

Grupo Televisa

# Sustainability

Report 2020





## Index

01	Introduction	03
02	Corporate Governance	05
03	General Disclosures	11
04	Materiality Analysis	14
05	Sustainability Strategy	18
06	Ethics and Integrity	26
07	Stakeholder Engagement	30
08	Environmental	31
09	Labor Management	44
10	Supply Chain	59
11	Media Disclosure	62
12	Philanthropic Programs and Community Impact	65

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM



# Introduction

GRI 102-14



01

As we produce some of the best Spanish-language content globally and broadcast it through the most relevant platforms and leverage our extensive telecommunications infrastructure to provide entertainment and connect people, we focus on managing our environmental, social, and corporate governance (ESG) performance.

We aim to develop a consistent and transparent ESG reporting framework comparable to other companies, to inform our stakeholders. We acknowledge the importance of targeting climate change-related issues and are committed to reducing our environmental impact and greenhouse gas emissions (GHG) through specific programs, training, and emission inventories. We have also set environmental and climate-related targets such as clean energy generation, energy consumption reduction, water consumption reduction, and GHG emissions reduction. These targets align with public sector efforts, such as the UN Sustainable Development Goals.

Furthermore, we focus on our social performance. We are concerned about the personal growth of our employees. We further enhance their knowledge with training programs (ethics, anti-corruption, information security, and data protection), performance evaluations, and additional benefits. We apply fair labor practices in our operations and strive to adhere to best practices concerning labor and employment. We are committed to offering stable labor conditions to our employees by respecting their human and collective rights and providing a working environment that improves their performance and increases their engagement.

Additionally, we focus on achieving local community engagement through assessment and planning to understand the expectations and needs of the local communities we serve. We create opportunities in education, culture, entrepreneurship, health, and environmental protection to improve communities and help build better and more sustainable societies through our social programs.

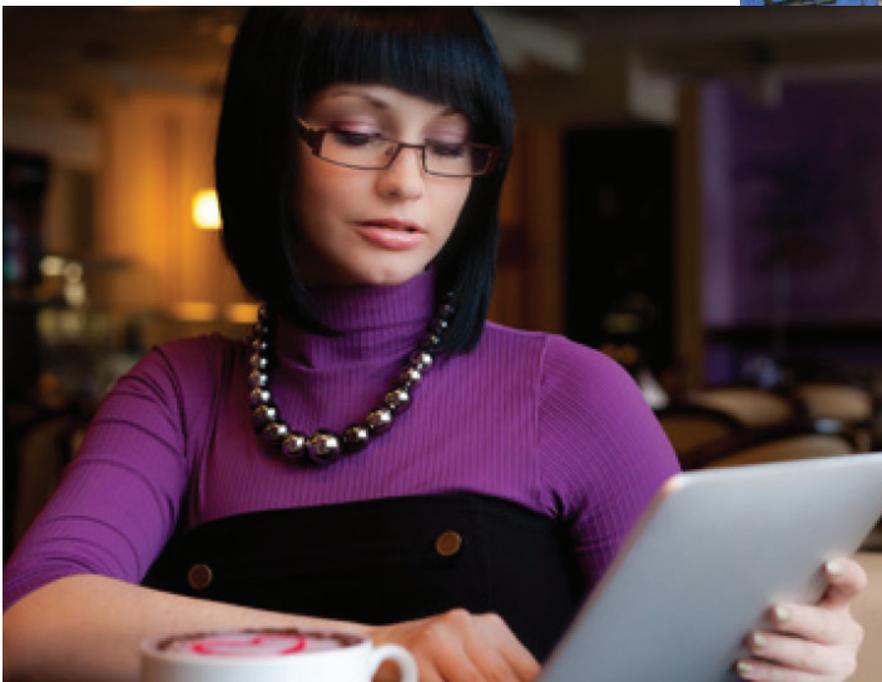


*We understand our sustainability strategy as a commitment to enhancing the lives of the communities we serve, and by doing so we will also contribute to our growth and success.*

Our sustainability achievements result from a regular enhancement of policies and programs to improve corporate performance. During 2020, many of Grupo Televisa, S.A.B.'s ("Grupo Televisa", "Televisa" or the "Company") sustainability efforts continued getting global recognition. For example, the Company was selected for the 2020 Dow Jones Sustainability MILA Pacific Alliance Index and was one of the only five Mexican companies selected for the Dow Jones Sustainability Emerging Markets Index. Also, Televisa was included in three FTSE4Good Index Series: FTSE4Good Emerging Markets, FTSE4Good Emerging Latin America, and FTSE4Good BIVA.

In addition, the Company was selected as one of the only five Mexican companies to be included in the 2020 Bloomberg Gender-Equality Index. Also, Televisa was selected as a constituent of the ESG index, launched by S&P, Dow Jones, and the Mexican Stock Exchange. Finally, Televisa was confirmed as a signatory of the United Nations Global Compact, the world's largest corporate sustainability initiative.

To sum up, we understand our sustainability strategy as a commitment to enhancing the lives of the communities we serve, and by doing so we will also contribute to our growth and success.



# Corporate governance

GRI 102-18, GRI 102-22, GRI 102-23, GRI 102-24, GRI 102-25, GRI 102-26, GRI 102-27, GRI 102-28, GRI 102-29, GRI 102-35, GRI 102-36, GRI 102-37, GRI 102-38

02

***This report follows the guidance of the Global Reporting Initiative (GRI), the Task Force on Climate-related Financial Disclosure (TCFD), and the Sustainability Accounting Standards Board (SASB) Standards as reference. The indicators of these standards will be referenced in each section.***

We are a Mexican corporation with shares in the form of *Certificados de Participación Ordinarios* (CPOs) listed on the *Bolsa Mexicana de Valores*, or Mexican Stock Exchange (BMV, for its acronym in Spanish), also listed through Global Depositary Shares with underlying CPOs on the New York Stock Exchange, or NYSE. Our corporate governance practices are governed by our bylaws, *Ley del Mercado de Valores*, or Mexican Securities Market Law, the regulations issued by the *Comisión Nacional Bancaria y de Valores*, or Mexican Banking and Securities Commission (CNBV, for its acronym in Spanish) and the BMV, as well as other applicable laws and regulations. We also adhere to the principles of the *Código de Principios y Mejores Prácticas de Gobierno Corporativo* (Mexican Code of Principles and Best Practices of Corporate Governance), which was created in January 1999 by a group of Mexican business leaders and endorsed by the CNBV.

As a foreign private issuer with shares listed on the NYSE, we are subject to different corporate governance requirements than a U.S. company under the NYSE listing standards. With certain exceptions, foreign private issuers are permitted to follow their home country practice standards. Pursuant to Rule 303.A11 of the NYSE listed company manual, we are required to provide a summary of the significant ways in which our corporate governance practices differ from those required for U.S. companies under the NYSE listing standards. A summary of those differences is available in our Form 20-F 2020, available at <https://www.televisair.com/en/reports-and-filings/form-20-f>

The management of our business is vested in our Board of Directors. Our bylaws currently provide for a Board of Directors of up to 20 members. In addition, the bylaws provide that the Executive Committee may exercise the powers of the Board of Directors, except for those expressly

reserved for the Board in our bylaws or by applicable law. The Company also has an Audit Committee, a Corporate Practices and Compensation Committee, and an Executive Committee. The Audit Committee and the Corporate Practices and Compensation Committee are currently composed of three independent members each, who were elected and/or ratified by the Board of Directors. The Executive Committee is currently composed of three members. The shareholders elect and/or ratify the chairman of both the Audit Committee and the Corporate Practices and Compensation Committee.

## BOARD OF DIRECTORS

We understand the importance of independence and composition of the Board of Directors for our stakeholders, and acknowledge that an effective and balanced board results in better management decisions, risk mitigation, and value creation. According to Article 24 of the Mexican Securities Market Law, for each director of the Board, it is possible to designate an alternate. Likewise, the applicable law provides that at least 25% of the directors must be independent. Our current Board of Directors is composed of 20 members. The general annual stockholders' meeting takes place to, among other matters, elect and/or ratify the Company's directors.

A majority of the members of our Board of Directors must be Mexican nationals and must be elected by Mexican shareholders. Our bylaws prohibit the appointment of individuals who (i) are members of the board of directors or other management boards of other companies (other than Grupo Televisa or its subsidiaries) that have one or more concessions to operate telecommunications networks in Mexico; or (ii) directly or indirectly, are shareholders or partners of companies (other than Grupo Televisa or its subsidiaries), that have one or more concessions to operate telecommunications networks in Mexico, with the exception of ownership stakes that do not allow such individuals to appoint one or more members of the management board or any other operation or decision-making board. Please refer to the Company's Form 20-F 2020, pages 95 - 101 for more information regarding our directors' names and dates of birth, principal occupation, business experience, and first elected year (<https://www.televisair.com/en/reports-and-filings/form-20-f>).

## Board of Directors

- Emilio Fernando Azcárraga Jean
- Alfonso De Angoitia Noriega
- Alberto Baillères González
- José Antonio Chedraui Eguía
- Francisco José Chévez Robelo
- Jon Feltheimer
- José Luis Fernández Fernández
- Salvi Rafael Folch Viadero
- Michael Thomas Fries
- Guillermo García Naranjo Álvarez
- Bernardo Gómez Martínez
- Carlos Hank González
- Enrique Krauze Kleinbort
- Sebastián Mejía
- Lorenzo Alejandro Mendoza Giménez
- Guadalupe Phillips Margain
- Fernando Senderos Mestre
- Enrique Francisco José Senior Hernández
- Eduardo Tricio Haro
- David M. Zaslav

Our bylaws provide that our Board must meet at least quarterly and that a Board meeting may be called by either its Chairman, 25% of the Board members, the Secretary or alternate Secretary of the Board, the Chairman of the Audit Committee or the Chairman of the Corporate Practices and Compensation Committee. The Mexican Securities Market Law imposes a duty of care and a duty of loyalty on directors. The duty of care requires the directors to act in good faith and in the best interests of the Company. In carrying out this duty, our directors may be required to obtain the necessary information from the Company's Co-Chief Executive Officers, the executive officers, the external auditors, or any other person to act in the best interests of the Company. Our directors may be liable for damages and losses caused to the Company and its subsidiaries as a result of violating their duty of care.

The duty of loyalty requires our directors to preserve the confidentiality of information received in connection with the performance of their duties and to abstain from discussing or voting on matters in which they have a conflict of interest. In addition, the duty of loyalty is breached if a stockholder or group of stockholders is knowingly favored, or if, without the express approval of the Board of Directors, a director takes advantage of a corporate opportunity.

The duty of loyalty is also breached, among other things, by: (i) failing to disclose to the Audit Committee or the external auditors any irregularities that the director encounters in the performance of his or her duties; or (ii) disclosing information that is false or misleading, or omitting to record any transaction in the Company's records that could affect its financial statements. Directors may be liable for damages and losses caused to the Company and its subsidiaries for violations of the duty of loyalty. This liability also extends to damages and losses caused as a result of benefits obtained by the director or third parties, as a result of actions of such director. Our directors may be subject to criminal penalties of up to 12 years of imprisonment for certain illegal acts involving willful misconduct that results in losses to the Company, such as the alteration of financial statements and records.

### CHAIRMAN OF THE BOARD

Emilio Fernando Azcárraga Jean is the Executive Chairman of the Board and Chairman of the Executive Committee of Grupo Televisa, as well as the Chairman of the Board and Chairman of the Executive Committee of Empresas Cablevision (a subsidiary of Grupo Televisa). He has previously served as President and Chief Executive Officer of Grupo Televisa.

### COMPENSATION OF DIRECTORS AND OFFICERS

For the year ended December 31, 2020, we paid our directors, alternate directors, and officers for services in all capacities aggregate compensation of approximately Ps.936.8 million (U.S.\$47.0 million using the Interbank Rate, as reported by CitiBanamex, as of December 31, 2020). This compensation included certain amounts related to the use of assets and services of the Company, as well as travel expenses reimbursed to directors and officers.





On April 28, 2021, at our general stockholders' meeting, our stockholders approved a new stock option plan to our Board of Directors (except for the alternate members) and the Secretary of the Board of Directors under which our Directors and the Secretary of the Board may elect to: (i) receive a cash payment as in previous years (U.S.\$15,000 for each meeting of the Board which they attend or U.S.\$25,000 in the case of board members traveling from outside of Mexico to attend the board meetings), or (ii) participate in the stock plan with an annual award in the form of CPOs (or in its case, other instrument issued based on shares of the Company), in an amount equivalent to U.S.\$150,000, which would be released on the first anniversary of such award, in exchange for the payment of Ps.1.60 for each such CPO or equivalent instrument. In our April 28, 2021 general stockholders' meeting, our stockholders ratified the remuneration of U.S.\$15,000 to be paid to alternate members of the board, and members of the Audit and Corporate Practices and Compensation Committees, for each meeting of the Board, the Audit Committee and/or Corporate Practices and Compensation Committee that they attend.

As of December 31, 2020, we have contributed Ps.71.7 million to our pension and seniority premium plans on behalf of our directors, alternate directors, and officers. Projected benefit obligations as of December 31, 2020, were approximately Ps.196.6 million.

Certain officers of our Company are entitled to receive performance bonuses. The amount and rules applicable vary among the different divisions and/or officers. The amounts payable under the performance bonus depend on the results achieved and include certain qualitative and/or quantitative objectives that can be related to revenues and/or EBITDA, budgets, market share, and others.

#### **MAJOR STOCKHOLDERS**

Our Form 20-F 2020, available at <https://www.televisair.com/en/reports-and-filings/form-20-f> includes information about the beneficial ownership of our capital stock by our directors, alternate directors, executive officers, and each person known by us to own more than 5% of the outstanding Series "A" Shares, Series "B" Shares, Series "L" Shares or Series "D"

Shares as of April 15, 2021. Except as set forth below, we are not aware of any holder of more than 5% of any class of our Shares.

#### **THE MAJOR STOCKHOLDERS**

The Azcárraga Trust, a trust for the benefit of Emilio Azcárraga Jean, as of April 15, 2021, holds 43.8% of the outstanding Series "A" Shares, 0.1% of the outstanding Series "B" shares, 0.1% of the outstanding Series "D" Shares and 0.1% of the outstanding Series "L" Shares of the Company. As a result, Emilio Azcárraga Jean currently controls the vote of such shares through the Azcárraga Trust. The Series "A" Shares held through the Azcárraga Trust constitute a majority of the Series "A" Shares whose holders are entitled to vote because non-Mexican holders of CPOs and GDSs are not permitted to vote the underlying Series "A" Shares in accordance with the trust agreement governing the CPOs and the Company's bylaws. Accordingly, and as long as non-Mexicans own more than a minimal number of Series "A" Shares, Emilio Azcárraga Jean will have the ability to direct the election of 11 out of 20 members of our Board of Directors, as well as prevent certain actions by the stockholders, including dividend payments, mergers, spin-offs, changes in corporate purpose, changes of nationality and amendments to the anti-takeover provisions of our bylaws. Pursuant to our bylaws, holders of Series "B" Shares are entitled to elect five out of 20 members of our Board of Directors. Because the Azcárraga Trust only holds a limited number of Series "B" Shares, there can be no assurance that individuals nominated by the Azcárraga Trust appointees will be elected to the Board.

#### **EXECUTIVE COMMITTEE OF OUR BOARD OF DIRECTORS**

Our Board of Directors has an Executive Committee. Each member is appointed for a one-year term at each annual general stockholders' meeting. Our bylaws provide that the Executive Committee may generally exercise the powers of the Board of Directors, except for those expressly reserved for the Board in our bylaws or by applicable law. The Executive Committee currently comprises Emilio Azcárraga Jean, Alfonso de Angoitia Noriega, and Bernardo Gómez Martínez.

## AUDIT COMMITTEE

The Audit Committee is currently composed of three independent members: Guillermo García Naranjo Álvarez, the Chairman, José Luis Fernández Fernández, and Francisco José Chevez Robelo.

The Chairman of the Audit Committee was elected at our annual stockholders' meeting held on April 28, 2021, and our Board of Directors appointed the remaining members.

The Audit Committee is responsible for, among other things: (i) submitting to the Board of Director's approval, the annual designation and/or ratification of the firm engaged to perform the external audit, as well as the engagement of services other than those related to the external audit to be performed by the external auditors; (ii) evaluating the performance of our external auditors and analyzing their reports; (iii) discussing our financial statements with the persons in charge of their preparation, and based on such discussions, recommending their approval to the Board of Directors; (iv) informing the Board of Directors of the status of our internal controls and their adequacy; (v) requesting reports of executive officers whenever it deems appropriate; (vi) informing the board of any irregularities that it may encounter as part of the performance of its duties; (vii) receiving and analyzing recommendations and observations made by the stockholders, directors, executive officers, our external auditors, or any third party and taking the necessary actions; (viii) reviewing and approving, if applicable, certain related party transactions that are not considered material in accordance with the Mexican Securities Market Law; (ix) calling stockholders' meetings when requested; (x) providing opinions to the

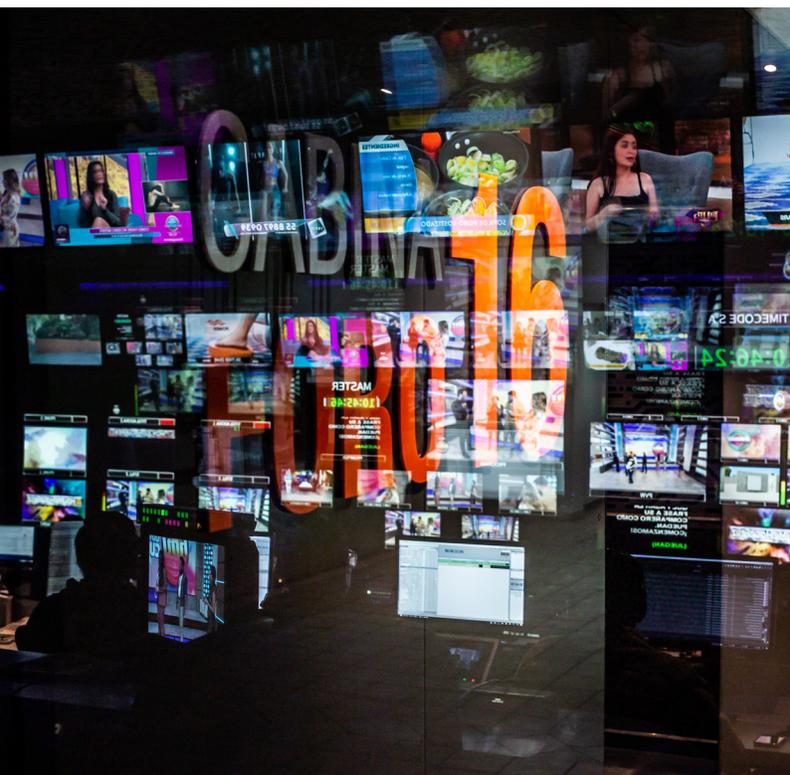
Board of Directors with respect to specific matters required under the Mexican Securities Market Law; (xi) requesting and obtaining opinions from independent third parties, as it deems convenient, in connection with the performance of its duties; and (xii) assisting the board in the preparation of annual reports rendered by the board to the shareholders and other reporting obligations.

