 0.54                        | 0.43                        |
| Category 9 – Transport and Distribution Downstream                | 0*                          | 102.41 <sup>(10)</sup>      |
| <b>Emissions avoided</b>                                          | <b>16.28</b>                | <b>11.4</b>                 |
| <b>Total</b>                                                      | <b>464.51<sup>(8)</sup></b> | <b>503.36</b>               |

<sup>8</sup> Recalculation of Scope 1 with respect to the emissions published in the 2023 report. Original data for 2023: Scope 1: 168.37 t CO<sub>2</sub>e; Total emissions 413.32 t CO<sub>2</sub>e.

<sup>9</sup> Change in the methodology used to calculate the fleet emissions. In previous years, litre consumption was used, but in 2024 it was decided to use kilometres travelled to better adapt the emission factors to the characteristics of our fleet: hybrid cars.

<sup>10</sup> In 2024, emissions derived from the transport of our products by our distributors to their customers have been estimated for the first time. In addition, emissions derived from transport from our warehouse to our clients were previously included in category 4 and have been reclassified to category 9 in 2024.

\* Data not available

Macmillan Education Iberia calculates its carbon footprint annually, in accordance with the GHG Protocol methodology.

Source of emission factors: DEFRA 2024 (Department for Environment, Food and Rural Affairs, United Kingdom):

<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024>





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