Annual Report “la Caixa” Foundation
The spirit of "la Caixa"

MATERIALITY MATTERS
Global Reporting Initiative

"la Caixa" Foundation
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[Governing Bodies of “la Caixa” Foundation]  
on 31 December 2013  

Welfare Projects Committee

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Isidro Fainé Casas

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(First Deputy Chairman)  
Javier Godó Muntañola  
(Second Deputy Chairman)  
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Josep Joan Simon Carreras

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Chief Executive Officer  
Juan María Nin Génova

Deputy Secretary (non-member)  
Óscar Calderón de Oya

**Secretary (non-member)**  
Alejandro García-Bragado Dalmau

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Jaime Lanaspa Gatnau

**Secretary (member)**  
Alejandro García-Bragado Dalmau

**Deputy Secretary (member)**  
Óscar Calderón de Oya
Senior Management of “la Caixa” Welfare Projects

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Isidro Fainé Casas

Executive Director
Jaime Lanaspa Gatnau

CEO of the Accessible Housing Programme
Jaume Cabrè Grau

Senior Management of “la Caixa” Foundation

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Assistant Chief Executive Officer
Elisa Durán Montolio

Assistant Chief Executive Officer
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Deputy Secretary General
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Rafael Chueca Blasco

Director of the Area of Organisation and Information Systems
Rosa Maria Cirera Clotet

Director of the Social Area
Marc Simón Martínez

Director of the International Area
H.R.H. Infanta Doña Cristina

Director of the Communication Area and Marketing
Jesús Nemesio Arroyo González

Director of the Area of Science and the Environment
Enric Banda Tarradellas

Assistant Director of the Regional Area and Centres
Francesc Xavier Bertolin Pueyo

Director of the Human Resources Area
Àngel Font Vidal

Director of the Cultural Area
Ignasi Miró Borras

Director of the Technical Area
Enric Sagrera Depares

Scientific Director
Jorge Wagensberg Lubinski
2013 was a complex year. On the one hand due to the difficult economic situation and, although we are now starting to see signs of improvement, revival and modest growth at a global level, we cannot let down our guard. On the other hand because, as a result of the same unfavourable situation, new social problems are emerging and existing problems have worsened and intensified.

These situations have a more obvious effect on more fragile and vulnerable groups and individuals. And this is reason enough to highlight, now more than ever, the need for Welfare Projects to continue working to improve people’s quality of life and offer new opportunities to all those whose situation has worsened.

Child poverty and unemployment, in addition to aggravating the situation of many families, also hinder the progress and development of everyone, acting as a brake on the more or less harmonious development of society as a whole. The work of “la Caixa” Welfare Projects is in line with its commitment to the community to lessen such unwelcome impacts inherent in the crisis and to contribute, as efficiently as possible, to offering a way out for those who are suffering and going through difficult times.

The profits obtained from the financial business of the companies in the “la Caixa” Group, CaixaBank and Criteria CaixaHolding, help to maintain the Foundation’s social enterprise stable and sustained, allocating a budget of 500 million euros. These funds come from the dividends from financial activity and from the Group companies but also from the savings achieved.

The size of this budget means that Welfare Projects is still at the head of Spain’s private foundations, as well as being one of the foundations with the greatest reputation and potential in Europe and a benchmark in the world. That’s why the Foundation has taken on the commitments resulting from the United Nations Global Compact and the ten universal principles in the areas of human rights, labour, the environment and anti-corruption. These are essential, fundamental points that perfectly match and complement the principles and strategic goals defined by Welfare Projects as its ultimate goal.
With this budget, Welfare Projects acts to ensure that it returns to society as a whole part of the profits obtained from its financial business, responding to the most pressing needs of citizens and other emerging or ensuing requirements.

Knowledge and anticipation are essential elements in this respect. That’s why the actions carried out through programmes such as CaixaProinfancia are exemplary, this year taking another step forward in defining approaches to provide personal care for families with vulnerable children, in coordination with educators, social services and third sector organisations. And the Gente 3.0 programme, calling attention to preventing the risk of exclusion among older people living in unwelcome isolation.