The Chairman of the Audit Committee shall prepare an annual report to our Board of Directors with respect to the activities of the Audit Committee, which shall include, among other things: (i) the status of the internal controls and internal audits, and any deviations and deficiencies thereof, taking into consideration the reports of external auditors and independent experts; (ii) the results of any preventive and corrective measures taken based on results of investigations regarding non-compliance of operating and accounting policies; (iii) the evaluation of external auditors; (iv) the main results from the review of our financial statements and those of our subsidiaries; (v) the description and effects of changes to accounting policies; (vi) the measures adopted as a result of observations of stockholders, directors, executive officers and third parties relating to accounting, internal controls, and internal or external audits; and (vii) compliance with stockholders' and directors' resolutions.

## CORPORATE PRACTICES AND COMPENSATION COMMITTEE

The Corporate Practices and Compensation Committee is currently composed of the following independent members: José Luis Fernández Fernández, the Chairman; Guillermo García Naranjo Álvarez, and Eduardo Tricio Haro. The Chairman of the Corporate Practices and Compensation Committee was ratified at our annual stockholders' meeting held on April 28, 2021, and our Board of Directors appointed the remaining members.

The Corporate Practices and Compensation Committee is responsible for, among other things: (i) reviewing and approving corporate goals and objectives relevant to the compensation of the Co-Chief Executive Officers, and reviewing the evaluations of the Co-Chief Executive Officers' performance in light of those goals and objectives; (ii) reviewing and approving the annual base salaries and annual incentive opportunities of the relevant executives, reviewing the parameters of evaluating the executive officers' performance and recommending executive officer compensation policies and guidelines to our Board of Directors; (iii) reviewing all other incentive awards and opportunities (cash-based and equity-based), any employment agreements, any change in control agreements and change in control provisions affecting compensation



and benefits and special or supplemental compensation and benefits for certain relevant executives and individuals who formerly served as executive officers; and (iv) reviewing and recommending certain material transactions entered into with related parties, in accordance with the Mexican Securities Market Law.

The Chairman of the Corporate Practices and Compensation Committee shall prepare an annual report to the Board of Directors with respect to the activities of the Corporate Practices and Compensation Committee, which shall include, among other things: (i) observations with respect to the performance of the relevant executive; (ii) material related party transactions entered into, during the course of the fiscal year; and (iii) the approved compensation packages of the relevant executives.

### BOARD ATTENDANCE

The Board of Directors had an average meeting attendance of 96% for all meetings held during 2020. Each individual director attended 75% or more of all meetings of the Board. During 2020, the Audit Committee had a meeting attendance of 100%, and the Corporate Practices and Compensation Committee had a meeting attendance of 92%.

### BOARD TRAINING

Televisa encourages all directors to participate in continuing education programs that are relevant to the business and industries of the Company and directors' responsibilities as members of the board. As part of the continuing education programs, in 2020, all directors that participated in the Board evaluation have been engaged in at least one of the following learning formats: (1) training by an outside expert; (2) guidance from internal staff; (3) articles from industry-appropriate journals; (4) online learning modules; (5) workshops or courses; and (6) conferences or summits.

### EXTERNAL AUDITORS

KPMG Cárdenas Dosal, S.C. acted as our independent registered public accounting firm for the fiscal year ended on December 31, 2020. The chart below sets forth the total amount billed by our independent registered public accounting firms for services performed in the years 2020 and 2019 and breaks down these amounts by category of service (in millions of Mexican Pesos).

<b>Audit Fees</b>	<b>97.4</b>
<b>Audit-Related Fees</b>	<b>2.4</b>
<b>Tax Fees</b>	<b>9.7</b>
<b>Other Fees</b>	<b>-</b>
<b>Total</b>	<b>109.5</b>



## BOARD EVALUATION

In March 2021, the directors of the Board were invited to complete a self-evaluation assisted by Nasdaq, with 85% of the board members providing responses. The goal of the evaluation was to provide a concise picture of how the directors view the Board's effectiveness, to highlight areas of strength and areas for improvement, to promote positive board dynamics, and to provide information to help improve the Board's overall performance. In addition, the evaluation was designed to assess the Board's performance. The evaluation intended to understand the current skills and training of directors in certain areas and enhance the Board's overall functioning, performance, and effectiveness. The following graph shows the aggregated average ratings for the Board's evaluation.



## DIRECTOR SKILLS GRAPHS

As part of the Board evaluation, directors rated their expertise in areas relevant to the requirements of their role as directors and the Company's business and industry. The following graphs show the aggregated average ratings for the self-evaluation of the Board's skills.

## SKILL AREAS: INDUSTRY SPECIFIC



## SKILL AREAS: RISK MANAGEMENT CATEGORIES



For more information regarding Board evaluation, our website: <https://www.televisa.com/~media/Files/T/Televisa-IR/gtv-board-evaluation-2020-01-04-21.pdf>



# General disclosures



03

## BUSINESS STRATEGY

GRI 102, GRI 102-4

We are a leading media company in the Spanish-speaking world, and we intend to continue expanding our business while maintaining profitability and financial discipline. We currently have a leading position in the Mexican television market and produce high quality programming.

We also have a DTH platform, Sky, and a Cable business, and we intend to strengthen our position in these businesses by continuing to make additional investments, which could be substantial in size. In addition, we intend to continue to expand our business by developing new business initiatives and/or through business acquisitions and investments. However, we also continue to evaluate our portfolio of assets. In connection with the foregoing, on April 13, 2021, we entered into a definitive transaction agreement pursuant to which, subject to certain exceptions, our content business will be combined with Univision, creating a premier global Spanish-language media company to be called “Televisa-Univision.” See the Company’s 20-F form available at <https://www.televisair.com/en/reports-and-filings/form-20-f> for a summary of this transaction. The transaction is subject to customary closing conditions and is expected to be completed in the following months. Following the completion of the transaction, subject to certain exceptions, we will no longer own our content business and will own an additional equity interest in Univision Holdings II, Inc.

## COMMITMENT TO SUSTAINABILITY

As we strive to produce some of the best Spanish-language content globally and broadcast it through the most relevant platforms, and leverage on our extensive telecommunications infrastructure to provide entertainment and connect people, we focus on managing our ESG performance. We aim to develop a consistent, transparent, and comparable ESG reporting framework to inform our stakeholders. As part of that effort, we annually publish a comprehensive sustainability report pursuant to the Global Reporting Initiative (GRI) standards and also look to integrate incrementally other external standards, including the standards of the Sustainability Accounting Standards Board (SASB) and the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD). For more information, please visit our website <https://www.televisair.com/sustainability/awards-and-certifications>



*We are a leading media company in the Spanish-speaking world, and we intend to continue expanding our business*



## MISSION

Our mission is to satisfy our clients' and audiences' communication, connectivity, entertainment, and information needs, focusing on a high level of adaptability, and meeting the highest global quality, creativity and social responsibility standards.

## VISION

To remain a world leader in the production and distribution of multiplatform content, and to be a leader in data transmission services and telecommunications services.

## NATURE OF OWNERSHIP AND LEGAL FORM

*GRI 102-5*

The corporate name of the Company is "GRUPO TELEVISIA". This corporate name must always be followed by the words "SOCIEDAD ANÓNIMA BURSÁTIL" (Limited Liability Stock Corporation) or by the initials "S.A.B."

## TELEVISA'S SCALE

*GRI 102-7*

The following table sets forth the number of employees and their breakdown by main category of activity and geographic location as of the end of each year in the three-year period ended December 31, 2020.

	Year ended December 31		
	2020	2019	2018
Employees excluding held-for-sale-operations	38,764	42,702	38,918
Employees of held-for-sale-operations (Radio business which was disposed in July, 2020)	398	246	247
Total number of employees	39,162	42,948	39,165
<b>Category of activity:</b>			
Employees	39,088	42,875	39,098
Executives	74	73	67
<b>Geographic location:</b>			
Mexico	39,098	42,844	38,956
Latin America (other than Mexico)	2	3	131
U.S.	53	52	69
Europe	9	9	9

## COLLECTIVE BARGAINING AGREEMENTS

*GRI 102-41*

As of December 31, 2020, 2019 and 2018, approximately 41%, 41%, and 40% of our employees, respectively, were represented by unions, covered by collective bargaining agreements. We believe that our relations with our employees are good. Under Mexican law, our agreements with most of our television and cable television union employees are subject to renegotiation on an annual basis, in January of each year. We also have union contracts with artists, musicians, and other employees, which are also renegotiated on an annual basis.

## EMPLOYEES IN MEXICO, BY CONTRACT

*GRI 102-8, SV-ME-260a.1*

Permanent  
contract:  
**39,076**

Permanent  
contract:  
**58**

Half time:  
**28**

## RESTATEMENTS OF INFORMATION

*GRI 102-48*

There is no effect of any restatements of information given in previous sustainability reports.

## CHANGES IN REPORTING

*GRI 102-49*

There are no significant changes from previous reporting periods in the list of material topics and topic boundaries.

## REPORTING PERIOD. REPORTING CYCLE

*GRI 102-50, GRI 102-52*

January 1, 2020 to December 31, 2020. Annual.

## CLAIMS OF REPORTING FOLLOWING GRI STANDARDS

*GRI 102-54*

This report has been prepared following the GRI Standards: Core option, used globally throughout many industries. In addition, the reporting processes used are aligned with the Principles of Inclusiveness, Materiality, and Responsiveness defined by AccountAbility AA1000APS (2008).

## BRAND VALUES

*GRI 102-42, G4-M6, SASB SV-ME-260a.2*

Our brand values are world-class leadership, plurality, diversity, and closeness.

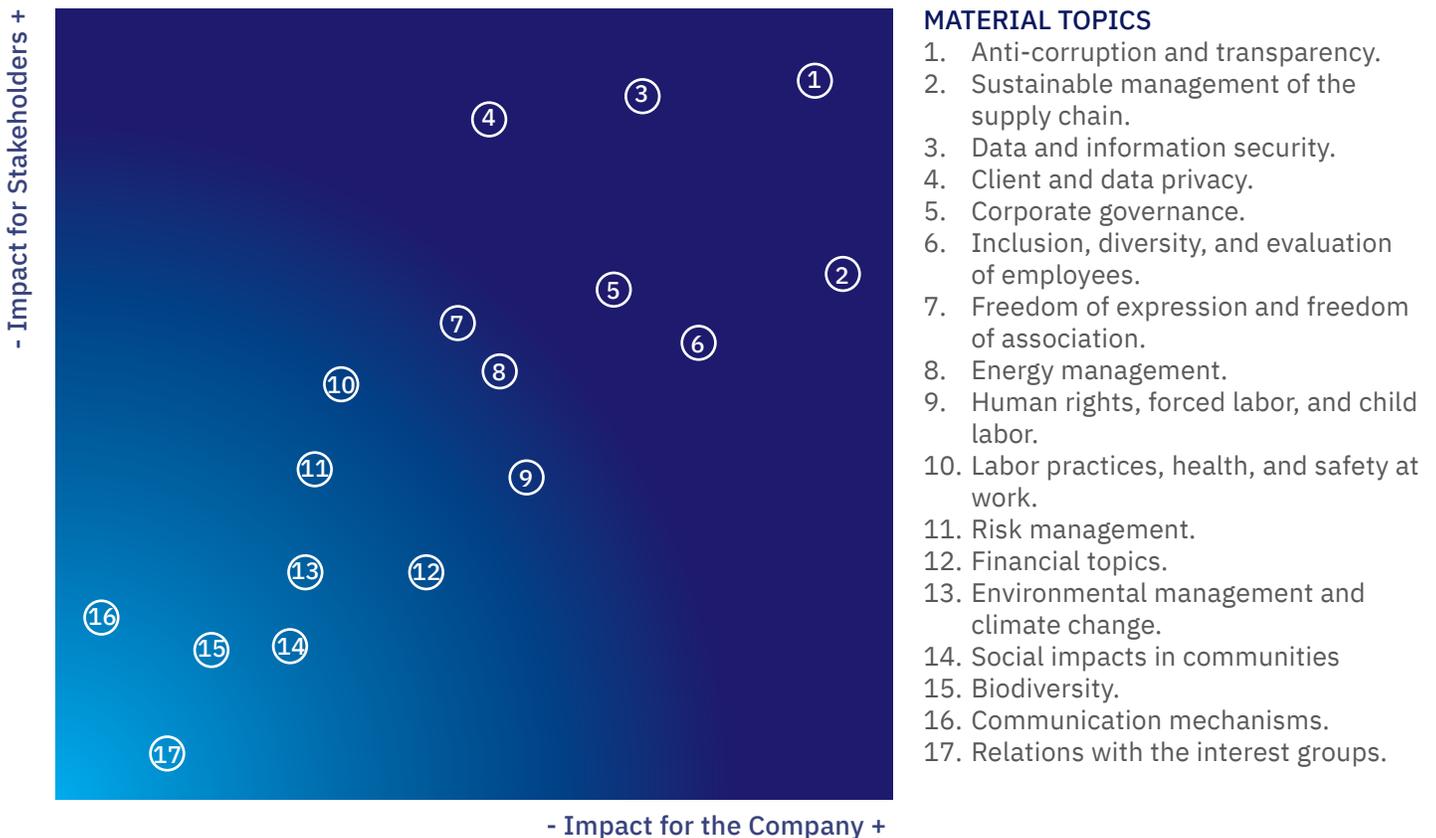


# Materiality analysis of Grupo Televisa

GRI 103-1, GRI 103-2, GRI 103-3, GRI 102-46, GRI 102-47, SASB TC-TL-520a.3

04

In 2018, we completed our second Televisa materiality<sup>1</sup> analysis, which evidenced the challenges and opportunities in our sector, and the core topics to be considered by our consumers, clients, and relevant stakeholders. It combines the internal viewpoint of the different businesses and the external viewpoint of the stakeholders, thus applying the principles for defined content of the Global Reporting Initiative (GRI) by the GRI 101 Standard: Foundation. Also, the materiality analysis incorporates SASB standards using the SASB Materiality Map, an interactive tool that identifies and compares disclosure topics across different industries and sectors. Using the SASB Materiality Map, Televisa focuses on sustainability strategies on the most important issues for the Company's media & entertainment, and telecommunications services businesses. The materiality analysis identified seventeen topics as core focus areas. Read more about our methodology on the sustainability website <http://www.televisair.com/~media/Files/T/Televisa-IR/materiality-analysis-gt-2018-v1.pdf>



Additionally, in 2019 and 2020, we integrated to our materiality analysis indicators from SASB's Materiality Map to identify sustainability issues that are likely to affect our financial condition or operating performance. We have been focused on sustainability-related business issues, associating accounting metrics such as employee engagement and competitive behavior for the internet media and services industry; and materials sourcing and efficiency, and systemic risk management for the telecommunication services industry.

<sup>1</sup> "Materiality" refers to materiality within the context of our sustainability report and does not refer to concepts of materiality used in securities or other applicable laws.

## Analysis of the top ten material topics

Material topic	Material issue	Business risks and opportunities	Management approach
Anti-corruption and transparency.	Mitigating corruption and bribery risks.	The most significant corruption risks we identified are: i) fraud, ii) conflict of interests, iii) bribery, and iv) coercion. The activities related to those risks are the provision of services to third parties in the form of entertainment, travel, and gifts.	We have a solid Whistleblower System. Additionally, we develop annual ethics policies and anti-corruption and anti-bribery training programs.
Sustainable management of the supply chain.	Recognizing the importance of sustainable supply chain management.	We can positively benefit society and the environment through decision-making and the implementation of actions in our supply chain.	As a part of our supply chain management, we communicate our commitment to maintaining best practices to our suppliers.
Data and information security.	Prioritizing the integrity of consumers, clients, and other stakeholders.	We recognize that in a highly technological and interconnected world, there are many challenges regarding the protection, and handling, of information through resilient IT systems.	We have a set of policies that aims to guarantee the integrity, confidentiality, and availability of information. Televisa and its subsidiaries must comply with the security aspects contained in those policies.
Client and data privacy.	Putting in place strict privacy and security measures to prevent unauthorized access to computers, databases, and websites as well as to protect our customers' personal and data.	The material issue of privacy and data security is key to our business activities.	We have established a clear Data Policy. It regulates a controlled and informed policy, to guarantee the privacy.

<p>Corporate governance.</p>	<p>Promoting responsible business practices through strict commitments to anti-corruption, good corporate governance, and open stakeholder communications.</p>	<p>The material issue of business ethics and transparency is a key driver for our corporate reputation. It is relevant to all parts of our business operations, thus requiring the attention of all business units and teams.</p>	<p>Promoting responsible business practices allows us to maintain and strengthen our operations.</p>
<p>Inclusion, diversity, and evaluation of employees.</p>	<p>Continuously improving employee well-being and engagement, stimulating diversity and equal opportunities as well as, attracting and developing talent.</p>	<p>Being a responsible employer is an important issue, given the talent scarcity in the market and a growth opportunity for Televisa. If managed successfully, this material issue can be a key differentiator from other market players, especially in the current context of the war for talent.</p>	<p>Promoting training and development, diversity and equality, health, and well-being. Generating an open and transparent Company culture through internal communications and social dialogue. Attracting and retaining the best talent by investing in employer initiatives and talent recruitment program.</p>



Freedom of expression and freedom of association.	Promoting responsible business practices through freedom of expression and freedom of association.	Freedom of expression and association is a key driver for our corporate reputation. It is relevant to all parts of our business operations, thus requiring the attention of all business units and teams, engaging in an open and constructive dialogue with all our stakeholders.	Monitoring all aspects of our business with several internal policies. Striving for transparent freedom of expression and association communications. We are a signatory to the Ten Principles of the UN Global Compact. Principle 3 states: “The Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining”.
Energy management.	Creating innovative energy efficiency and renewable programs to have a low environmental impact.	This material issue reflects our stakeholders’ expectations of having energy management as a part of our sustainability strategy. It offers opportunities for Televisa to stand out from our peers.	Developing an innovative Energy Management Program and initiatives that exist in the market and investing in the upgrade and optimization of our energy system.
Human rights, forced labor, and child labor.	Ensuring that human rights are respected across our value chain by setting the highest standards.	We aim to comply with international labor standards such as the UN Declaration of Human Rights and the International Labor Organization (ILO) Core Conventions.	We aim to incorporate the Ten Principles of the United Nations (UN) Global Compact, the world’s largest corporate sustainability initiative.
Labor practices, health, and safety at work.	Aiming to mitigate the risk of operational disruptions through continuously improving employee well-being and setting policies to address labor practices and health and safety.	As responsible employers, labor practices and health and safety are important issues for us. If successfully managed, this issue can be a key differentiator from competitors.	Continuously investing in labor practices and health and safety at work initiatives. Generating an open and transparent Company culture through internal communications and social dialogue. Stimulating and building a working environment.

# Sustainability strategy



05

We share the goal of sustainability frameworks, such as the Task Force on Climate-related Financial Disclosures (TCFD), of supporting informed decision making on ESG-related risks and are incrementally adopting TCFD's four core elements by the following methods:

- **GOVERNANCE:** Our management reviews and adopts the Company's strategic plans, which consider opportunities and risks to the business, including all relevant elements of ESG. Our Sustainability Committee reviews the company's ESG performance and recommends ESG best practices and risk management.
- **STRATEGY:** Strategic planning is conducted on a year-round basis, considering the potential impacts of ESG-related risks. We design potential short- and long-term strategies to determine where challenges and opportunities exist using scenario analysis.
- **RISK MANAGEMENT:** We work with a corporate risk management model that integrates activities to identify, evaluate, manage, monitor, and communicate strategic risks. Risk management considers strategic and even continuity issues, with which risk management translates into a practice of prevention and improvement. This is done through the General Direction of Corporate Risks.
- **METRICS AND TARGETS:** We aim to develop a framework for consistent and comparable ESG reporting to measure and inform company performance data.

The result of the risk analysis related to economic performance is divided into the following areas: risk factors related to our major stockholders; risk factors related to our business; and risk factors related to our securities. In addition, the Company recently performed a risk analysis related to the outbreak of the COVID-19 pandemic.

Sustainability and ESG-related risks are evaluated by our management frequently.

In addition, the Investment and Risk Management Committee includes ESG criteria for USD investments in banking and private debt, considering in its case, some of





the Principles for Responsible Investment (PRI) established as a roadmap for the implementation of socially responsible investment. The six PRI are a voluntary and aspirational set of investment principles that offer a menu of possible actions for incorporating ESG issues into investment practice.

### **EFFECTIVENESS OF RISK MANAGEMENT PROCESSES**

*GRI 102-30*

The General Director of Risk Management has the highest role in reviewing the effectiveness of the Company's risk management processes for economic, environmental, and social topics. The Company's risk management includes risk-related training and risk mapping/materiality assessment. The effectiveness of the risk management process is measured annually.

### **REVIEW OF ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS. SUSTAINABILITY REPORTING.**

*GRI 102-20, GRI 102-29, GRI 102-31, 102-32*

Televisa has a Sustainability Coordination and Analysis Unit, which reports directly to the VP of Investor Relations. The Sustainability Committee is the highest committee or position that formally reviews and approves the Company's sustainability strategy and follows up on important topics related to such strategy. This Committee is integrated by senior executives from different areas, including Investor Relations, Fundación Televisa, Administration, Legal, Information Office to the Presidency of Grupo Televisa, Internal Audit, Human Resources, Risk Management, Corporate Communication, Sustainability among other areas. The Sustainability Committee is responsible for monitoring ESG initiatives, evaluating annual results, and setting objectives aligned with the business strategy, defining strategies and programs for the Company's growth, and sustainable development.

### **COMMUNICATING CRITICAL CONCERNS**

*GRI 102-33*

The VP of Investor Relations shares the progress of our sustainability initiatives and communicates critical concerns with a team led by our two Co-CEOs.

### **KEY IMPACTS, RISKS, AND OPPORTUNITIES**

*GRI 102-15*

The significant ESG impacts and associated challenges and opportunities include the effects on stakeholders and their rights as defined by local regulations and relevant internationally recognized standards. Our most important risks and opportunities arising from sustainability trends are mapped by prioritizing key ESG topics and opportunities according to their relevance for the Company's long-term strategy. Regarding key impacts, risks, and opportunities, we recognize the importance of corporate governance issues, such as risk management.

### **MARKET PRESENCE**

*GRI 202*

Televisa is a leading media company in the Spanish-speaking world, an important cable operator in Mexico, and an operator of a leading direct-to-home satellite pay television system in Mexico. Televisa distributes the content it produces through several broadcast channels in Mexico and in over 70 countries through 27 pay-tv brands, television networks, cable operators, and over-the-top or "OTT" services. In the United States, Televisa's audiovisual content is distributed through Univision Communications Inc. ("Univision"), a leading media company serving the Hispanic market. Univision broadcasts Televisa's audiovisual content through multiple platforms in exchange for a royalty payment. In addition, Televisa has equity representing approximately 36% on a fully-diluted basis of the equity capital in Univision Holdings II, Inc., the controlling company of Univision. Televisa's cable business offers integrated services, including video, high-speed data and voice services to residential and commercial customers as well as managed services to domestic and international carriers. Televisa owns a majority interest in Sky, a leading direct-to-home satellite pay television system and broadband provider in Mexico, operating also in the Dominican Republic and Central America. Televisa also has interests in magazine publishing and distribution, professional sports and live entertainment, feature-film production and distribution, and gaming.

## ACTIVITIES, BRANDS, PRODUCTS, SERVICES AND FINANCIAL HIGHLIGHTS

GRI 102-2, GRI 102-7

SASB SV-ME-000.A, SASB SV-ME-000.B, SASB TC-TL-000.A, SASB TC-TL-000.B, SASB TC-TL-000.C, SASB TC-TL-000.D

# This is Televisa, fiscal year 2020

### CABLE

Televisa is one of the most important participants in Mexico's telecom industry.

### SKY

A leading direct-to-home satellite television system and broadband provider.

### Content

In 2020, Televisa produced more than 86,000 hours of content for free-to-air and pay-TV.

### DIVISIONS

**Multiple System Operators ("MSOs")** division offers video, high-speed data, voice and mobile services to residential and commercial customers, including small and medium sized businesses.

### Enterprise

Provides telecommunications services, including voice, data, managed services, as well as integration and cloud services to domestic and international carriers, and to enterprise, corporate, and government customers in Mexico and the United States.

#### Revenue Generating Units

Video	4,284,682
Broadband	5,430,859
Voice	4,296,530
Mobile	75,515
<b>Total RGU</b>	<b>14,087,586</b>

Operates in Mexico, Central America and the Dominican Republic.

58.7% interest owned by Televisa.

Sky offers pay-TV packages, including exclusive content that ranges from sports to concerts and special events, as well as fixed-wireless broadband services with speeds ranging from 5 to 20 Mbps.

#### Revenue Generating Units

Video	7,477,294
Broadband	7,477,294
Voice	892
<b>Total RGU</b>	<b>8,144,093</b>

### Advertising

Televisa operates four broadcast channels –2, 4, 5, and 9– in Mexico City and complements its geographic coverage through affiliated stations throughout the country. Televisa also sells advertising on its pay-TV networks and online properties.

### Network Subscription

Televisa produces and distributes 27 pay-TV brands. In 2020, Televisa produced more than 18,500 hours of content for pay-TV networks.

### Licensing & Syndication

Televisa exports its programs and formats to television networks around the world. In the United States, Televisa distributes its content through Univision under a Program License Agreement ("PLA"). This year, the PLA resulted in royalties to Televisa of U.S.\$379.6 million.

## OTHER BUSSINESS

### Gaming Casino:

Sites and online lottery business.

### Feature Film Distribution:

Distributes movies in Mexico and Latin America.

### Publishing:

A leading Spanish-language magazine publisher.

### Publishing Distribution:

Distributes publications in Mexico and Latin America.

### Soccer:

First division soccer team of the Mexican league and owner of Azteca stadium, located in Mexico City.

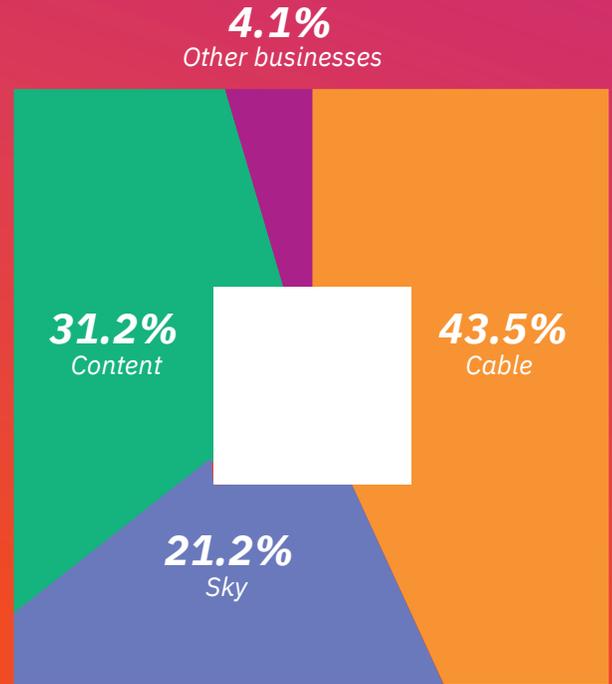
## UNCONSOLIDATED BUSINESSES

### Univision:

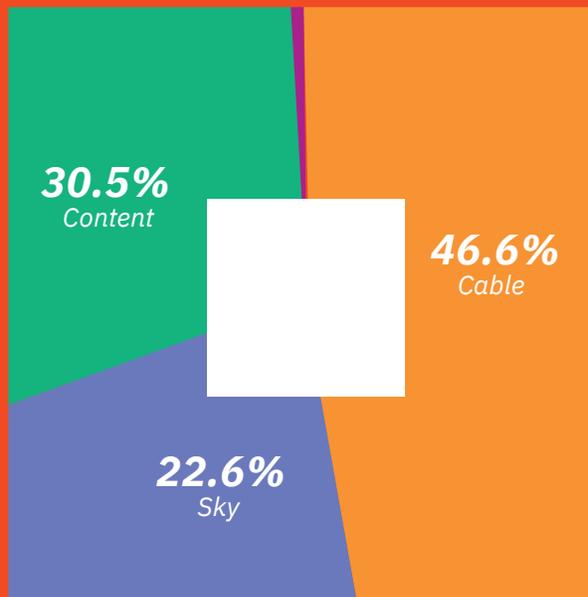
Televisa holds a direct equity interest of approximately 36% on a fully-diluted, as-converted basis in Univision, the leading Spanish-language media company in the United States and the number five network regardless of the language.



Sales contribution



USO\* contribution



\*Operating Segment Income (OSI) is defined as operating income before corporate expenses depreciation, and amortization, and other expense, net. For a reconciliation of operating segment income with consolidated operating income, see Note 26 to our year-end consolidated financial statements.

## DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

GRI 201-1

The Company contributed Ps.97,362 million in direct economic value to the Mexican economy in 2020. This direct economic value was generated and distributed on an accrual's basis, including the basic components for our global operations.

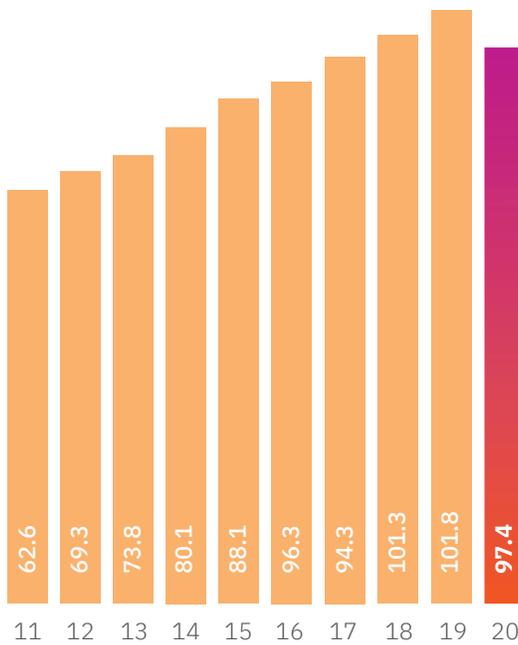
## ENTITIES INCLUDED IN THE CONSOLIDATED FINANCIAL STATEMENTS

GRI 102-45, SASB SV-ME-270a.1, SASB SVME-270a.2, SASB SV-ME-000.A, SASB SV-ME-000.B, SASB TC-TL-220a.1, SASB TC-TL-220a.3, SASB TC-TL-520a.1

In millions of Mexican pesos, except per CPO amounts and shares outstanding	2020	2019	Chg.%
Consolidated net sales	97,362	101,757	(4.3)%
Operating-segment income <sup>2</sup>	40,511	41,032	(1.3)%
Segment margin	38.8%	38.6%	
Operating income	17,525	17,005	3.1%
Margin	18.0%	16.7%	
Controlling interest net	(1,250)	4,626	(127.0)%
Earnings per CPO	(0.44)	1.60	
Shares outstanding at year-end (in millions)	325,993	337,244	
Cash and cash equivalents at year-end	29,058	27,452	5.9%
Non-Current investments in financial instruments	6,533	10,439	(37.4)%
Total debt at year-end	122,553	120,937	1.3%

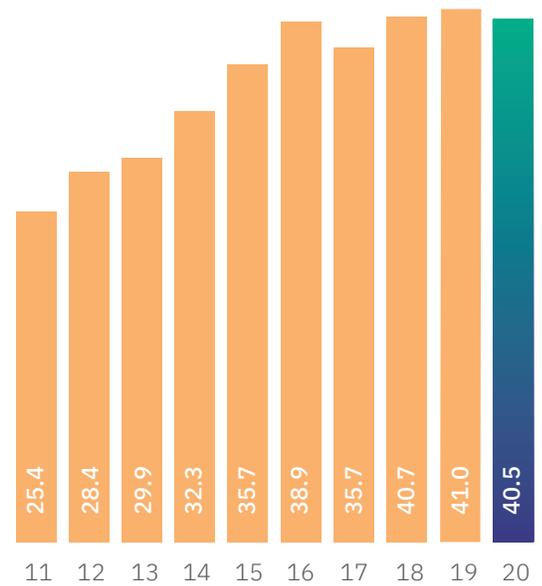
<sup>2</sup> Operating segments income (OSI) is defined as operating income before corporate expenses, depreciation and amortization, and other income (expense), net. For a reconciliation of operating segment income with operating income, see Note 26 to our year-end consolidated financial statement.





**Consolidated net sales**  
In billions of pesos (as reported)

Compound annual growth rate



**Operating segment income**  
In billions of pesos (as reported)

Compound annual growth rate



## FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

*GRI 201-2*

We work on identifying risks related to climate change to evaluate the critical functions necessary for the continuity of our business operations. The following section shows our identification and integration of climate change in the management and periodic assessment of risks and opportunities.

### CLASSIFICATION OF RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

- **Physical:** Physical risks arising from climate change may be event-driven (acute) or long-term (chronic) changes in weather patterns. These could have financial consequences, such as direct damage to assets and indirect impacts from disruption to business continuity.
- **Regulatory:** The risks of transitioning to a low-carbon economy may involve regulatory and legal, technological, market, and reputational changes to address mitigation and adaptation requirements related to climate change.
- **Transitional risks:** Technology risk and changes in customer behavior.

### RISKS RELATED TO CLIMATE CHANGE

- Operations and people affected by pollution.
- Sandstorms or dust flows in quantities or conditions that may affect the location.
- Extreme heat in working conditions.
- Operations and people affected by high air intensity/wind.
- Landslides.
- Damages of electrical, electronic, and computer equipment caused by a thunderstorm.
- Heavy rainfall.
- Building collapse.
- Explosion/Fire.
- Extreme air pollution.
- Shortage of resources or fuel.
- Leaks or emissions of hazardous materials.
- Loss of gas supply.
- Transport accidents.
- Lack of drainage/overflow of the collection system.
- Lack of ventilation (positive pressure induction).

### OPPORTUNITIES RELATING TO CLIMATE CHANGE

- **Processes, products, and services:** innovation and development of low-emission processes can improve our competitive position.
- **Market:** better positioning for the transition to a low-carbon economy.

- **Resilience:** managing associated risks and seizing opportunities in response to climate change.
- **Resource efficiency:** reducing operating costs and efficiencies in production and distribution processes.
- **Energy sourcing:** transfer a percentage of energy generation to low-emission alternatives.

### RISK MANAGEMENT AND STRATEGIES RELATING TO CLIMATE CHANGE

- Identify and assess climate-related and other environmental issues.
- Compare new and traditional technologies being used to determine the effectiveness of different controls and mitigation techniques designed to reduce climate-related risk.
- Improve the likelihood of business continuity, no matter what adverse event occurs.
- Commercial or operational failures resulting from climate change.
- Ensure robust and fault-tolerant operations.
- Provide a long-term plan to minimize our dependence on limited energy resources.
- Educate our personnel through a training program and focus on what to do if contingencies result from climate change.
- Limit greenhouse gas (GHG) emissions.
- Resource efficiency and cost savings.

### SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY

*GRI 202-2*

We acknowledge that hiring executives from Mexico, where its relevant operations and headquarters are located, could increase the economic benefits for our local communities and improve our ability to understand local needs.

### APPROACH TO TAX

*GRI 207-1*

We take reasonable steps to determine and follow the intention of the applicable legislation. Our approach to tax has the following characteristics:

- It is linked to our business strategy, and our tax planning is aligned with our commercial activities.
- It is linked to our sustainable development strategy, as it considers the economic and social impacts of our approach to tax when developing our tax strategy.

An executive-level position reviews and approves the tax strategy.

## TAX GOVERNANCE, CONTROL, AND RISK MANAGEMENT

- Our approach to tax identifies, manages, and monitors risks. Tax compliance is overseen through high executive-level positions within the Company.
- An internal and external auditor evaluates the Company's compliance with the tax governance and control framework. Our tax department analyzes each transaction to identify the possible risks the Company may be facing in connection with a specific project, such as the acquisition of a company, associations, and alliances with companies overseas, new investments, etc., and it develops a tax plan to address them.
- KPMG Cárdenas Dosal, S.C., an independent registered public accounting firm, is our external auditor, and it evaluates the Company's tax accounting compliance annually and audits the control framework to identify material weaknesses in internal control.

## STAKEHOLDER ENGAGEMENT AND MANAGEMENT OF CONCERNS RELATED TO TAX:

- The Company commits itself to comply with applicable tax regulations. All tax reforms, regulations, tax benefits, and others issued by the tax authorities through the Diario Oficial de la Federación (Official Gazette of the Federation) or any other means are analyzed by our Tax team, which then informs the stakeholders of all relevant changes in the Tax Legislation and the way they affect us.





## COMPLIANCE, ANTI-CORRUPTION AND ETHICS COMMITTEE

The Compliance, Anti-Corruption and Ethics Committee reports to the Audit Committee on a regular basis. Subsequently, the Audit Committee presents the information to the Board.

## VALUES, PRINCIPLES, STANDARDS, AND NORMS OF BEHAVIOR

GRI 102-16

In 2020, we adopted a new Code of Ethics as part of our continuous improvement practices. The Code of Ethics is applicable to all directors and employees, including officers and executives. The main changes include the express recognition in our Code of business lines related to the telecommunications and data transmission sector as part of our business portfolio and an improvement in the structure of the Code to facilitate its understanding. This new structure is aligned with the United Nations Global Compact principles, which Televisa has been a part of since 2016. For more information, please visit our Code of Ethics, available at <https://www.televisair.com/en/governance/codes-and-bylaws>

Employees sign a Letter of Adherence to the Code of Ethics when they are hired, confirming their commitment to comply and respect the Code of Ethics. In addition, some executives endorse their commitment to the Code of Ethics

every two years through the adherence letter sent to the VP of Internal Audit.

## ANTI-CORRUPTION PRACTICES AND RELATED PARTIES

We acknowledge the importance of mitigating corruption and bribery risks. We have a framework to reduce risks and create value for our stakeholders based on policies, manuals, internal controls, and training programs.

## ASSURANCE OF COMPLIANCE WITH ETHICAL STANDARDS

Our Internal Audit Policy is available to all Televisa employees and formalizes the standards, objectives, and responsibilities of the Internal Audit area.

## ETHICAL AND INTEGRITY RISK MANAGEMENT

In 2020, there was no increase in ethical and integrity risks versus those identified in the previous year. The most significant non-financial risks that the Company faces and permanently monitors are: i) fraud, ii) conflict of interest, iii) bribery, and iv) coercion.

## ANTI-CORRUPTION POLICY

Our Anti-corruption Policy aims to reduce corruption risks. It is addressed to executives, employees, officers, board members, third-party providers, agents, and counselors of the Company and contains the stated prohibition of bribery of public and commercial partners. It explicitly prohibits



*The continuous improvement of Televisa depends on the commitment of each stakeholder to protect and strengthen our image and reputation.*

corruption and bribery in any form and states that any act of corruption must be reported through the Whistleblower System. We communicate the existence and importance of the Whistleblower System through several channels, such as mailing campaigns, corporate boards, and wallpapers. Also, our Anti-corruption Manual aims to ensure the correct implementation of the Anti-corruption Policy by executives, employees, officers, board members, third-party providers, agents, and other related parties. Any act of corruption is considered illegal, including bribes to government officials. The Anti-corruption Manual strictly states that no monetary contributions to government, candidates, or political parties are allowed.