The rest of the programmes work along the same lines, within the range of priorities set by Welfare Projects. One of the key areas for Incorpora is to improve and reinforce training and employment skills among young people and it has done so seeking the support of institutions and administrations such as the Spanish government and the regional government of Andalusia. This complies with another of Welfare Projects’ values, namely to create and take advantage of synergies so that needs can be met by uniting action and efforts, with the consequent savings in resources, quite essential at this time of budget cuts. All this while continuing to grow, year after year, in generating employment opportunities for people with difficulties in finding a job. In 2013 a large proportion of the targets set by the Accessible Housing and Solidarity Renting programmes were also met, facilitating access to housing and helping young people become independent, as well as guaranteeing decent accommodation for the elderly and families with low incomes.

In line with the challenge posed for us by German philosopher and sociologist Jürgen Habermas on proposing, through his writings, the need for people in society to become more involved in resolving social tensions and conflicts, the work of Welfare Projects cannot be fully understood without bearing in mind this close interrelationship; indispensable links that must empower people to take the initiative, both those carrying out the programmes and those benefitting from them.

Only in this way can we understand the transformation of the active Gente 3.0 programme, working to bring about a change in the model of centres for the elderly, transforming them into open places at the service of the community. Or the involvement, complicity and joint action of public administrations, specialists and citizens to draw up community schemes as part of the Intercultural Community Relations programme. Without forgetting the International Cooperation projects that have supported many local producers to create stable production networks in different countries and structures that help them improve and grow through their own hard work.

It’s this hard work that I mentioned recently while presenting the results of CaixaBank, paraphrasing the words of US Senator, Robert F. Kennedy, who once said “the future is not a gift; it’s an achievement”. These words remind us that our efforts in the present will determine our future.

Throughout our journey, we continue to come across signs that endorse and guide us in the right direction. One of these was the signing of the first Municipal Commitment to Social Harmony by the councils associated with the Intercultural Community Relations programme. An agreement to promote shared social cohesion both through municipal councils and resident communities in the districts and towns where the programme is implemented.

With the determination to continue intensifying our work, in 2013 we created a new instrument, the Fundación de la Esperanza, which allows us to push forward with our direct social action. Both the Community Centre opened in the gothic quarter of Barcelona and the Casa de Retiro aim to become leading centres in helping families and people at risk of marginalisation to become fully integrated within society.
One facility that is already becoming a benchmark is the Palau Macaya which, in 2013, grew as a location to generate thought, analyse trends and transfer knowledge through social debate. In addition to the debates organised by different groups and institutions and those promoted by the Welfare Projects programmes themselves, the Club of Rome has also expressed an interest in locating its Barcelona offices in one of the areas of the Palau.

In 2013 the science, research and environment programmes made significant progress in internationalising the promotion of science and scientific research. The RRI Tools project being chosen by the European Commission. This programme will extend the spirit to spread scientific knowledge and vocation by creating a network of leading centres throughout the European Research Area. The aim of RRI Tools is to ensure the findings of scientific research are transferred and applied directly to society.

Such reasons have also led to the creation of links and alliances with universities, establishing bridges to promote higher education, research and innovation as essential in achieving future growth in highly skilled jobs.

With an identical goal of community service we find all the lines of applied research at laboratories and leading centres such as IrsiCaixa, HIVACAT, and the research carried out at the Vall d’Hebron Cancer Institute (VHIO), the Catalan Institute of Oncology, the Institute for Research into Biomedicine, the Clinic Foundation, the National Centre of Cardiovascular Research, the Spanish National Research Council (CSIC), the Pasqual Maragall Foundation and the Barcelona Institute for Global Health (ISGlobal), to mention just some of these centres of excellence.

Neither has Welfare Projects forgotten its commitment to training future generations, both in terms of acquiring knowledge and skills as well as values, aware that education is fundamental to transform and advance society. Proof of this notion is the exponential rise in users of the eduCaixa platform, as well as the scientifically validated finding that those receiving support from the Scholarship programme provide a greater return and contribution to the country's wealth.