We also aim, based on other policies, to reduce corruption and bribery risks in procurement operations, as provided in other policies such as:

- Contract Registration and Payments of Goods and Services Policy.
- Policy for Payment to Suppliers Without a Contract.
- Policy for Registration and Modification of the Supplier’s Catalog.
- Policy for Purchase of Goods and Services.
- Impulse Purchases Policy.

Our commitment to preventing corruption addresses a part of our responsibilities. It also includes restriction of facilitation payments and avoiding embezzlement.

We have set up reporting measures and internal controls to prevent corruption, which include:

- procedures that limit and regulate the receipt of gifts and hospitality.
- external audits (by an independent, external specialized organization).
- allegation investigations.
- risk assessment of the Company’s vulnerability.

## MECHANISMS FOR ADVICE AND CONCERNS ABOUT ETHICS

GRI 102-17

The following information provides a description of internal and external mechanisms for seeking advice about ethical and lawful behavior and organizational integrity, and reporting concerns about unethical or unlawful behavior and organizational integrity.

## WHISTLEBLOWER SYSTEM

Televisa provides confidential means of addressing

complaints through a communication channel for employees and third parties. The Whistleblower System Policy establishes guidelines for receiving and managing complaints regarding acts not permitted in our Code of Ethics committed by employees or third parties.

The Internal Audit area holds the responsibility to respect the anonymity of the people who make a complaint and to ensure that no action is taken against them. Employees and third parties can report violations of the provisions established by the Code of Ethics and communicate any situation that affects interests, business objectives, and human capital. The Whistleblower System is confidential, but it may or may not be anonymous at the discretion of the complainant.

## COMMUNICATION CHANNELS THROUGH WHICH OUR STAKEHOLDERS CAN REPORT COMPLAINTS OR ISSUES:

- **Intranet** (only for employees).
- **Website:** ([https://capturadenuncias.televisa.com.mx/DenunciasCaptura/Denuncias\\_Tel.aspx](https://capturadenuncias.televisa.com.mx/DenunciasCaptura/Denuncias_Tel.aspx)).
- **Call center:** call free of charge at 01-800-007-8477 from anywhere in Mexico (audited by a third party).
- **Traditional mail:** postal code 82-145, Mexico, Mexico City, addressed to the Audit Committee.
- **Email:** [denuncias@televisa.com.mx](mailto:denuncias@televisa.com.mx)

In addition to the Whistleblower System, in 2020, a consultation service was implemented to address any questions or concerns that the employees may have regarding compliance issues, especially those related to the Code of Ethics, Anti-Corruption Policy, and related policies and procedures. The channel is provided by the Compliance Department through the email [cumplimentotvsa@televisa.com.mx](mailto:cumplimentotvsa@televisa.com.mx) or by telephone.

## INTERNAL AUDIT AND MONITORING SYSTEMS

The complaints received in 2020 were categorized as follows:





The discarded complaints (42%) were issues unrelated to Televisa, such as complaints about the government, social issues, citizen safety, promotions, and advertisements, among others.

Regarding to the complaints subject to investigation (58%):

- 87% have already been concluded.
- The remaining 13% of the complaints subject to investigation are in the process of being analyzed.

The complaints received mainly refer, among other issues, to labor and sexual harassment or conflict of interest. Among the measures taken to address them are administrative sanctions, a warning or, in some cases, termination of contract.

The Whistleblower System oversees the protection of the Whistleblower's identity, preventing any type of retaliation.

#### **CONFIRMED INCIDENTS AND ACTIONS TAKEN**

*GRI 205-3*

We continuously monitor our employee's behavior and compel our employees to report any complaints through our whistleblower system. During 2020, there were no complaints that resulted in either a material impact or a regulatory consequence.

#### **COMMUNICATION ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES**

*GRI 205-2*

- Televisa's Anti-corruption Policy and procedures, Code of Ethics, and Whistleblower System campaigns have been communicated to all employees.
- Televisa's Anti-corruption Policy and procedures have been shared with our business partners.

#### **PRODUCT GOVERNANCE**

*SV-ME-270a.3, TC-TL-550a.2*

Our emphasis is on quality management systems, marketing practices, and sales responsibility. We ensure a consistently high ethical standard in the content across all platforms.

- Each of our platforms develops its content according to the audience it is directed at.
- By regulation, there are different limitations for each platform regarding the tone of the content that is produced.
- We have joint efforts to ensure no discrimination takes place by gender, ethnic origin, or socio-economic level, among others.

- Our programming includes a notice about content classification, and some of our channels have subtitles for people with hearing disabilities.
- We aim to satisfy the entertainment and information needs of the audiences of our various platforms through the highest standards of quality, creativity, and social responsibility. Meeting this objective requires developing, producing, and selecting content as diverse as these audiences are.

#### **EDITORIAL GUIDELINES**

- Televisa is an affiliated member of the Cámara Nacional de la Industria de Radio y Televisión (National Chamber of Television and Radio Broadcasters), and the Company adheres to the Code of Ethics of the Cámara Nacional de la Industria de Radio y Televisión (National Chamber of Television and Radio Broadcasters).
- For more information, please visit the Code of Ethics of the Cámara Nacional de la Industria de Radio y Televisión (National Chamber of Television and Radio Broadcasters), available at <https://www.televisair.com/~media/Files/T/Televisa-IR/documents/codes-and-bylaws/codigo-de-tica-cirt-en.pdf>



# Stakeholder engagement



07

We recognize an increased interest in ESG-related risks and opportunities. We actively engage with ESG-related stakeholders' concerns.

## IDENTIFYING AND SELECTING STAKEHOLDERS

*GRI 102-42*

We identify and select our stakeholders in all the decision-making processes, given that they directly or indirectly impact our operations, and thus, we may influence their actions and decisions.

## MEMBERSHIP OF ASSOCIATIONS

*GRI 102-13*

We participate in some associations that are important stakeholders of the Company. These include non-profit entities, financial institutions, and businesses, among other institutions in Mexico. For additional information regarding the main memberships of industry or other associations in which we participate and national or international advocacy organizations, please refer to the 2020 Annual Report of Fundación Televisa at <https://informe.fundaciontelevisa.org/en/alianzas.html>





We work closely with our key stakeholders to address climate-related and other environmental risks. We are adopting the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Our Environmental Management System (EMS) covers energy management, climate change strategy, water risk and impact, waste emissions, suppliers, and green procurement of office supplies. EMS includes a solid structure, responsibilities, action plans, targets and objectives, training and awareness, and a data compilation system.

Supporting areas of the EMS include:

- **Decision-Making Committee:** Responsible for following up with these activities and allocating the necessary economic and human resources.

- **EMS Responsible Director:** Responsible for reviewing and approving environmental aspects of each area in the diagnostic format.

- **EMS Responsible Supervisor:** In charge of performing field review and verification of the EMS documentary process and coordinating updates in the EMS.

- **Coordinators for the EMS implementation:** Responsible for participating in the activities performed in their area and identifying input and output of the processes.

- **EMS Operative and internal auditing staff:** Responsible for performing and witnessing the development of the audit process.

- **Internal auditors in training:** Responsible for partially participating in audits, including in the inquiring and the collection of evidence processes.

## Internal environmental responsibility commitments

Initiative	Instrument
To adopt a preventive approach to environmental challenges.	Internal Environment Policy.
To promote greater environmental responsibility.	Internal Environment Policy.
To promote the development and diffusion of environmentally friendly technologies.	ISO-14001: 2015.
To implement an environmental management system.	ISO-14001: 2015.
To use natural resources or energy more efficiently.	ISO-14001: 2015.
To reduce emissions and waste.	ISO-14001: 2015 and environmental audits.
To monitor the Company's environmental performance.	ISO-14001: 2015 and environmental audits.
To regularly report on environmental issues.	ISO-14001: 2015.
To consult with stakeholders on environmental issues.	Materiality analysis.
Commitments approved by senior management.	ISO-14001: 2015.

## PRECAUTIONARY PRINCIPLE APPROACH

GRI 102-11

We apply the Precautionary Principle aligned with the United Nations in Principle 15 of “The Rio Declaration on Environment and Development”<sup>2</sup>. It states: “In order to protect the environment, the precautionary approach shall be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.” Televisa applies the Precautionary Principle in our effort to support best practice implementation to mitigate our negative impacts.

## EXTERNAL INITIATIVES

GRI 102-12

We endorse external initiatives and has been included in the following sustainability indices.

Televisa subscribes to or/and endorses initiatives to support Precautionary Principle			
Date of adoption	Initiative	Countries where it applies	Non-binding, voluntary initiative
Since 2013	Member of the Sustainability Index, of the Bolsa Mexicana de Valores, or Mexican Stock Exchange.	Mexico	●
Since 2014	Presented its report on climate change and water through the CDP.	Globally	●
Since 2016	Included as a component of the FTSE4Good Emerging Index.	Globally	●
Since 2016	Selected for the Dow Jones Sustainability Indices Series.	Globally	●
Since 2016	Adherence as a signatory of the principles of the United Nations Global Compact.	Globally	●
Since 2018	Empresa Socialmente Responsable award (Socially Responsible Company), granted by Mexican Center for Philanthropy (CEMEFI).	Mexico	●
Since 2019	Adherence to Task Force on Climate-related Financial Disclosures (TCFD).	Globally	●
Since 2020	Commitment to the Science-Based Targeting initiative (SBTi).	Globally	●

Other initiatives in Mexico			
Principle / letter / initiative / certification	Issuing institution	Description	Non-binding, voluntary initiative
ISO-14001:2015	Third-party entity.	SGA Certification Transition.	●
Environmental Quality	Secretaría de Medio Ambiente y Recursos Naturales (Ministry of Environment and Natural Resources).	Evaluation and certification of environmental performance and compliance with the regulations.	●
Environmental Compliance	Secretaría del Medioambiente de la Ciudad de México (Mexico City Ministry of Environment).	Evaluation and certification of an environmental performance superior to that requested by the current local regulations.	●
Sustainable Building	Secretaría del Medioambiente de la Ciudad de México (Mexico City Ministry of Environment).	Evaluation and certification of sustainability and environmental efficiency in buildings.	●
Emissions Report (RENE)	Secretaría de Medio Ambiente y Recursos Naturales (Ministry of Environment and Natural Resources).	CO2e emissions from installations that exceed the maximum required by the standard.	●

<sup>2</sup> <https://www.cbd.int/doc/ref/rio-declaration.shtml>



## MATERIALS

GRI 301, C-TL-440a.1

Our material management projects carefully consider location, resources, regulations, cost, operations, and innovation. We consider the material's impacts on living and non-living natural systems, including land, air, water, and ecosystems, by recycling and reusing materials.

### RECYCLED MATERIALS USED BY WEIGHT OR VOLUME

GRI 301-1, GRI 301-2

During 2020, the following recycled materials were obtained in our operations.

Materials recycled		
Material	Quantity	Unit
Paper	18,072.90	Kilograms
Treated water	29,890,770.00	Liters

In 2020, we made efforts to mitigate our carbon footprint through our materials recycling program.

Type of Material	kg of recycled waste by material	Trees saved	Water saved (L)	Fuel consumption saved (L)	Saved electrical energy (kW)	Oxygen (provides x people)	Sanitary filling m3	Oil barrels extracted avoided
Paper	4,897.90	83.26	132,243.30	7,150.93	20,081.39	333.06	146.94	NA
Paperboard	7,576.30	128.80	204,560.10	11,061.40	31,062.83	515.19	90915.60	NA
PET	2,416.70	NA	94,879.64	NA	12,152.62	NA	60.42	1,208.35
Aluminum	546.20	-	-	-	8,193.00	-	-	16.93
Scrap	678.80	NA	4,520.81	NA	3,733.40	NA	0.00	NA
Plastics	896.90	NA	35,248.17	-	4,511.41	-	-	10.76
<b>Total</b>	<b>17,012.80</b>	<b>212.06</b>	<b>471,452.02</b>	<b>18,212.33</b>	<b>79,734.64</b>	<b>848.25</b>	<b>91,122.96</b>	<b>1,236.05</b>

Materials	Description of the management and destination of the materials collected, by type of material GRI 301-3
Paper	Paper pulp is used to manufacture paper for printing and writing, cardboard boxes, and other paper products with a percentage of recycled paper.
Paperboard	New cardboard products such as packaging, boxes, and even furniture can be made with this material.
PET	Boxes, containers of various types, drainage pipes, chairs, containers for food and beverages, and clothing can be made.
Aluminum	New aluminum sheets are made for different uses or applications.
Scrap	Intended to manufacture beams, plates, rods, various pieces of steel, aluminum, copper, brass, etc.
Plastics	Various types of plastic containers are produced that are not intended to contain food or beverages for human consumption.

## ENERGY

GRI 302

We acknowledge the importance of energy management, as energy is one of the main sources of our environmental impact. Our energy management projects carefully consider the location, resources, regulations, cost, operations, and innovation to mitigate or compensate for our environmental impact and reduce our energy consumption and use clean energy sources. We monitor fuel and electricity consumption from the Company and its subsidiaries using national and international environmental standards. Fuel consumption comes from the following sources: gasoline, diesel, natural gas, and LP gas. Gasoline is used in staff transportation to the Santa Fe, San Angel, and Chapultepec facilities; diesel is used in emergency generators and other different services; natural gas is used in machines such as stoves, ovens, and heaters; and LP gas is primarily used in the employees' dining room.

Total electricity energy consumption	Unit	2020
Emissions	Ton CO2/Mwh	179,806.87
Electricity from a clean energy source	Gigajoules (Gj.)	1,374,362.12
Total electric energy	KWh	363,981,530.90
Total costs of electric energy	Mexican Pesos	890,962,748.00
Data coverage	(as % of denominator)	>85%

## ENERGY CONSUMPTION WITHIN OUR COMPANY

GRI 302-1, TC-TL-130a.1

This indicator shows the energy consumed by entities owned or controlled by the Company and its subsidiaries. This indicator uses generic conversion factors to convert fuel to joules. Energy consumption refers to more than 75% of the Company's business units in Mexico. The methodology used is the one applicable for the preparation and annual measurement of the Company's Carbon Footprint, according to the guidelines established by PROFEPA. The conversion factors used for the determination of the Carbon Footprint, published annually on the Secretaría de Medio Ambiente y Recursos Naturales (Ministry of Environment and Natural Resources) website annually and in the Diario Oficial de la Federación (Official Gazette of the Federation).

Renewable sources consumption within the Company	
Source	(Gj. Consumption)
Gasoline	276,074.80
Diesel	29,020.90
Natural Gas	7,276.11
Gas LP	165.12

2020 total fuel consumption from renewable sources:

Energy	Unit	Quantity consumed	Consumption (Gj.)
Electricity	KWh	12,654,427.00	45,555.94

\*We do not produce energy for sale to third parties, only for self-consumption.



## ENERGY CONSUMPTION OUTSIDE OF OUR COMPANY

### GRI 302-2

This indicator excludes energy consumption reported in the indicator GRI 302-1. Therefore, it helps us identify energy consumption outside of the organization (both upstream and downstream) by assessing whether an activity's energy consumption contributes to climate change-related risks. The methodology approach used applies to the elaboration and measurement of the Company's Carbon Footprint, according to the guidelines established by *Secretaría de Medio Ambiente y Recursos Naturales* (Ministry of Environment and Natural Resources). The conversion factors used to determine the Carbon Footprint are those published on the *Secretaría de Medio Ambiente y Recursos Naturales* (Ministry of Environment and Natural Resources) website annually and in the *Diario Oficial de la Federación* (Official Gazette of the Federation).

External energy consumption	
Energy consumption	Consumption (Gj.)
Gasoline	8.79
Diesel	9.51
<b>Total</b>	<b>9.74</b>

## TOTAL ELECTRICITY CONSUMPTION AND ENERGY INTENSITY

### GRI 302-3

- In 2020, our total electrical energy consumption was 1,310,713.51 Gj.
- Electric energy intensity (inside the Company) per employee: 1,310,713.51 Gj./39,162.00 total employees: 33.50 Gj./employee.
- Electric energy intensity per revenue: 1,310,713.51 Gj./Ps. 97,362.00 millions: 1.30 ton/million.

## REDUCTION OF ENERGY CONSUMPTION

### GRI 302-4

We have set an energy reduction target of 10% by 2022 (baseline 2019) from direct measurements. Regarding the Company's approach for this indicator, the standards and methodological tools used for calculations exclude reductions resulting from reduced production capacity or outsourcing. Reductions in energy consumption have been achieved as a direct result of conservation and efficiency initiatives. Regarding the reference used to calculate the reductions in energy consumption, we compared KWh, diesel, and boiler energy costs to generate steam. This reference was chosen based on the savings in electricity

costs, steam generation, and the use of fuels such as diesel and natural gas, and the lower environmental impact when using green energy. Regarding the norms, standards, methods, assumptions, or calculations applied in the calculation, the Company uses basic calculations in Excel based on the KWh price provided by the Federal Commission of Electricity (*Comisión Federal de Electricidad* or CFE) and calculations to obtain the GJe.

## PROGRAMS TO REDUCE ENERGY CONSUMPTION IN OUR OPERATIONS

Our programs to reduce energy consumption are developed across all operations. Our environmental management program carefully considers location, resources, regulations, cost, operations, and innovation.

## REDUCTIONS IN ENERGY REQUIREMENTS OF PRODUCTS AND SERVICES

### GRI 302-5

We have set the objective of saving electricity in the administrative areas, workshops, and parking lots, as a program has been implemented to replace lamps with LED luminaires and motion sensors to avoid wasting electric power in the offices. With the use of electricity, steam, and energy recovery of the installation's equipment, the savings are approximately 98% in the use of electricity and 17.3% in the total paid for the supply, and a 19.6% increase in energy efficiency.

## AGGRESSIVE EFFORTS FOR THE USE OF CLEANER SOURCES OF ENERGY

We have set a clean energy generation target of 35% by 2024 (baseline 2017).

## PROGRAMS TO USE CLEANER SOURCES OF ENERGY IN OUR OPERATIONS

Our programs to encourage the use of cleaner sources of energy are developed across all operations. Our clean energy management program carefully considers location, resources, regulations, cost, operations, and innovation. We are committed to introducing renewable energy to align our operations to the Sustainable Development Goal (SDG) number 7.

SDG 7 focuses on fostering the use and access to affordable, reliable, sustainable, and modern energy for all. In 2017, we started the tri-generation energy plant in San Angel, a renewable energy project that utilizes the energy contained in operations fuel by reintegrating it into the process or other operating processes.

We are currently replicating this clean energy plant in our other facilities, which are considered to have higher energy requirements.

## **WATER**

### *GRI 303*

We have set a water consumption reduction target of 10% by 2022 (baseline 2019). This target is aligned with public sector efforts, such as the water-related targets of the UN Sustainable Development Goals. Among our initiatives, we aim to save 150 thousand liters of water per year through ecological urinals installed in our facilities.

### **PROGRAMS TO REDUCE WATER CONSUMPTION IN OUR OPERATIONS**

Our programs to reduce water consumption are developed across all operations. Our water management program carefully considers location, resources, regulations, cost, operations, and innovation.