And if education is one of our pillars, spreading culture and extending knowledge beyond the classroom is another, forming an inseparable part of the mission of Welfare Projects’ cultural programmes. The CaixaForum and CosmoCaixa centres received more than three million visitors throughout 2013 and programme content continues to build on and achieve excellence by renewing alliances such as the one we have with the Prado Museum, as well as establishing new alliances, for example with the Joan Miró Foundation. We also continue to seek, find and try out new formulas for managing and disseminating the content of the Contemporary Art Collection, promoting the young values of cultural management through the ComisArt programme.

Like society, the current state of affairs is not immutable. It forms a part of and is often a consequence of our actions and, because of this, can evolve and change. Taking up the debate started by John Rawls in his analysis of inequalities and imbalances between individuals in modern societies and the reformulation of the concept of the Welfare State, we can see Welfare Projects as an accessible, appropriate tool to fulfil the function of resolving and reducing such inequalities. It is therefore in our own hands to be a factor of change and it is in Welfare Projects where the soul resides that encourages and drives this transformation, with the aim of progressing towards a more just and fair society in the most Rawlsian sense. This perfect correspondence with the second principle of justice revealingly coincides with the Foundation’s priority actions: furthering people’s freedom by helping to resolve inequalities and working to ensure conditions of equal opportunity. All this with the desire to help improve the welfare of the weakest in our society.
These are precisely the underlying principles with which programmes such as CaixaProinfancia and Incorpora identify; they are inherent to the projects of Social Entrepreneurism and to the Programme of Subsidies to Social Entities and constitute the fundamental pillar on which the work of volunteers is based, such as in Gente 3.0, Integral care for people with advanced diseases and CooperantesCaixa, coordinated by the International Division and working in developing countries.

As every year, I would not like to end without explicitly mentioning the incredible efforts made by everyone working directly to make Welfare Projects possible and, by extension, also those who do so indirectly, passing on social action and acting as a transmission chain from social entities and organisations, foundations, institutions and different groups. My deepest thanks to all of them and I urge them to go on working, to continue improving their daily work, helping to increase the scope of Welfare Projects. And I also extend my thanks to those customers, collaborators, employees and volunteers who help to make this work a reality.

Lastly, I would also like to reserve a very special mention for a former Chairman of the “la Caixa” Foundation, Ricardo Fornesa Ribó who, with his vision and determination, was one of the driving forces behind what Welfare Projects is and represents today. His vocation to continuously serve and the contribution made during his time as Chairman of “la Caixa” managed to anticipate the social needs of his time and, even then, encouraged the return to our roots and the corporate shift that has brought “la Caixa” Welfare Projects to where it is today. A shared and sustained project, an essence of which Fornesa was a faithful reflection; a reflection of solid commitment to our environment that connects with our origins and on which our future depends.
LA CAIXA FOUNDATION

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Timeline

1904
Francesc Moragas founds the Caja de Pensiones para la Vejez

1907
Start of the construction of Cheap Housing

1915
First homage to the Elderly
Institutionalisation of homages to the elderly

1917
Maternal Projects set up

1918
Creation of the Welfare Projects of the Caja de Pensiones
Start of the integration of civil social organisations

1920
Santa Lucia shelter for blind children and women
 Acquisition of Montepío de Santa Madrona
 Conversion of Montepío into the Catalan Institute for Women, which has:
 1 nursing school
 3 clinics in Barcelona and 1 in Palma
 10 family homes
 Branches in Lleida and the Balearic Islands

1921
The Cambó Act to organise banks is enacted
 Education Institute for the Deaf and Dumb and Blind
 The Congrégation de la Esperanza merges with the Caja de Pensiones, bringing with it the Casa de Retiro and the Monte de Piedad

1922
Torre Bonica Sanatorium
 Catalan Institute of Rehabilitation for the Mutilated

1923
1st public library in Santa Coloma de Farners

1926
Promotion of chalets in the district of La Salut “Journalist Cooperative”
 “la Caixa” acquires the Palau Meca

1927
The Popular Library in Vielha opens
 Guardian Angel Association for children’s holiday camps

1928
1st public library Sabadell
 Network of 4 libraries open and under construction

1929
Turning point for Welfare Projects towards Cultural Projects

1932
Francesc Moragas Anti-Tuberculosis Institute
 Dispensarios Blancos

1934
Agricultural Projects spreads in Catalonia and the Balearic Islands

1935
42 popular libraries in Catalonia and the Balearic Islands

1947
“la Caixa” acquires the Palau Macaya

1949
Educational Institute for the Deaf and Dumb and Blind at the Palau Macaya

1955
Inauguration of the Caja de Pensiones School
 First social housing developments

1957
Network of 20 libraries in the Balearic Islands

1959
Stock of 25,000 rented flats towards the end of the 1950s
 Maintenance and management of 91 libraries

1963
Caja de Pensiones nursery school in La Verneda

1972
1st centre for the elderly in Barcelona

1973
1st exhibition of work by Miquel Barceló
 Young art at the “la Caixa” centre in Felanitx

1974
First public lottery for rented flats

1975
1st appearance of the name “la Caixa” in promotional campaigns

1976
Welfare Projects redefined: “la Caixa” in schools and extension of Esplais to the elderly

1977
Loan of the Palau Meca for the Picasso Museum
 Reform of the legislation regulating savings banks

1978
1st Festival of Ancient Music

1979
The Palau Macaya opens as a cultural centre

1980
The Serrano-60 exhibition hall opens in Madrid

1981
The star of Joan Miró, the new logo for “la Caixa”
 Inauguration of the Sala Montcada in Barcelona
 Inauguration of the Science Museum
 1st Festival of Ancient Music of the Pyrenees

1982
“la Caixa” Scholarship programme

1985
Start of the “la Caixa” Contemporary Art Collection

1986
“la Caixa” collaborates with organisations helping to integrate former inmates

1989
New CaixaForum in Lleida
 Management of almost 100 libraries

1990
Merger between the Caja de Ahorros and the Monte de Piedad of Barcelona

1991
“la Caixa” Foundation Welfare Projects set up

1993
New CaixaForum in Palma de Mallorca
 First family concerts

1994
Programme of domestic care for the sick AIDS, knowing how to help, educational programme

1995
IrsiCaixa
 1st participative Messiah concert
1996
1st Festival of World Music Babysitter Families, programme for fostering and temporary adoption

1997
CiberCaixa start (hospital classrooms)  
1st International Cooperation programme  
Volunteers run the IT classes for the elderly  
Support for Biomedical Research. Neuroscience

1999
1st training course for NGO managers  
1st Immigration programme  
Educalia is created, the first virtual educational community  
Building work to enlarge the Science Museum in Barcelona

2000
The social programmes reach 5.8 million people  
Stage 2000, music training programme  
Grants for socio-cultural projects  
1st programme of social microloans  
CosmoCaixa Madrid opens

2001
EspacioCaixa Madrid opens  
New CaixaForum in Tarragona

2002
Marginalisation 2002 programme  
The Science Museum moves to the Palau Macaya  
1st call for applications of grants for environmental projects  
Aid for cancer research, Society and cancer

2003
1st Private Foundation in Spain in terms of budget  
Employment integration programmes for the disabled

2004
First centenary of “la Caixa”  
First microloans for entrepreneurs  
Affordable Housing programme  
EspacioCaixa Murcia opens  
Creation of the portal www.integrateXXI.es  
1st hospital ciber@aula  
CosmoCaixa Barcelona opens

2005
Violence: zero tolerance  
Programme to support and encourage volunteer work  
Creation of the “la Caixa” Chair in CSR and Corporate Governance  
First scholarships for inmates  
Start of journalism scholarships  
CNIC, cardiovascular research  
Conservation of Natural Spaces and Social Rehabilitation programme  
Diversions programme

2006
“Incorpora” programme  
1st Young people with Values programme  
Creation of the fleet of adapted buses  
Programme of attention for dependence