### **WATER WITHDRAWAL BY SOURCE**

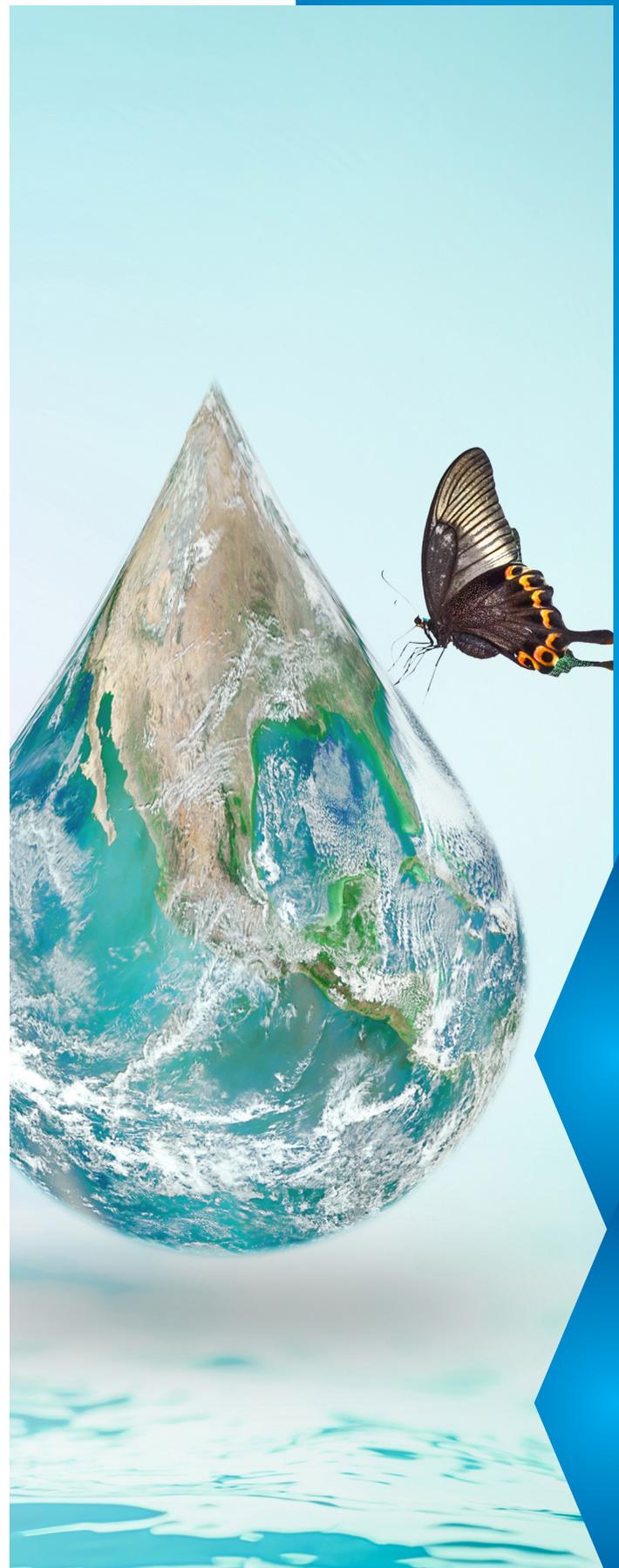
#### *GRI 303-1*

We acknowledge the importance of water for sustaining life on the planet for present and future generations. We have identified water-related impacts, including the scope of assessments, timeframe, and methodological tools for identifying impacts that can include life cycle assessments, environmental impact assessments, water footprint assessments, scenario analysis, and stakeholder engagement.

Our EMS includes a set of actions to manage and preserve water, including how and where water is withdrawn, consumed, and discharged in water-related impacts caused or contributed to, or directly linked to the Company's activities, products, or services by a business relationship. These actions are evaluated using national and international environmental standards. In addition, we use international standards to manage the quantity and quality of water that goes beyond regulatory requirements. We monitor how much water we use to manage conservation actions effectively in the Company. We also aim to maintain a good quality of our discharged water through Wastewater Treatment Plants (WWTPs), through ionic and biologic electro-chlorination of our wastewater. The consumption of treated water is mainly from toilets, fire systems, and green-area irrigation.

### **WATER RISK AND IMPACT**

We aim to reduce our hydric impact in our community. We do a water risk and impact assessment to identify activities



in regions with high water stress levels. Main activities are developed in Mexico City, a region with a critical water stress levels. We implement programs and initiatives to manage our water consumption.

## WATER SOURCES SIGNIFICANTLY AFFECTED BY THE WITHDRAWAL OF WATER

### GRI 303-2

For us, water quality refers to the physical, chemical, biological, and taste-related characteristics of water; it measures water suitability for a given purpose or function, including its use as a human right. Water quality standards help us manage water quality to protect ecosystems, wildlife, and human health and welfare. The standards and methods applied in the calculation were established by *Secretaría de Medio Ambiente y Recursos Naturales* (Ministry of the Environment and Natural Resources), and the *Procuraduría Federal de Protección al Ambiente* (Federal Environmental Protection Agency).

We are aware that water withdrawal from already sensitive locations can have a significant impact. We focus on water stewardship efforts and practices to meet the human and ecological demand for water while mitigating water stress levels. We use tools for assessing areas with water stress, such as the World Resources Institute’s “Aqueduct Water Risk Atlas”, and the WWF’s “Water Risk Filter”.

Total water withdrawal according to the source (Volume, m3) GRI 303- 1, GRI 303-3, GRI 303-5	
Source	2020
Surface water	0
Rivers	0
Wetlands	0
Lakes	0
Oceans	0
Groundwater	0
Rainwater	0
Wastewater	<b>125,356.60</b>
From municipality	<b>24,364,255.15</b>
Recycled by Wastewater Treatment Plants	<b>29,890.77</b>
Reused	<b>57,661.54</b>

Percentage and volume of recycled and used water				
Water classification	2020		2019	
	Volume, m3	%	Volume, m3	%
Clean	24,364,255.15	99.64	<b>27,327,561.79</b>	98.89
Recycled	29,890.77	0.12	<b>102,287.82</b>	0.37
Reused	57,661.54	0.24	<b>204,575.64</b>	0.74
<b>Total</b>	<b>24,451,807.41</b>	<b>100.00</b>	<b>27,634,425.25</b>	<b>100.00</b>

## EFFLUENTS AND WASTE

### GRI 306

Water bodies represent a high value or importance to local communities. Our water discharge program helps us mitigate the impact of our discharges. Our water measurements include water effluents discharged throughout 2020 but exclude collected rainwater and domestic sewage from the volume of planned and unplanned water discharges.

Our waste reduction program is one of the main pillars of our environmental management system. We aim to reduce our ecological impact through an effective reduction plan and recycling alternatives with third parties.

### WATER DISCHARGE BY QUALITY AND DESTINATION

#### GRI 306-4

The amount of water discharged is obtained by subtracting the total water recycled and recirculated from the total volume of clean water consumed. The recycling process of water consists of a closed circuit that works with WWTPs; this helps us avoid discharges into the municipal sewage system. Discharges are made in case of an overflow, and those are not quantified. The total water discharges during 2020 were 361,402.56 m3.

Standards, methods, and assumptions that have been applied in the calculation: water complies with the NOM-003- SEMARNAT-1997 standard. The treated water data recorded correspond to the facilities where the WWTPs are installed and where precise measurement of water reused is carried out.

### WATERBODIES AFFECTED BY WATER DISCHARGES AND RUNOFFS

#### GRI 306-5

- No direct water sources were affected near our facilities by our withdrawal or by our discharge of water.
- No water bodies or related habitats were significantly affected by our water discharges and runoffs.
- No water body or related habitat designated as a nationally or internationally protected area was affected by our water discharges and runoffs.

### WASTE BY TYPE AND DISPOSAL METHOD

#### GRI 306-2

Our waste minimization strategies emphasize prioritizing reuse, recycling, and then recovery over other disposal options to minimize ecological impacts. The below table identifies hazardous waste as defined by national legislation at the point of generation and excludes it from the calculation of non-hazardous waste.

Waste management					
Origin	Residue	Type	Quantity	Units	Type of elimination
Operation	Cardboard, aluminum, plastics, PET, organic, paper, among others	Non-Hazardous	164,454.30	Kg.	Recycling
Maintenance (Only for Santa Fe and San Ángel facilities)	Batteries	Hazardous	5,981.00	Kg.	Recycling
Maintenance and operation	Various	Hazardous	59,574.10	Kg.	Incineration
Various	Vinyl painting	Non-Hazardous	8,400.00	Lt.	Donation

## SIGNIFICANT SPILLS

GRI 306-3

During 2020, there were no significant spills in any of our facilities. Our spill prevention program encompasses routine maintenance, situational preparedness, and regulatory compliance.

## TRANSPORT OF HAZARDOUS WASTE

GRI 306-4

For treated waste, we identify the portion of the total amount of hazardous waste transported and treated according to the “List of Hazardous Waste” issued by Standards NOM-052 and NOM-054 issued by the Secretaría de Medio Ambiente y Recursos Naturales (Ministry of Environment and Natural Resources). We transported these and treated them by external suppliers, who comply with current permits and authorizations from SEMARNAT, including having traceability of waste to its final destination.

Weight of transported, imported, exported, or treated waste deemed hazardous		
Origin	Value	Unit
Maintenance and operation	59,574.10	Kg.
Batteries	5,981.00	Kg.
Vinyl painting	8,400.00	Lt.

The danger of the waste generated in the facilities does not merit confinement or destruction in foreign territory. The destruction of the same by incineration is carried out in the cement factories since it is used to fuel their processes. The treated waste is also carried out through a certified supplier to recycle the components and reuse them in new products.

## BIODIVERSITY

GRI 304

Our Statement on Biodiversity and Environment defines the approach we adopt towards biodiversity and the environment. We acknowledge Mexico’s vast natural wealth and biodiversity due to its geographical location. Mexico encompasses multiple ecosystems; given that its different climates and environments are home to a significant variety of species, it is considered a megadiverse country. For more information, please visit our Statement on Biodiversity and Environment at <http://www.televisair.com/~media/Files/T/Televisa-IR/corporate-statements/grupo-televisa-statement-on-bio-diversity-and-environment.pdf>

## OPERATIONAL SITES OWNED, LEASED, MANAGED IN, OR ADJACENT TO, PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS

GRI 304-1

Our operations have a low impact on biodiversity and natural ecosystems. Since most of our facilities are in low environmental impact areas, biodiversity is not significantly affected. Broadcasting and rebroadcasting equipment are in four protected natural areas:

- Izta-Popo Zoquiapan National Park (*Parque Nacional Izta-Popo Zoquiapan*).
- Cerro de la Silla.
- Cerro del Fortín Ecological Reserve (*Reserva Ecológica Cerro del Fortín*).
- Tehuacán-Cuicatlán Biosphere Reserve (*Reserva de la Biósfera Tehuacán-Cuicatlán*).

## SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS, AND SERVICES ON BIODIVERSITY

GRI 304-2

In 2020, no significant direct and indirect impacts (and no significant reversible or irreversible impacts) on biodiversity occurred. Our scope of the indirect impacts on biodiversity includes impacts in our supply chain.

## INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN) RED LIST SPECIES AND NATIONAL CONSERVATION LIST SPECIES WITH HABITATS IN AREAS AFFECTED BY OPERATIONS

GRI 304-3, GRI 304-4

During 2020 there were no natural conservation conditions different from the previous year. The main species of animals and plants found in the areas in which we operate are 467 species of invertebrates, animal, and plant kingdoms; 14 endemic species; two endangered species; 18 threatened species; 16 species with special protection.

### POSITION ON CLIMATE CHANGE

We acknowledge climate change and commit to reducing our environmental impact and greenhouse gas emissions through initiatives, programs, training, emission inventories, specific water, waste, energy, and emissions targets.

### REDUCTION OF GREENHOUSE GAS (GHG) EMISSIONS

GRI 305-5

• We have set a GHG emissions reduction target of 10% by 2025 (baseline 2019).

GHG emissions reduction as a direct result of our recycling program				
Type of Material	Total kgs	Total Energy (CO <sub>2</sub> )	Total (CO <sub>2</sub> e)	Total CO <sub>2</sub> e Captured
Paper	18,073.40	63.89	0.24	737.39
Paperboard	32,709.30	115.63	0.43	1,334.54
PET	4,508.20	31.87	0.03	NA
Aluminum	11,186.20	97.08	78.30	NA
Scrap	1,384.80	0.05	0.10	NA
Plastics	6,536.30	16.60	11.33	NA
<b>Total</b>	<b>74,398.20</b>	<b>325.12</b>	<b>90.43</b>	<b>2,071.93</b>

### PROGRAMS TO REDUCE GHG EMISSIONS IN ALL OUR OPERATIONS

Our programs to reduce GHG emissions are implemented throughout our operations. Our environmental management program carefully considers location, resources, regulations, costs, operations, and innovation.

We are committed to the Science Based Targets initiative (SBTi), joining 1,000+ companies worldwide. The initiative drives ambitious climate action into the private sector by enabling companies to set science-based emissions reduction targets. It defines and promotes best practices in emissions reductions and net-zero targets in line with climate science. We are committed to reducing our GHG emissions and to strengthening its renewable energy programs to contribute to the national goal of clean energy

GHG emissions reduction	
Initiative	Reduction (tons of CO <sub>2</sub> e)
Recycling Program	2,071.9300
Cigarette Butts Collection Program	0.0094
<b>Total</b>	<b>2,071.9494</b>



generation, as well as to the United Nations' Sustainable Development Goal number seven, which fosters the use of and access to affordable, reliable, sustainable and modern energy for all. The SBTi is a partnership between CDP, which is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts, the United Nations Global Compact (UNGC), World Resources Institute (WRI), and the Worldwide Fund for Nature (WWF).

Our GHG emissions reduction initiatives include reducing contaminant gases such as CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and CO<sub>2</sub>e captured and excluding reductions resulting from reduced production capacity or outsourcing. In addition, we aim to reduce future energy consumption through solid demand-side management programs. The following standards, methods, and assumptions have been applied in the calculation:

- *Secretaría de Medio Ambiente y Recursos Naturales* (Ministry of Environment and Natural Resources), Emission Factors issued for 2020 Carbon Footprint calculation.
- The Spanish Emission Inventory System, EMEP/EEA 2016, 2.D.3.i.- 2G use of other solvents and products. Application of an emission factor to annual tobacco consumption in Spain. Updated in June 2019.

## EMISSIONS

*GRI 305, GRI 103-1, GRI 103-2, GRI 103-3*

Our emissions management program carefully considers the location, resources, regulations, costs, operations, and innovations to mitigate our GHG emissions by quantifying them, identifying the main sources of those emissions, and managing systematic actions to reduce them through transparent accountability and high-impact programs.

Emissions intensity in tons of CO <sub>2</sub> e by number of employees			
	2020	2019	2018
Total of tons of CO <sub>2</sub> emissions	203,619.5	241,906.00	231,773.00
Total number of employees	39,162.00	42,702.00	36,686.00
Intensity of emissions	5.27	5.66	6.32

Each year, we publish our GHG inventory based on international standards such as the "GHG Protocol Corporate Standard", market-based methods, and national regulations, including the Mexican methodology to calculate GHG issued by the *Secretaría de Medio Ambiente y Recursos Naturales* (Ministry of the Environment and Natural Resources).

The inventory provides us with an understanding of how much we reduce or increase our emissions through the years. We quantify them separately as direct, indirect, and other indirect emissions, also known as Scope 1, Scope 2, and Scope 3. The reporting applies the Quality Criteria in the "GHG Protocol Scope 2 Guidance" so that contractual instruments convey GHG emission rate claims and prevent double counting. The Company combines disclosures: Direct/Scope 1 GHG emissions, Indirect/Scope 2 GHG emissions, and Other indirect/Scope 3 GHG emissions to disclose total GHG emissions. Further details and guidance are available in the "GHG Protocol Corporate Standard".

- In 2020, GHG emissions (Scope 1 + Scope 2 + Scope 3): 206,371.12 tons of CO<sub>2</sub>e.

## DIRECT (SCOPE 1) GHG EMISSIONS

*GRI 305-1*

Scope 1 emissions are generated by owned or controlled sources, such as emissions from combustion in our owned or controlled boilers, furnaces, and vehicles. The methods were outlined following the "GHG Protocol Corporate Standard". This indicator measures gases included in the calculation, whether CO<sub>2</sub> or CH<sub>4</sub>. The chosen emission factors originate from mandatory reporting requirements and voluntary reporting frameworks.

- In 2020, Scope 1 emissions: 25,858.74 tons of CO<sub>2</sub>e vs. 47,837.00 tons of CO<sub>2</sub>e in 2019.

## ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

*GRI 305-2*

Scope 2 emissions are produced from the generation of purchased electricity consumed by the Company. The chosen emission factors originate from mandatory reporting requirements and voluntary reporting frameworks.

- In 2020, Scope 2 emissions: 179,858.88 tons of CO<sub>2</sub> vs. 189,726.00 tons of CO<sub>2</sub> in 2019.

## OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

GRI 305-3

We consider Scope 3 to be indirect emissions (other than Scope 2 emissions) generated by our operations. For example, emissions from national and international business travel flights and employees in Mexico who commute are classified as Scope 3 emissions.

Scope 3 has helped us to identify climate change-related risks and other indirect GHG emissions by assessing which other activities contribute significantly to the Company's total GHG emissions.

- 2020, Scope 3 emissions: 207.00 tons of CO<sub>2</sub>e (national flights).
- 2020, Scope 3 emissions: 437.80 tons of CO<sub>2</sub>e (international flights).
- 2020, employee commuting: 8.70 tons of CO<sub>2</sub>e.

In 2020, Scope 3 emissions: 653.50 tons of CO<sub>2</sub>e vs. 4,343.00 tons of CO<sub>2</sub>e in 2019. Emissions were significantly reduced due to energy efficiency actions and actions taken concerning COVID-19.

## GHG EMISSIONS INTENSITY

GRI 305-4

The types of GHG emissions included in the intensity ratio were direct (Scope 1), energy indirect (Scope 2), and other

indirect (Scope 3). Gases included in the calculation were CO<sub>2</sub> and CH<sub>4</sub>.

- 39,162.00 employees: 5.27 tons of CO<sub>2</sub>e/employee.
- Ps.97,362.00 million: 2.09 tons of CO<sub>2</sub>e/Ps.million.

## NITROUS OXIDE (N<sub>2</sub>O) EMISSIONS

GRI 305-7

- 2.37 tons of N<sub>2</sub>O vs. 3.90 tons in 2019.

## NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS

GRI 307-1

Our EMS is certified by external third parties pursuant to international and national standards. Several facilities have been granted the Environmental Quality certificate issued by the Secretaría de Medio Ambiente y Recursos Naturales (Secretary of Environment and Natural Resources) and the Procuraduría Federal de Protección al Ambiente (Federal Environmental Protection Agency).

In 2020, we did not have significant fines and non-monetary sanctions for non-compliance with environmental laws and regulations. This included administrative and judicial sanctions for failure to comply with environmental laws and regulations, including international declarations, conventions, treaties, and national, sub-national, regional, and local regulations.



## BREAKDOWN OF ENVIRONMENTAL PROTECTION EXPENDITURES AND INVESTMENTS

G4-EN31

The following table shows our environmental protection expenditures.