2007
“la Caixa” in Favour of the Sea  
Science boat: The route of the Vell Mari

2008
MicroBank is set up  
CaixaProinfancia programme  
Let’s talk about drugs  
HIVACAT

2010
1st annual sustainability report for the “la Caixa” Foundation  
Intercultural Community Relations programme  
Programme of support for young people formerly in care
The Fundación Caja de Ahorros y Pensiones de Barcelona (hereinafter the “la Caixa” Foundation or the Foundation) is an independent, privately held, nonprofit, charitable and social institution whose founding objective is to promote and carry out social, welfare, assistance, educational and cultural work. As a nonprofit organisation, it is governed by Act 4/2008 of 24 April of the Catalan Government, and Act 49/2002 of 23 December on the Tax System for Non-Profit Organisations and Tax Incentives for Patronage. Its tax domicile is in Barcelona (Av. Diagonal, 621-629, 08028, Barcelona). It is entered in the Registry of Private Foundations of the Catalan Government as number 512.

The Foundation came into being as a result of the merger between Caja de Ahorros and Fundación Privada Caja de Barcelona in 1990, which was approved by the Foundations Commission on 20 February 1991, and it is the lawful universal successor of, and continues, the personality of the merged foundations in terms of their nature, purposes, rights and obligations.

The Caja de Ahorros y Pensiones de Barcelona (hereinafter the Caja de Ahorros or the Entity) is its founding body and the Foundation is ruled by its will. Likewise, the purpose of the Foundation is to manage and administer any welfare and/or social actions that are commissioned to it by any of the competent bodies of the Caja de Ahorros y Pensiones de Barcelona, which is responsible for assigning resources, allocating funds and providing any necessary means. In fulfilling this function, the Foundation is subject to the guidelines, supervision and control of the Entity's Board of Directors and/or of the Welfare Projects Committee, before which they are held accountable. The Board of Trustees is the highest governing body of the “la Caixa” Foundation and is responsible for the governance, administration and overall representation of the Entity, as well as ensuring the achievement and fulfilment of the founding objectives, the protection of the funds and the management, preservation, custody and protection of the Foundation's assets.

Regarding the financial contribution made by the Caja de Ahorros to its social activity, article 3 of the Savings Bank Act of Catalonia establishes that cash surpluses from operations, activity and management carried out must be allocated to setting up reserves (with a minimum of 50%, according to legislation on the equity of this kind of financial institution) and to carrying out welfare work.

The Caja de Ahorros y Pensiones de Barcelona, applying the amendment introduced to the Savings Bank Act of Catalonia by Decree Law 5/2010, of 3 August, adopted the decision, in 2011, to fulfil its purpose as a credit institution through a bank, namely CaixaBank, S.A., to which it transferred all its financial business, and as a consequence of this decision the “la Caixa” Group was reorganised. The Caja de Ahorros is the majority shareholder of CaixaBank, the new listed bank, through which the Entity carries out its financial activity indirectly. On the other hand, it brings together a significant portfolio of holdings in companies and property in a new unlisted company. These holdings are the source of the Entity's funding.

The General Assembly, the highest governing and decision-making body of the Caja de Ahorros y Pensiones de Barcelona, is responsible for approving the management of Welfare Projects, its annual budget and expenditure in accordance with the applicable legislation and with article 11 of the Entity's Articles of Association.

“la Caixa” Welfare Projects

One of the objectives of the Caja de Ahorros y Pensiones de Barcelona is the financing and maintenance of activities of charitable and/or social interest in accordance with the fundamental legislation in this area and following the guidelines of the Foundations Commission of the Catalan government. Welfare projects must be carried out by the Entity itself and/or in collaboration with other public or private bodies.

(1) For more information on the reorganisation of the “la Caixa” Group, see the corporate website of the “la Caixa” Group or of CaixaBank at http://www.lacaixa.com/corporate/home_en.html or at http://www.caixabank.com/index_en.html.

(2) Pursuant to that established by article 3 of Legislative Decree 1/2008 of Catalonia, of 11 March, approving the Revised Text of the Savings Bank Act of Catalonia (hereinafter the Savings Bank Act of Catalonia).
institutions. The Catalan government provides guidance related to these welfare projects and indicates any deficiencies and priorities, nevertheless respecting the freedom of each savings bank in choosing specific investments and how each action is managed and implemented.