Type of cost	Project Description	Inversión (miles de pesos)
Waste treatment	Removal and destruction of hazardous waste	232.20
Water	Drinking water, waste water, and air emissions analysis	1,886.60
Environmental audits	SEDEMA and PROFEPA audits	205.00
Environmental certification	ISO 14001 audits	98.00



# Labor management



09

## EMPLOYMENT

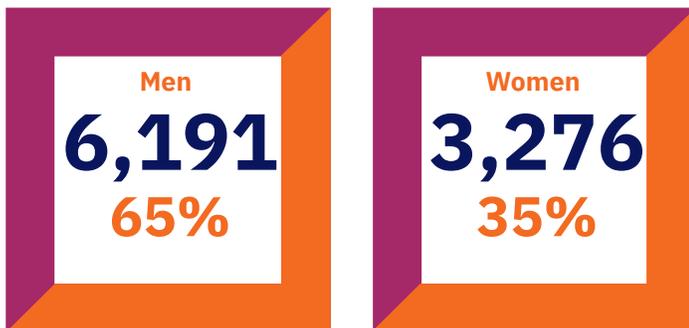
GRI 401, GRI 103-1, GRI 103-2, GRI 103-3

Employment is an essential topic for us; our talent is the foundation of the success and innovation of the Company. We further enhance careers with training programs, performance evaluations, and additional benefits. We apply fair labor practices in our operations and adhere to best practices. We are committed to offering solid labor conditions to our employees by respecting their human and collective rights and providing a working environment that improves their performance and increases their engagement.

## NEW EMPLOYEE HIRES

GRI 401-1

Total number and rate of new employee hires during 2020, in Mexico: **9,467 employees:**



## PROMOTIONS (INTERNAL)

Total promotions in Mexico in 2020: 8,908

- Men: 7,285 – 81.8%
- Women: 1,623 – 18.2%

## JOB SATISFACTION

In 2020, we conducted our annual Organizational Climate survey, with 90% participation of our employees. The main survey's findings (Range 0:worst – 100:best) were:

- Pride in working at Televisa: 94.16%.
- Sense of belonging to the Company: 90.85%.
- Knowledge of the Code of Ethics: 90.16%.
- Knowledge of regulations: 88.73%.
- Consideration that Televisa can attract talent: 88.24%.
- Physical environment of the Company: 85.80%.
- Commitment to Televisa: 83.83%.

Survey scores show that our actions improve our working environment and have positive effects in some areas. Still, we must continue to work in the remaining topics to enhance our working environment. Therefore, we track the employee engagement survey results and their performance to take action in response.



## BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES

GRI 401-2

Benefit schemes significantly strengthen employees' sense of belonging and commitment to attract and retain talent. The commitment to compensation schemes that guarantee internal equity and external competitiveness is total and is based in compliance with internal rules and external salary studies. In the benefits part, the operation is also based on internal policies and benchmarks against other companies. The compensation and benefits management approach is carried out with the satisfaction of internal customers and compliance with SOX-type audit controls. Regarding compensation, salary studies are always documented with the acceptance of the directors or vice presidents who receive the service. This approach is based on satisfaction surveys, controls, and financial reconciliations of displaced benefits with other areas regarding benefits.

We demonstrate our commitment to employee development through several Policies, such as:

- Personnel hiring Policy.
- Performance evaluation Policy.
- Training Policy.
- Remote and flexible hours Policy.
- Employee meal Policy.
- Overtime calculation Policy for payment.
- Psychosocial risk management Policy, workplace violence, and a favorable organizational environment.
- Night transportation assistance payment Policy.
- Lactation period determination Policy.
- Granting of economic resources for medical treatments.
- Wages increase Policy.
- Personnel movement Policy.
- Industrial safety and occupational health Policy.
- Social responsibility and sustainability Policy.

Human Resources, Administration and Finance, and Internal Audit VPs are responsible for implementing these policies. Organizational and salary studies are constantly carried out to identify employees below the salary tabulators, and strategies are developed to correct the identified deviations. The Compensations area aims to avoid and correct salary deviations and ensure that salary management aligns with our remuneration policies.

Formal audits are performed to evaluate compensation levels based on these policies. Our Equal Opportunities Policy dictates actions that help improve the conditions of equal opportunities for employees and service providers of the Company. Opportunity equality is the practice that promotes non-discrimination in the Company and provides the same opportunities to all employees or service providers regardless of gender, marital status, race, social and economic class, nationality, political preference, disability, personal convictions, and ethnicity, among others.

*Health promotion services and programs are offered to employees to address major non-work-related health risks.*



### Benefits for most of our employees

- Sale of discounted products in retail, health services, travel, entertainment, education, cars, restaurants, bookstores, among others.
- Health services, travel, entertainment, education, cars, restaurants, bookstores, among others.
- Medical call center (during the pandemic) to follow up on cases and answer questions on COVID-19.
- Discounts in supermarkets
- Savings bank
- Savings Fund
- Lunch service
- Disability or invalidity coverage
- Free nutritional counseling
- Fitness classes
- Life insurance
- Insurance of major medical expenses
- Check-up services (only for executives)
- Parental permission
- Pension fund
- Shareholder plan (executive level)

### Benefits for most of our employees

- Training
- Flexible hours for work-life balance
- Flexible study hours
- Telecommuting
- Medical service on-site

### Professional Moms

- Compressed workweek schedule
- Flexible schedule
- Remote work
- Maternity permission
- Daycare discount



### MATERNITY LEAVE

*GRI 401-3*

- The number of women who had maternity leave in 2020: 407 employees.
- The percentage that remained employed by the Company upon return from maternity leave in 2020: 86.7%.

### LABOR/MANAGEMENT RELATIONS

*GRI 402, GRI 103-1, GRI 103-2, GRI 103-3*

Labor and management relations are essential topics. We are committed to offering solid labor conditions to our employees by respecting their human and collective rights and providing a working environment that improves their performance and increases their engagement. Regarding our management approach, we understand that our employee talent is undoubtedly the key to achieving excellent performance in all areas of our business. Therefore, their growth as professionals is an important part of our business strategy. We are committed to constantly evaluating the labor relations-management approach.

### MINIMUM NOTICE PERIODS REGARDING IMPORTANT OPERATIONAL CHANGES

*GRI 402-1*

A prior notice of at least 48 hours is provided to employees and their representatives before implementing significant operational changes that could affect them substantially. The method of advance notice for communications tends to reduce relevance. All notifications or provisions affecting unionized workers must be made at least 48 hours in advance. Also, all provisions for consultation and negotiation are specified in collective agreements.



## **OCCUPATIONAL HEALTH AND SAFETY**

*GRI 403*

We manage, monitor, and enhance key performance indicators (KPIs), targets, and initiatives in our effort to reduce potential risks in our facilities and prevent accidents, illnesses, and unfavorable working conditions. To maintain the physical wellbeing of our employees and to reduce the number of accidents, days of disability, occupational diseases, the severity of accidents, and absenteeism rates due to accidents and occupational diseases, we maintain periodic training and communication mechanisms. Health and safety at work programs are carried out in our business units. We manage occupational health and safety through a corporate structure that establishes the policies, strategies, guidelines, and standards to be followed by Televisa and its subsidiaries based on Mexican laws, regulations, and official norms, as well as on various international standards implemented locally by the formal structures of each operation.

Our commitment is based on the legal compliance established by the Federal Labor Law, trade union agreements, and Health and Safety at Work regulations, as well as all applicable laws on occupational health and safety established by the *Secretaría del Trabajo y Previsión Social* (Ministry of Labor and Social Welfare), among others. We have established mechanisms for guidance and reporting complaints about health and safety conditions at work. This mechanism is handled through communications to an email account that belongs to the Industrial Security and Civil Protection area. Our employees can send an email to the account [cuidate@televisa.com.mx](mailto:cuidate@televisa.com.mx) through which an administrator will receive and respond to all emails received, channel complaints and requests for guidance, and follow up on the emails until they have been resolved.

## **CONFIDENTIALITY OF PERSONAL INFORMATION RELATED TO WORKERS' HEALTH**

We maintain strict confidentiality of personal information related to our employees' health through a clinical file to which only medical personnel have access; no one outside the medical service unit can consult or request information without prior authorization by the relevant employee. We ensure that personal information related to our employees' health and their participation in occupational health services is not used for any favorable or unfavorable treatment of workers. The employees' health information stored in clinical files contains only medical information aimed at preserving the health and wellbeing of collaborators. No staff in the Company, whether medical personnel or not, is authorized to transfer documentation off-site of medical service units.

## **WORKERS' REPRESENTATION IN FORMAL JOINT MANAGEMENT-WORKER HEALTH**

*GRI 403-1*

Our Industrial Safety and Occupational Health Policy applies to the entire Company and subsidiaries and aims to regulate industrial safety and occupational health within the Company. Our Industrial Safety and Occupational Health Policy requires compliance with the guidelines established in the applicable current legislation and the established internal standards. Additionally, our facilities must have: i) annual plans and general and particular training programs based on the health and safety risks of the activities to be carried out; ii) an Action Plan to follow up on findings, and; iii) analysis of risks and dangers according to the type of operation. During 2020, special weekly tours were conducted focused on compliance with COVID-19 Prevention Guidelines and Protocols, with follow-up when non-compliance was found.

## TYPES OF INJURY AND RATES OF INJURY, OCCUPATIONAL DISEASES, LOST DAYS, ABSENTEEISM, NUMBER OF WORK-RELATED FATALITIES AND WORKERS WITH HIGH INCIDENCE OR HIGH RISK OF DISEASES RELATED TO THEIR OCCUPATION

GRI 403-3, 403-9.

The work-related accident rate has decreased in recent years. In 2020, there were no deaths due to accidents or occupational disease, and the total number of accidents has decreased since 2019.

Health and safety data									
2020	Number of accidents that occurred	Number of workers exposed	Absenteeism rate (%)	Number of days lost	2019	Number of accidents that occurred	Number of workers exposed	Absenteeism rate (%)	Number of days lost
Men	178	29,483	0.05	4,076	Men	215	28,319	0.09	5,775
Women	34	12,990	0.02	827	Women	33	12,061	0.02	505
<b>Total</b>	<b>212</b>	<b>42,473</b>	<b>0.05</b>	<b>4,903</b>	<b>Total</b>	<b>248</b>	<b>40,380</b>	<b>0.07</b>	<b>6,280</b>

Año	Frequency index			y/y	Gravity index			y/y
	Men	Women	Total		Men	Women	Total	
2017	7.29	4.31	6.42	-	0.15	0.07	0.13	-
2018	3.58	2.90	3.38	(47%)	0.08	0.08	0.08	(0.38%)
2019	3.98	1.43	3.22	(0.05%)	0.11	0.02	0.08	0.00%
2020	2.24	0.43	2.67	(0.17%)	0.05	0.00	0.06	(0.25%)
vs Goal 2020	-	-	<b>3.22</b>	-	-	-	<b>0.06</b>	-

We have set workplace accidents targets by 2021:

- Frequency index: Minimum: 2.67 / Satisfactory: 2.57 / Excellent: 2.47
- Severity index: Minimum: 0.060 / Satisfactory: 0.055 / Excellent: 0.050

We identify work-related hazards and assess risks on a routine and non-routine basis, including risks due to biological factors such as COVID-19. We apply the hierarchy of controls to eliminate hazards and minimize risks. Our operations are supervised by the Committee on Safety and Civil Protection and the Health and Safety Commission. We aim to comply with our internal Industrial Safety and Occupational Health Policy, which promotes the physical, mental and social wellbeing of our employees as a part of our sense of integrated responsibility. In addition, the Committee on Safety and Civil Protection core functions include:

- Designing and regulating the corporate strategies of legal compliance, prevention of accidents, and/or diseases.
- Complying with applicable regulations.
- Designing and developing policies, guidelines, and institutional standards.

- Managing the human and financial resources of the area.
- Supporting the areas of operation in the planning and execution of preventive and/or corrective actions.
- Coordinating, controlling, and supervising the functions and activities of service providers.
- Designing content and guidelines for institutional communication.
- Evaluating risks and opportunities for improvement.
- Managing and controlling internal civil protection programs.
- Ensuring the implementation of corporate strategies in operation.
- Auditing and monitoring established preventive programs.
- Ensuring the integration and functioning of the Committee on Safety and Civil Protection and the Health and Safety Commission.
- Auditing the handling of accidents, morbidity, and established programs.
- Ensuring training in hygiene, industrial safety, and civil protection.

Our facilities are subject to periodic audits to help maintain the physical wellbeing of our employees, improve safety conditions, support the Company's financial indicators, promote institutional compliance and regulations, cover the needs and expectations of different operations, and ensure the performance of safety training. Also, production sets, work locations, and warehouses are required to comply with safety systems, measures, and mechanisms set by the Civil Protection Department, which include fire protection systems, hydrants and extinguishers, smoke detectors, and fire alarm monitoring systems, as well as cleared circulation corridors, platforms, and warehouses, among others. Warehouse personnel is protected with uniforms and various personal protective equipment that include boots, gloves, girdles, helmets, safety harnesses, lifelines, etc., as applicable. The personnel in charge of performing work at height, are provided with lifelines and anchorage points to improve their safety.

Personnel from the area of Safety and Industrial Hygiene and Civil Protection have an international certification issued by Industrial Rope Access Trade Association (IRATA), which has allowed us to promote and develop internal security systems to work more safely and effectively at heights. Our medical personnel have identified our technical staff and personnel's medical conditions and chronic diseases in production services areas. A protocol has been created for medical emergencies within the facilities and locations, and the Company tracks personnel located in each production area and the related measures that must be taken according to their medical conditions. Moreover, specialized consultants are hired to perform calculation reports that define the construction of fixed sets and thus promote the safety of actors, production, and technical personnel working in the locations. In addition, within the facilities and production sets, there is an ambulance located in a strategic place to guarantee its rapid movement to transfer if it is needed. We demonstrate our commitment to health and safety through a Policy of "Medical care and transfer of injured people" by which our employees know and execute the protocol of care for an injured person within the Company's facilities and, if applicable, perform the transfer of the injured person to a medical unit. In the Company, processes have been developed for worker participation and consultation in implementing and evaluating the occupational health and safety management system and providing access to and communicating relevant information on occupational health and safety to workers. This Committee on Safety and Civil Protection frequently meets with worker representatives for the decision-making process.

## **COVID-19 PREVENTION**

Following the declaration of the COVID-19 pandemic by the Federal Government, the following measures have been implemented:

- Implementation of the epidemiological sanitary fence strategy for the preventive detection of COVID-19 contagion chains through protocols for the application of Rapid Tests and SARS-CoV-2 PCRs.
- Implement and evaluate hygienic supplies and personal protection materials to prevent contagion and ensure continuity of our media and telecommunications operations.
- Strategy for 24/7 attention, guidance, and follow-up of detected and suspected cases of COVID-19 through a specialized medical call center.
- Advice and technical support through External Specialized Medical Group to validate corporate strategies of epidemiological fences, hygiene, and medical supplies in response to the COVID-19 pandemic.
- Permanent Internal Communication Campaign to disseminate strategies, guidelines, protocols, and recommendations related to COVID-19.

Governmental inspections were carried out by the Ministry of Labor and Social Welfare at several to verified compliance with all the measures recommended by the Federal and State Governments obtaining favorable results.

## **EMPLOYEE WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY**

*GRI 403-5*

Occupational health and safety training is provided to workers, including generic training and training on specific work-related hazards, hazardous activities, and hazardous situations. During 2020, we reinforced the health and safety issue through awareness and online training of our personnel with the following courses: General Brigade Training, Basic Life Support, Evacuation, Communication and Fire, Ergonomics for the Safety and Hygiene Committee, COVID-19 Contingency and Emergency Protocols (earthquake and fire).

## **PROMOTION OF EMPLOYEE HEALTH**

*GRI 403-6*

We promote healthy lives and wellbeing for our workers, aligning this commitment with the UN Sustainable Development Goals, Goal 3. Our employees have access to non-occupational medical and healthcare services. Health promotion services and programs are

offered to employees to address major non-work-related health risks, including the specific health risks addressed and how the organization facilitates employee access to these services and programs. In Televisa, each worker's health campaign is defined through a "brief" where the objective, resources, the contents that will be sent, and the periodicity are specified. We do this directly with our employees to be suitable for them according to their needs. Once this program has been approved with the internal customers, the internal communication area checks that the other campaigns are 'alive' and distributes the materials.

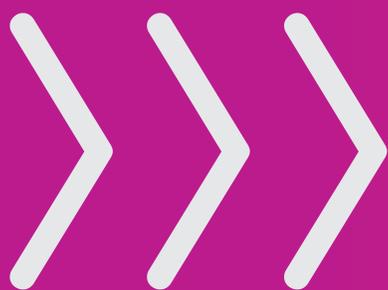
## TRAINING

*GRI 205-2, GRI 404-1, GRI 404-2, GRI 410-2, GRI 412-1*

The training is a continuous process that seeks to empower our collaborators with their knowledge, skills, and attitudes that allow them to respond to current and future challenges, leading them to reach their maximum potential as professionals and individuals focused on achieving the business' objectives.

Category	Indicator	Description
High level training.	Training for senior management on compliance with mission, vision, and organizational values.	<ul style="list-style-type: none"> <li>• Executives subject to recertification performed by the firm who adhere to and comply with the provisions of the Code of Ethics and the Anti-Corruption Policy.</li> <li>• Conference "Beyond Compliance" with the participation of 54 employees from different hierarchical levels, including senior management.</li> </ul>
High level training.	Risk management training for senior management.	<p>521 managers were trained in courses related to risk management:</p> <ul style="list-style-type: none"> <li>• COSO 2013.</li> <li>• Governance seminar.</li> <li>• Accounting impacts by COVID.</li> <li>• Management of Grupo Televisa's risk portfolio.</li> <li>• Essential security concepts.</li> <li>• SOX and its impact on financial information.</li> <li>• 2nd Congress on Business Ethics and Compliance.</li> <li>• Integrity awareness.</li> <li>• Follow-up of the virtual laboratory, Televisa risk management model.</li> <li>• Anti-corruption.</li> <li>• Ethics.</li> <li>• Information security.</li> </ul>
Environment.	Training and awareness raising on the environmental management system for employees.	<p>Employee training on the following topics:</p> <ul style="list-style-type: none"> <li>• Natural resources.</li> <li>• Energy.</li> <li>• Air and contaminants.</li> <li>• Water contaminants.</li> <li>• Waste management.</li> </ul>
Diversity.	Training focused on training and orientation of diversity practices in the workplace for employees.	<p>Employee participation in workshops on:</p> <ul style="list-style-type: none"> <li>• How to communicate an inclusive culture.</li> <li>• Inclusion 101.</li> <li>• Autism Spectrum Disorder.</li> <li>• Inclusive accompaniment and follow-up.</li> <li>• Headhunting people with disabilities.</li> </ul>

Ethics.	Training on the Code of Ethics.	15,210 people were trained.
Ethics.	Anti-corruption Policy training.	12,239 people were trained.
Technology information.	Training on information security risks and data privacy.	24,183 people were trained.
Discrimination.	Training on non-discrimination and equal opportunities in access to employment, promotions and training.	Employee participation in the course "ABC of equality and non-discrimination" ending in 2021.
Health and Safety.	Training and awareness raising on the health and safety management system.	1,382 people were trained.
Health and Safety.	Personalized training for correspondents against security risks in high-risk regions.	150 people were trained.
Health and safety.	Training on health, safety, and welfare.	COVID-19 Contingency: 300 people were trained.
Human rights.	Human rights training.	We are currently training employees on human rights (freedom of expression, forced labor, and child labor), and the prevention of discrimination and harassment.
Working conditions.	Training on labor rights.	Course on "ABC of Labor Relations" with the participation of 446 workers.
Organizational climate.	Talent retention and employee satisfaction training.	Training for unionized personnel to develop skills in change management and emotional intelligence, reinforcing organizational elements that favorably impact the work environment. Participation of 1,050 employees.
Quality.	Productivity improvement training.	6,619 courses were held with the attendance of 254,096 people. Some topics covered: ERP Cloud Management, BESTEL Mobile, Network Expansion and Coverage, Analyzing data by power BI, Consultable, 3DS Max, COBIT 5, ISO 27001, Call Center Ergonomics, etc.



## TRAINING MANAGEMENT

Indicator	Description
Needs analysis and identification of strategic training needs.	Different areas prepare a list of courses that allow them to develop their work teams to achieve their objectives.
Individual training plans.	Individual training plans are in place.
Training evaluation and follow-up.	Training perception evaluation is carried out. <ul style="list-style-type: none"> <li>• 100% of the people who participated in the Regulatory courses (Code of Ethics, Information Security and Anticorruption) were evaluated, obtaining an average rating of 8.7*.</li> <li>• In the training courses for implementing the new ERP, 100% of the people were evaluated, obtaining an average rating of 9.3*.</li> </ul> *Scale from 1 to 10, minimum passing grade: 8).
Total number of full-time employees trained.	42,388 employees.
Total hours of training, total employees, and per full-time employee.	1,392,309.75 man-hours Total of 463,457 participants
Training by hierarchical levels and topics.	There were 463,457 participants, of which 3,139 executive participants. 18,677 middle management participants. 441,641 operational participants. Participation in seminars, congresses, exhibitions, technical and regulatory courses, and courses on skills such as stress management, assertive communication, among others.
Supplier training on Code of Ethics and anti-corruption issues.	We began training suppliers on the Code of Ethics and Anti-Corruption Policy. We plan to continue training them in 2021.



## SECURITY PRACTICES

*GRI 410*

Security practice is an important topic for us. It covers employee training on human rights policies and procedures concerning aspects relevant to operations, including the applicability of human rights policies and procedures to employees' work. It refers either to the training of the subject of human rights or a human rights module.

## DIVERSITY AND EQUAL OPPORTUNITY

*GRI 405*

We are proud of our diversity, and we consider it a strategic value; we support, strengthen, and promote the individuality of each person. We celebrate and recognize the different talents, ways of life, thoughts, and needs of each one, and we take advantage of what each of these differences can contribute to our objective as a Company. We strive daily to promote in our employees a sense of belonging to vulnerable minority groups in which they feel recognized, valued, and respected, granting them favorable working conditions through the promotion of equal opportunities.

We seek to develop specific policies and measures that help us close the inequality gap between men and women, implementing measures aimed at achieving gender equality, supporting equal participation and recognition of women and men, providing the same opportunities for participation, conditions, and forms of treatment, thereby avoiding stereotypes, discrimination or limitations imposed by gender roles. We seek career development and training within the Company and are based on the merits of each person, regardless of gender. We make each decision involving a man or a woman, with real gender equality in mind. It is necessary to prioritize equitable treatment recognizing the existing differences between women and men so that there is an equal distribution of resources and responsibilities from these differences. We have updated our Personnel Recruitment and Selection Policy which includes criteria that focuses on diversity and inclusion in the personnel recruitment and selection processes.

## DIVERSITY AND INCLUSION COMMITTEE

Our Diversity and Inclusion Committee's mission is to foster a culture of diversity and inclusion within the organization, thus encouraging the integration of diverse groups into meaningful, dignified, and equal employment opportunities. In addition, the Committee's vision is to ensure that all the Company's employees carry out their daily activities in a diverse and inclusive environment. The Committee's overall objective is to develop and follow up on activities that strengthen diversity and inclusion attitudes

among our employees, generating equal employment opportunities for all qualified individuals regardless of race, nationality, religion, cultural and ethnic origin, gender, age, disability, sexual orientation, and social status.

## EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

*GRI 404-3*

The Performance Evaluation Program has the purpose of measuring the development of our employees based on their achievements and competencies. This program allows us to align individual objectives with organizational strategy. It also identifies strengths and opportunities to define organizational development plans that support the operation of the business, the fulfillment of established objectives, and boosts the Company's productivity.

We have implemented the Competency Evaluation Process for the last four years. In the 2020 competency evaluation, 4,660 employees participated, including executives and middle management. The Objectives Evaluation Process has been implemented since 2019. In the 2020 objectives evaluation, 3,365 employees participated, including executives and middle managers. The results of both evaluation processes are used as input for the definition and planning of the Corporate Training Program and Development Programs.

The Performance Evaluation process considers the following activities: definition of strategic objectives, the definition of individual goals, semi-annual review of the objectives, evaluation of competencies, and personal feedback.

Individual goals are established on an annual basis and are classified into strategic and operational. Strategic objectives focus on setting goals and key indicators for each of our businesses. Operational objectives, in turn, support monitoring and ensure the continuity of business operations. Since the objectives are established annually, the deadline for achieving these objectives is defined within the current definition year. The compliance with the objectives is evaluated at the end of the year.

## SUCCESSION PLAN

The Succession Plan is an institutional process that aims to be prepared for a possible succession of the organization's key positions to ensure the continuity of the operation and the development of critical business functions. This process also allows us to identify future replacements for key positions, retain and develop Key Internal Talent and focus our available resources.

The succession plan considers the following activities: identification of key positions, the definition of success profiles for each of these positions, identification, and assessment of potential successors, updating the Succession Table, delivering feedback to those responsible for the key positions and the identified candidates, and finally, the construction of development plans to ensure that potential successors are prepared in case of the execution of the plan.

### ORGANIZATIONAL DEVELOPMENT

Organizational development is a fundamental function that must be comprehensive, planned, and continuous. Its objective is to prepare, develop, and retain talented employees in the organization by providing them with the knowledge, skills, and attitudes necessary for the best performance in their current and future positions and adapting them to the changing needs of the environment and the organization. We have different programs that will be carried out at a national level for different Business Units and for all levels of the organization according to the definition of each program or plan.

In 2020, we implemented the SITATYR Development Center (CDS, for its initials in Spanish), which is a development center that fosters the growth of unionized employees through training tools that will allow them to update their knowledge and skills, as well as learn about different topics to face new challenges. The CDS is an educational model similar to that of a corporate university that offers human and technical training services. It will have an impact on the development of more than 4,300 unionized workers, mainly in the Technical Operations and Production Services areas. We will develop growth maps and routes that will promote multifunctionality. In addition, CDS has a Technical Certification System that will allow personnel to have clarity about where they can grow and the skills they require to do so, opening up the possibilities for internal growth.

Additionally, in 2020 we also designed and implemented Televisa University (TU). This platform seeks to accelerate the development of talent and technical capabilities of employees and the transformation of competencies. The initial scope is 100% of corporate Vice-presidencies, and Commercialization of the Marketing and Sales areas of the following hierarchical levels: Vice Presidents, Directors, Coordinators, Managers, Analysts, Salespeople, Assistants, and Operators. Through TU, we seek to foster employee loyalty and deliver better services to our customers.



The CDS and Televisa University will provide us with relevant information to identify key talent, determine development plans aligned with business strategy, and maintain updated succession plans for critical positions in the Company. Our goal is to gradually integrate other areas of the Company into Televisa University to involve all employees in this project.

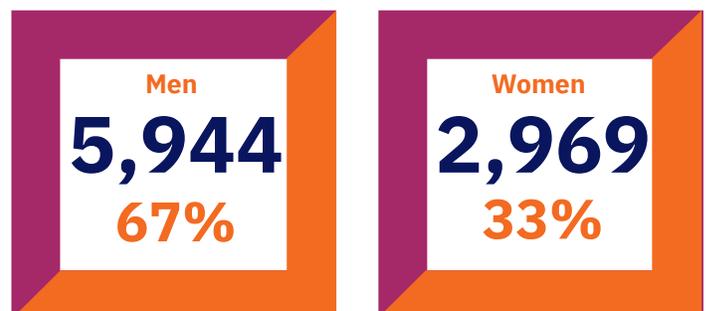
The evaluation of each of our development programs is carried out through three main components:

1. Coverage or participation of the programs implemented.
2. Qualification or result that is linked to the achievement of the specific management of each one of the programs or plans of the area.
3. Implementation in accordance with the work plan defined by each of the programs.

### EMPLOYEE TURNOVER

GRI 401-1

2020 number and rate of employee turnover, in Mexico: 8,913 (22.7%) vs. 26.6% in 2019



Reasons for leaving Televisa:

- Resignation: 38.2%.
- Dismissed employees: 15.3%.
- Other reasons, including absenteeism, death, retirement, project, contract, disability, etc: 46.4%.

Our turnover is high due to the nature of our business, where certain positions tend to experience high turnover rates, such as customer service representatives, technicians, and call center operators.

## **NON-DISCRIMINATION**

*GRI 406, GRI G4-M5*

In 2020, at Televisa, no incidents of discrimination occurred. We are committed to providing equal opportunity and treatment in all aspects of employment and we do not tolerate and explicitly prohibits discrimination, bullying, harassment, or violence in the workplace for any reason, including, but not limited to, based on: origin, race, marital status, age, appearance, opinions, gender, creed, political or union affiliation, social class or economic status, health condition, family status, pregnancy, sexuality, disability, nationality, or immigration status. It is important to consider that the above-mentioned prohibited conduct includes forms of verbal, written, physical or visual conduct, regardless of the means or the way such conduct is carried out, and that such conduct includes, but is not limited to: idioms, terminology, stereotypes, jokes that may be offensive to others. Any such conduct should be reported to Grupo Televisa.

## **FREEDOM OF ASSOCIATION**

*GRI 102-41, GRI 403-4, GRI 407*

We recognize the right of any employee to join or not to join, if they choose so, any group or association, including labor unions, in accordance with the law.

## **OPERATIONS AND SUPPLIERS FOR WHICH THE RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE AT RISK**

*GRI 102-41, GRI 407-1*

We respect political affiliations and active participation that each employee decides to have in various organizations during their free time, as long as the said participation is made in their name and does not involve or imply that they have the support of the Company.

We take adequate measures to support rights to exercise freedom of association and collective bargainings, such as continuous monitoring of labor rights risks, periodic

internal audits, external audits/verification, an external investigation of complaints, cooperation with unions, joint audits, and joint complaints procedures, among others.

## **CHILD LABOR**

*GRI 408*

Our activity touches the lives of children at many points: content we produce, products that we announce, assistance programs in which we participate aimed at children; so, we strive to offer high-quality children's content prioritizing the interests and needs of boys and girls.

## **OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK OF INCIDENTS OF CHILD LABOR**

*GRI 408-1*

We respect the national and international legislation on child labor. Children who participate in our television productions or shows, contests, and special events have the necessary authorizations from their parents or guardians, and we provide conditions to respect their right to education, play, and individual development. In the context of the GRI Standards, a 'child' is defined as a person above the applicable minimum working age and younger than 18 years of age.

## **FORCED OR COMPULSORY LABOR**

*GRI 409*

This is an unacceptable situation that we strongly condemn, and, in our capacity as employers, we guarantee the free and legal hiring of our employees and respect working hours and conditions provided by law.

## **OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK OF INCIDENTS OF FORCED OR COMPULSORY LABOR**

*GRI 409-1*

We aim to contribute to the elimination of all forms of forced or compulsory labor. Forced labor, also known as modern slavery, includes practices such as withholding of wages or documents that do not allow freedom of movement, and in its most extreme form, may involve human trafficking, which in addition to violating human rights, constitutes a crime.

## **RIGHTS OF INDIGENOUS PEOPLE**

*GRI 411, GRI 411-1*

Indigenous rights are an important topic for us. In 2020, no incidents of violations involving the rights of indigenous peoples occurred.



## CUSTOMER PRIVACY

*GRI 418, TC-TL-220a.1, TC-TL-220a.2*

We value freedom of expression as a fundamental right of each person, and hand in hand with that individual right is the responsibility to take care of the privacy of each person. We are committed to respecting the privacy of the information and data that are not delivered according to the different activities we carry out. We make use of personal data following applicable regulations and only as strictly necessary to carry out operations.

## SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA

*GRI 418-1, TC-TL-230a.1*

In 2020 at Televisa:

- No complaints were received from regulatory bodies through the Whistleblower System.
- No identified leaks, thefts, or losses of customer data occurred through the Whistleblower System.

## PRIVACY & DATA SECURITY

We are committed to complying with evolving market regulations and manages regulatory and reputational risks associated with privacy and data security issues. We have a solid policy framework to protect the privacy and data security that govern all relevant business lines/subsidiaries at Televisa.

## SCOPE OF COMPANY'S PUBLICLY AVAILABLE DATA PROTECTION POLICY

The company's publicly available Data Protection Policy governs all relevant business lines/subsidiaries.

### Privacy and data security policies

- Information Security Policy.
- Document Use and Treatment Policy.
- Database Assurance Policy.
- Information Systems Classification Policy.
- Software and Computer Equipment Use Policy.
- Information Systems Assurance Policy.
- Corporate Network and Guest Network Access Policy.
- Information Security Incident Management Policy.
- Information Security Awareness Policy.
- Information Systems Access Policy.
- Use of Identifiers and Passwords Policy.
- Protection and Treatment of Personal Data Policy.

We provide individual rights of access, rectification, and deletion regarding the control of personal data. Regarding the frequency of system audits, independent external audits are performed annually under the SOX regulatory framework. We provide employee training on data security and/or privacy-related risks and procedures.

We follow international best practices for information security management. Regarding Information Security Policies and Systems audit frequency, external independent audits are conducted annually on IT Systems and Information Security to ensure an appropriate system control environment that involves the operational processes related to the issuance of Financial Statements on the applications that operate them, under SOX regulatory framework. The review covers IT General Controls (ITGC) and IT Application Controls (ITAC).

## CYBERSECURITY INITIATIVES, PRIVACY-ENHANCING TECHNOLOGIES, AND INITIATIVES

*TC-TL-230a.2*

We develop data-protection safeguards integrated into product and service development and initiatives developed to protect and empower users. In 2020, we worked on various cybersecurity initiatives that helped maintain levels of protection for the systems and the information that is processed within them. These initiatives were based on the corporate security strategy, the principles of which take both internal and external threats, the use of current technological resources to protect the integrity and confidentiality of information, and the implementation of new technologies to reinforce the above, when necessary. Additionally, the security processes aimed at the prevention, detection, investigation, and response of security events have been strengthened, which, when detected, are punctually monitored, leading to specific actions to reduce the possibility of recurrence in the future.



In addition to technology and processes, we have also made efforts related to information security training among our employees, maintaining a permanent awareness campaign aimed at all personnel to ensure that they have the necessary elements to identify and report possible threats to information security. We also have a specific education program for members of the cybersecurity team to keep them updated on new trends, practices, and threats.

In continuity with the corporate cybersecurity strategy, our 2020 objectives have a structured program to strengthen security focused on the infrastructure of its systems and networks, applications and information management, access and identity management, as well as monitoring security events and the establishment of an incident response plan, all of which allows us to improve protection mechanisms, technologies, and related processes to maintain robust and reliable levels of security in our computer assets.

## **NON-COMPLIANCE WITH LAWS AND REGULATIONS IN THE SOCIAL AND ECONOMIC AREA**

*GRI 419-1*

In 2020 no significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area occurred, neither in terms of the total monetary value of significant fines nor the total number of non-monetary sanctions.



# Supply chain

GRI 102-9



10

We adhere to our purchasing guidelines for acquiring goods and services that attend to the particular requirements of each of the business units, such as Cable, Sky, Content, or Other Businesses. The primary goods that are supplied include paper, electric materials, technology, maintenance, office supplies, clothing, and scenery materials. We continue establishing sustainability criteria in our procurement practices, and identifying those suppliers that may represent risks. We comply with our supplier hiring and selection policy based on economic, technical and social criteria. We have developed mechanisms for detecting possible conflicts of interest, and we evaluate the economic risks of potential suppliers.

Our goods and services in the technological field are acquired mainly from large companies. Small and medium-sized companies provide other goods and services.

Verification of suppliers.

- Suppliers are verified internally.
- External verification is performed for our critical suppliers.

Certifications of new suppliers in 2020: 245 suppliers.

Training to the Purchasing area.

- We provide training on policies and procedures.

## SUPPLY CHAIN MANAGEMENT

Supplier standard on labor rights and working conditions.

- **Child labor:** Respecting the rights of minors.
- **Forced labor:** forms of forced labor according to its definition according to the ILO Forced Labor Convention (No. 29) and the Abolition of Forced Labor Convention (No. 105).
- **Freedom of association:** freedom of association and collective bargaining.
- **Discrimination:** prohibition of discrimination with respect to grounds of discrimination (e.g. age, gender, and ethnicity) and aspects of employment (e.g. recruitment, promotion, and remuneration.)
- **Harassment and abusive behavior:** prohibition of harassment and abusive behavior.
- **Health and safety:** implementation of a health and safety management system.
- **Working time:** covering the working time requirements clearly defined and allowed by national laws and workers' agreements.

## SIGNIFICANT CHANGES IN THE SUPPLY CHAIN

GRI 102-10

In 2020, we did not have any significant changes to the supply chain that could cause or contribute to significant economic, environmental, and social impacts.



## ENVIRONMENTAL MANAGEMENT IN THE SUPPLY CHAIN

We currently have the following environmental initiatives within our supply chain:

- **Paperless dispatches:** Elimination of paper in dispatches generated by warehouses, changing the receipt for an electronic signature.
- **Purchase of paper for Editorial Televisa:** The mill we purchase our paper from has made a commitment to the European community to plant a tree for every tree cut down.
- **Project to obtain chain-of-custody certification for Editorial Televisa printers:** Suppliers must be certified for sustainability chain-of-custody.
- **Wood waste:** Authorized suppliers are encouraged to recycle wood trimmings from the workshops.
- **Document Digitalization:** Implementation of a new ERP in which digital documents can be attached.
- **Business cards made with recycled paper:** Use of environmentally friendly materials in business cards and printed logos.

## SUPPLIER ENVIRONMENTAL ASSESSMENT

*GRI 308-1, GRI 308*

We recognize the importance of sustainable supply chain management. As part of this management, we communicate our commitment to maintaining best practices, fostering sustainable development, and promoting respect in environmental, social, and corporate governance areas.

We recognize that our suppliers can positively benefit society and the environment by decision-making and implementing of actions in our supply chain. Therefore, from the sustainability perspective, we evaluate our critical suppliers to identify their potential material risks for the level of sustainability maturity in strategic environmental, social and corporate governance issues.

## SUSTAINABLE SOURCING OF WOOD AND FIBER

In 2020, at least 95% of our purchased paper was certified paper by the Programme for the Endorsement of Forest Certification (PEFC), Forestry Stewardship Council (FSC), Sustainable Forestry Initiative (SFI) certifications, which guarantees the chain of custody of the raw materials produced sustainably. Also, many of our leading print providers have responsible forest management certifications. As an important distributor of printed content in Mexico, we know that we can contribute to the conservation of forests by choosing the right partners.