It is therefore through the social action of Welfare Projects that the Caja de Ahorros y Pensiones de Barcelona reinvests in society a significant part of its profits and thereby fulfils its founding objective. “la Caixa” Welfare Projects carries out programmes and encourages initiatives whose aim is to meet society’s most harshly felt needs by citizens, directly or in close collaboration with public administrations and social organisations. Its work is based on several principles, some of which are as follows: anticipation, responding to social problems not covered by other institutions and flexibility, adapting its programmes to the new needs of a changing society in constant transformation.

The “la Caixa” Welfare Projects budget for 2013 remained at 500 million euros, as in the previous six years, of which 67% (334 million) is allocated to carrying out social programmes, 13% (67.1) to science, environment and research programmes, 13% (64.3) to cultural programmes and 7% (34.6) to educational and research programmes.

Welfare work can be carried out through the bodies of savings banks directly or indirectly through instrumental bodies, in the form of private foundations under Catalan civil law, which must act in accordance with the criteria of the Board of Directors or, should this function be delegated, of the social work committee, to which it must be accountable.

The actions of “la Caixa” Welfare Projects are partly carried out directly through the internal organs of the Caja de Ahorros y Pensiones de Barcelona, through the branches of CaixaBank and, mostly, through the “la Caixa” Foundation, as the instrumental organisation that manages and administers two thirds of the “la Caixa” Welfare Projects budget.

Below are details of the budget and expenditure for the years 2014, 2013, 2012 and 2011:

For more information on the programmes and actions of “la Caixa” Welfare Projects managed directly through internal bodies, see the Corporate Social Responsibility report for the “la Caixa” Group, accessible at: http://portal.lacaixa.es/responsabilidadcorporativa/informesanuales_ca.html.

### “la Caixa” Welfare Projects budget and expenditure

<table>
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<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
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<td><strong>Welfare Projects Budget</strong></td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
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<tr>
<td>Social programmes</td>
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<td>333,920</td>
<td>331,540</td>
<td>335,277</td>
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<tr>
<td>Environmental and scientific programmes</td>
<td>66,086</td>
<td>67,102</td>
<td>67,556</td>
<td>68,148</td>
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<tr>
<td>Cultural programmes</td>
<td>64,359</td>
<td>64,357</td>
<td>68,997</td>
<td>63,888</td>
</tr>
<tr>
<td>Educational and research programmes</td>
<td>34,695</td>
<td>34,621</td>
<td>31,907</td>
<td>32,687</td>
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<tr>
<td><strong>Welfare Projects budget expenditure</strong></td>
<td>363,865</td>
<td>361,015</td>
<td>408,658</td>
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</tr>
<tr>
<td>Social programmes</td>
<td>236,349</td>
<td>233,464</td>
<td>261,102</td>
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<tr>
<td>Environmental and scientific programmes</td>
<td>42,038</td>
<td>42,780</td>
<td>59,129</td>
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<tr>
<td>Cultural programmes</td>
<td>55,551</td>
<td>52,620</td>
<td>57,621</td>
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<tr>
<td>Educational and research programmes</td>
<td>29,927</td>
<td>32,151</td>
<td>30,806</td>
<td></td>
</tr>
</tbody>
</table>

To contribute to the advance of people and society with particular emphasis on the most vulnerable groups, whether through our own programmes, strategic alliances or collaboration with third parties, by means of efficient and, if appropriate, innovative actions, whose results can be evaluated and are transferable to other entities. With a preferred area of action within Spain and with a global and coherent view of the international situation. All this, guided by the goals of the sustainable transformation of society and the creation of opportunities for people.
Tangible results of our programmes