We aim to develop biodiversity risk assessments of the Company's wood/fiber supply chain. As an initiative for sustainable paper supply, Editorial Televisa made

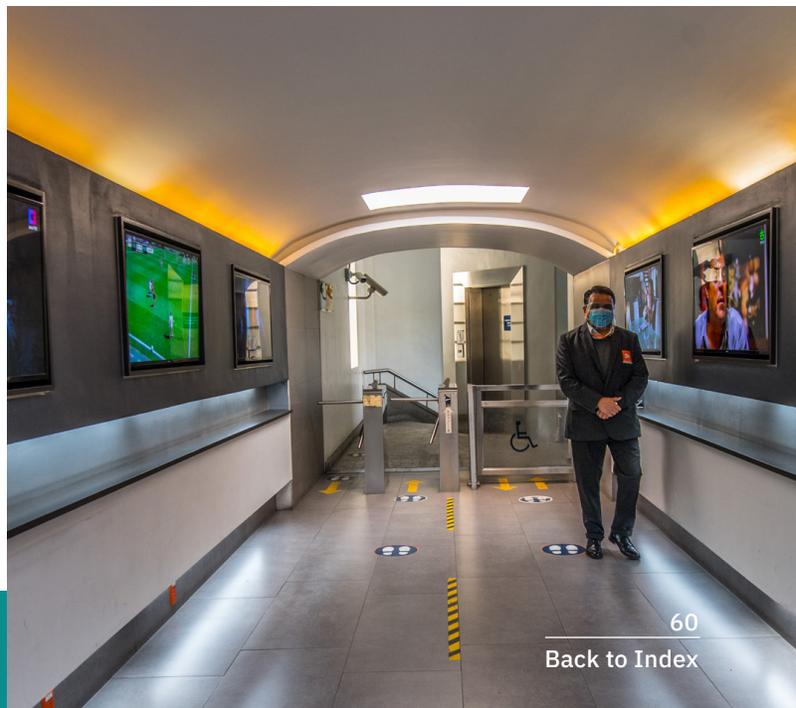
all purchases directly from mills abroad with the FSC certification, which guarantees sustainable management of the forests. Furthermore, Editorial Televisa aims to prioritize suppliers that practice sustainable forest management to extract virgin fiber due to the important price difference represented by paper for printing obtained from recycled fibers.

- **Legality:** We commit to excluding wood/fiber from illegal sources.
- **High Conservation Value:** We commit to excluding wood/fiber from forests in which High Conservation Values are threatened by management activities, including primary forests.
- **Forest conversion:** We commit to excluding wood/fiber originating from the conversion of (natural and semi-natural) forests and other wooded ecosystems to plantations or other non-forestry uses.
- **Genetic modification:** We commit to excluding wood/fiber from areas where genetically modified trees are planted.
- **Traceability:** We commit to implementing traceability systems regarding wood/fiber origin.
- **Certification:** We commit to increasing the share of paper with certified sustainable wood/fiber origin.
- **Recycled content:** We commit to increasing the share of recycled content in paper procured by the Company.
- **Restriction of chemical use:** We commit to excluding the procurement of paper bleached with elemental chlorine.

## SUPPLIER SOCIAL ASSESSMENT

*GRI 414*

We are developing a project to evaluate new suppliers using social and environmental criteria to prevent or mitigate future controversies.



## GREEN PROCUREMENT PRACTICES

GRI 204

We aim to focus on the green procurement of office supplies.

## THE PROPORTION OF SPENDING ON LOCAL SUPPLIERS

GRI 204-1

The locations of suppliers are summarized as follows: Mexico 93.0% EU 3.7% and rest of the world 3.3%.

## PRINTING: RESOURCE AND WASTE MANAGEMENT AT PRINTING FACILITIES

We are making an effort to carry out green purchasing practices with environmentally friendly technology through a new printing service. The scope covers the Company's most important facilities and encompasses more than 390 items of equipment providing services to more than 5,000 users. This project offers an annual savings of 28% in the reduction of paper waste.

## FACILITATION OF NON-COMPLIANCE REPORTING

Confidential and anonymous whistleblowing helplines in local languages have been communicated to supply chain workers.



# Media disclosure



## INTERACTION WITH CLIENTS.

*GRI G4-M2, GRI G4-M3, GRI G4-M6*

Faced with a year of significant changes, our role in the companies' marketing strategies was fundamental because in the face of mandatory isolation, our solutions provided the possibility of maintaining contact with consumers and thus contributing to the achievement of the brands' objectives in a year that marked history.

In 2020 we established two main objectives: to provide certainty to our clients regarding the advertising effectiveness of their campaigns and to remain close to them at all times, listening to their needs and strategically using our commercial offerings to provide appropriate solutions for each requirement.

Aware of the importance of knowing the advertising effectiveness of the campaigns within our platforms, we conducted more than 15 evaluations during the year with to provide certainty regarding the investment of our customers; with them, we resolved doubts and concerns regarding the distribution of budgets, and we reinforced the message that our content is a safe and reliable place for brands by contributing significantly to the recall, purchase intent, trust towards the brand and the correct transmission of messages.

Our services also include the Televisa Impact Score (TIS), a third-party study focused entirely on measuring the performance of special initiatives within our content in five dimensions regularly: Content, Recall, Visibility, Engagement, and Affinity. With this information, we provide personalized advice to our clients to improve their campaigns' performance.

Due to the confinement that the country was experiencing this year, we held two large online events that allowed us to have a direct approach with our clients. In August, with a total attendance of 1,137 users, we held the Update Televisa 2020, *Hablamos de lo que vemos* (Televisa 2020 Update, We talk about what we see), through which we were able to transmit to 204 companies and 65 agencies the strength of Televisa in the advertising industry. During the event, we presented our most recent achievements and the most relevant indicators, commercial tools, and products for the second half of the year, confirming Televisa as the safest and most efficient option for investing in advertising in Mexico. The average satisfaction level was 4.60/5.00.

In October 2020, we held the most important event of each year in which we showcased our content offerings in all genres and the 2021 programming previews, the strategy for the next period, and the importance of our platforms as brand builders, integrated reach, and a broad portfolio of special actions. The *Upfront Televisa Visión 2021, Realidad sin límites* was attended by more than 2,700 unique users.



The audience stayed 95% of the time, and the average satisfaction rating was 4.42 out of 5.00.

In the last quarter of 2020, and hand in hand with one of the most recognized research agencies worldwide, we conducted for the first time a campaign evaluation covering two of our leading platforms (television + digital). Working closely with the client and the agency, we managed to make the necessary adjustments on the fly to ensure a positive outcome of the campaign. In this way, we have maintained a close and collaborative relationship with clients and agencies, which has permeated satisfaction levels.

We have strengthened ties with our clients and agencies during 2020 through events, evaluations, and constant communication. The 2020 Satisfaction Survey had the participation of 224 people. We have made remarkable progress in terms of the service offered (+13 points vs. 2019). The results of the annual satisfaction survey allow us to establish improvement parameters for next year. We work continuously to improve our service and, therefore, increase the satisfaction of our clients and agencies. *Televisa Llega* will continue to be the backbone of our efforts to be as diverse and multiplatform as our audiences are.

#### **ONLINE CONTENT**

We generate digital content for differentiated audiences in the business environment, including communication with clients, business partners, and the industry in general. One of the main points of information is the corporate communications website <https://televisa.com> and the press Twitter account [www.twitter.com/Televisa\\_Prensa](http://www.twitter.com/Televisa_Prensa).

Additionally, direct mail played a relevant role as the main source of contact with customers for one-to-one follow-up, sending opportunities, and pitches on content products. An additional source of customer acquisition is the “Commercial Plan” website <https://televisa.plancomercial.com>, where the main offerings of each platform can be found, as well as a contact form and directory. At the end of the year, the site migrated to the address <https://televisallega.com>. This change marked the beginning of a great project for 2021, where we will create a meeting point for both clients and agencies and the general public where they can find our commercial offer, success stories, and industry information, among other topics.

As part of the digital activities, we contributed to the development of the advertising industry in Mexico. In 2020, Frente Creativo, a communication channel dedicated to the diffusion of Creativity in the Advertising Industry, transmitted a series of webinars for the industry in response to the specific problem of the COVID-19 confinement.

#### **ACTIONS TAKEN TO IMPROVE PERFORMANCE TO CONTENT DISSEMINATION ISSUES AND PROTECTION OF VULNERABLE AUDIENCES**

*GRI G4-M4*

We create content with a socially responsible approach by including specific topics such as cultural diversity, women’s empowerment, gender equality, and non-discrimination.





These and other social responsibility issues have been an important part of the innovation workshops implemented by our Content area. Additionally, the audience is notified about the content classification, and in some of our productions, subtitles are also available to assist the hearing impaired. The management of content responsibility is based on several procedures that allow us to identify audience needs and market trends, as well as to establish the main guidelines for the development of projects in this area, the feasibility of projects acquired from a third party, the development of literary narratives, the analysis of literary assets, and the development, evaluation, and improvement of pilot tests.

One of the main concerns on the part of our customers is related to the closeness we maintain with them during the year. We are aware that we must continue to offer a comprehensive, close, and personalized service that allows us to reduce problems during the commercial process. Although in 2020 we managed to reduce the number of people who had issues with our service and product, we must strengthen customer service through optimal levels of communication to directly improve satisfaction levels.

- **Customer surveys to get to know our customers:** For the second consecutive year, through the agency NODO Strategic Research, we conducted a Customer Satisfaction Survey; the main objective was to know the progress we are making year after year. This survey helps us to understand the level of satisfaction of our customers to determine the main areas of opportunity to improve customer service.

- **Customer evaluation to categorize our customers:** We worked together with the Redbox agency to carry out a customer profiling based on their communication approach. The axes for segmentation were: the use of media, that is, the preference of the platforms used for the transmission of the message, and the type of content (message or communication about the brand). This allowed us to categorize customers into four groups and thus offer them a service tailored to their needs.

# Philanthropic programs and community impact



12

We partner with employees and key stakeholders to contribute positively to the communities where we live and work.

## TELEVISA'S PHILANTHROPIC PROGRAMS TO SUPPORT LOCAL ECONOMIC DEVELOPMENT AND LOCAL COMMUNITIES

*GRI 203-1, GRI 203-2, GRI 413*

In a challenging 2020, we were committed to those most in need. We continued our programs, and at the same time, developing new ones that could respond to the COVID-19 crisis. We are fully committed to invest, along with our partners, in programs focused on enhancing the potential of people in Mexico and the United States by creating opportunities in education, culture, entrepreneurship, health, and environmental protection that will improve their lives, their communities, and will help build better and more sustainable societies. Throughout 2020, we invested a total of Ps.368.5 million. Also, we gave the equivalent of Ps.2,583.0 million in in-kind paid media (11% or Ps.293.4 million was given to other NGOs), focused on boosting our programs' reach. A total contribution of Ps.2,951.5 million, which represents more than 1% of the profit, was invested in community development projects addressing local economic development and local communities.

Our innovative programs in education, culture, entrepreneurship, and environmental protection provide an empowering platform for hundreds of thousands of people to improve their lives, transform their communities, and build better and more sustainable societies. Our approach combines effective leverage of Televisa communication channels with state-of-the-art digital tools, financial support, and on-the-ground multi-disciplinary teams.

We directly contributed to 11 of the 17 United Nations Sustainable Development Goals. In addition, we provided more than 2.4 million media impacts, reaching more than 51.0 million people with our messages. Among them, many related to safety measures for COVID-19, like staying at home and wearing safety masks. At the same time, we helped more than 64 institutions and organizations through communication campaigns with television spaces.

We generated more than 1.5 million followers on social networks and more than 4.0 million people on our platforms.

Fundación programs work along different life stages. For example, Empieza Temprano focuses on early childhood development by providing parents and families with information and practical tips. To enhance the skills of K-12 students, Fundación has a civic values program called Valores. Cuantrix teaches computer science and coding. Technolochicas empowers young women through STEM (Science, Technology, Engineering, and Mathematics). Béalos works to increase high school and college completion while improving the student's employability, and POSSIBLE helps expand high-impact innovation-driven entrepreneurship through training, networking, resources, visibility, and acceleration for high-potential startups.

Also, Fundación's cultural and environmental programs cut across ages serving the general public through actions in specific locations and the digital and media space. As it was an atypical year, we adapted our programs and efforts to suit the new normal. We used media and digital assets to be closer to our beneficiaries. Through our disaster relief program, we supported activities tailored to the COVID-19 emergency.

The numbers:

- We donated Ps.124.4 million to projects supporting hospitals, medical staff, and vulnerable groups affected by the COVID-19 pandemic emergency. These benefitted more than 135,000 people with medical protection supplies, mechanical ventilators, and food pantries, among others. We partnered this effort with 16 organizations.
- More than 40,000 public school students and 8,800 teachers and instructors nationwide were registered in our Cuantrix platform to learn basic coding skills.
- More than 1,000 middle-school girls participated in Technolochicas STEM activities in Mexico and the United States.
- There were 37,186 recipients of Béalos scholarships, including 9,814 for students and teachers developing employability competencies and 100 scholarships for



*We are fully committed to investing, along with our partners, in programs focused on enhancing the potential of people in Mexico and the United States by creating opportunities in education, culture, entrepreneurship, health, and environmental.*



students attending a program for talented youth. This year it was crucial for them to be able to pay for internet connectivity.

With these numbers, Bécalos reached a historic sum of 339,830 beneficiaries.

- We established a partnership with Schmidt Futures and Rhodes Trust to launch their RISE scholarship program in Mexico.
- We supported 18,210 entrepreneurs in building their business models through our POSSIBLE program.
- We participated in far-reaching communication campaigns, including teenage pregnancy prevention, Valores, which promoted civic values, and Cero Violencia to prevent domestic violence against women.
- More than 51,360 parents received practical tips weekly via SMS and via our platform through our Empieza Temprano program.
- More than 37,345 new aids were given in health, nutrition, development, dwelling, and scholarships for the children of the deceased medical staff who fought the pandemic's front lines.

- We launched Cuarentena Fotográfica, a Visual Arts Cultural Project which offered 14 digital tours on Facebook Live through our photographic archives, reaching more than 1.2 million attendees.

We received the following recognition:

- Caracol de Plata Award for the “Cabes tú, cabemos todos” a Valores program campaign. Caracol de Plata Awards recognize advertising messages that create awareness and solutions to social problems. By responsibly leveraging media, talent, partnerships, and financial assets, the efforts led by Fundación reflect the commitment of Televisa to this particularly problematic year. We intend to make a strategic contribution to building a more empowered, prosperous, and democratic society where everyone will have a platform to succeed.

For more information, please visit our 2020 Fundación Televisa Annual Report available at <https://informe.fundaciontelevisa.org/informe2020/en/>

## CONTACT POINT FOR QUESTIONS REGARDING THIS REPORT

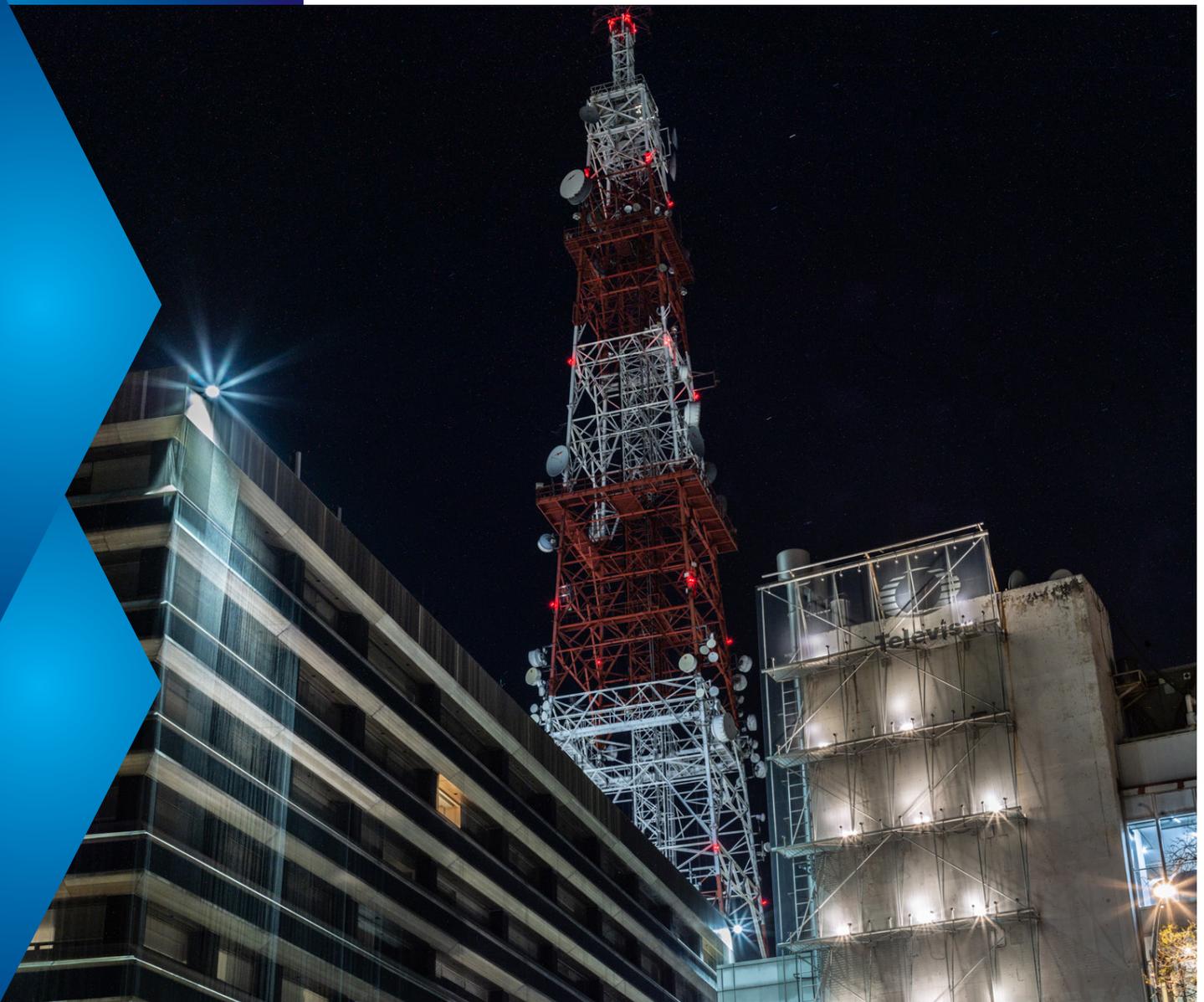
GRI 102-53

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## COMPANY'S HEADQUARTERS

GRI 102-3

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*In addition, from time to time, additional factors that affect our activities may arise and it is impossible to predict all of these factors, to evaluate their possible effects on our operations or to determine the extent to which a given factor or series of factors could cause the results to differ adversely and significantly from those expressed in the forward-looking statements. We cannot guarantee that we will comply with the plans, intentions or expectations declared expressly or implicitly in the forward-looking statements contained in this report. In addition, investors of securities issued by the Company should not interpret statements regarding prior trends or activities as a guarantee that such trends or activities will continue in the future. All forward-looking statements, whether in writing or in electronic format, referred to us or to our representatives, are expressly subject to the qualifications described above.*

*The inclusion of information within this report should not be construed as a characterization regarding the materiality of such information for purposes of securities laws or regarding the financial impact of such information.*

*All relevant information related to the Company, particularly regarding risk factors, is contained in the annual report for the year ending on December 31, 2020, which is available on the website of the Mexican Stock Exchange Bolsa Mexicana de Valores, S.A.B. de C.V. (“BMV”) in [www.bmv.com.mx](http://www.bmv.com.mx), and in the Company’s Annual Report on Form 20-F for the fiscal year ended December 31, 2020, filed with the U.S. Securities and Exchange Commission (the “SEC”) on April 30, 2021, and in other periodic reports filed by the Company with the Mexican Banking and Securities Commission, the BMV and the SEC. Statements contained in this report relating to the COVID-19 outbreak, the impact of which on our business performance and financial results remains inherently uncertain, are forward-looking statements.*