- 734,434 Beneficiaries of Gente 3.0
- 58,242 Children attended by CaixaProinfancia
- 81,837 Community activities
- 116,114 Children in the Hospital CiberCaixas
- 24,546 Activities
- 5,460 Volunteers from “la Caixa”
- 118,000 Children vaccinated
- 703 Flats delivered through Accessible Housing
- 3,211 Flats under Solidarity Renting
- 116,114 Children in the Hospital CiberCaixas
- 13,592 Critically ill attended
- 14,638 Work placements
- 34,242 Spectators in participative concerts
- 2,045,222 Visitors to CaixaForum
- 1,684,208 Users of eduCaixa
- 963,496 Visitors to CosmoCaixa
- 265 Projects to recover natural areas
- 18 Million euros in research
- 40 Severo Ochoa scholarships
## Summary of Goals, Performance and Commitments

### Our key programmes

#### Social Area
- Social Housing. Accessible Housing
- Social Housing. Solidarity Renting
- Fighting child poverty. CaixaProinfancia
- Employment integration. Incorpora
- Employment integration. Reincorpora
- Gente 3.0. Computing and Communication
- Gente 3.0. Health and Welfare
- Gente 3.0. Volunteers
- Integral care for people with advanced diseases
- International Division. International Cooperation programme
- International Division. CooperantesCaixa
- International Division. Child Vaccination programme/Business Alliance for Child Vaccination
- Social Entrepreneurism
- Intercultural Community Intervention
- Volunteers
- Programme of Subsidies to Social Entities
- Violence: zero tolerance
- Hospital CiberCaixas
- CiberCaixa Let’s meet after class
- Palau Macaya
- Fundación de la Esperanza. Direct social action
- Decentralised Welfare Projects
- Joint Welfare Projects

#### Area of Culture
- Great Cultural Alliances
- Art exhibitions
- Music. Season of concerts
- Participative concerts
- Family concerts
- School concerts and shows
- Cultural activities with a social impact
- CaixaForum programming
- Diversons
- Open Romanesque and Cooperative Wineries
- CaixaForum Barcelona
- CaixaForum Madrid
- Other CaixaForum centres. Lleida, Girona, Palma and Tarragona

#### Area of Education
- eduCaixa
- Young Entrepreneurs programme
- Scholarships
- The art of educating
- CaixaEscena
- Let’s talk about drugs

#### Area of Science, Research and the Environment
- Research. RecerCaixa programme
- Environment
- Science in Society. CosmoCaixa
- Universities
- ClimaDat programme
- Conservation of Natural Spaces and Social Rehabilitation programme
- RRI Tools
- Science Cities
Social programmes

Consistency and sustained commitment to offer vulnerable people the chance of new opportunities that help them escape the limits and boundaries of social exclusion have been a constant over the history of “la Caixa” Welfare Projects, now dating back over a hundred years. In the face of society’s weakened structure and the emergence of pockets of the population that are fragile and vulnerable due to the effects of an adverse economic situation, the commitment of Welfare Projects has become even more important than ever.

Within such a scenario, “la Caixa” has maintained its Welfare Projects budget, as it had done over the preceding six years, at the figure of 500 million euros. These are the sustained resources provided by the Foundation to cover, in line with its mission, values and principles of action, the needs of the society where the Institution carries out its financial business. And this is done by fulfilling its founding promise, ensuring that part of its profits are invested back into the society in which the Institution operates and develops.

Once again this commitment has positioned Welfare Projects as Spain’s leading foundation in terms of investment volume and one of the largest and most influential in the world.

The breakdown of the 2013 budget clearly reflects its priorities. Attention to those who are most vulnerable, helping to reverse the social fragility of people at risk of exclusion and fully integrating the elderly into society are just some of the key lines of action. All this without forgetting that society cannot advance without paying attention to promoting education and to spreading knowledge, culture and science.

In 2013, social programmes accounted for approximately 65% of the investment (233.4 million euros); science, research and environmental programmes were allocated 11.5% (42 million euros) of the budget; the resources devoted to cultural programmes totalled 15.3% (55.6 million euros) and, lastly, programmes to support knowledge, education and training received 8.2% of the investment (29.9 million euros).

Welfare Projects continuously increases the efficiency and impact of its programmes. It does so by being demanding, applying criteria of excellence, flexibility and innovation to managing and distributing the resources. Project managers regularly check these criteria to set targets, measure them and progressively improve user and beneficiary rates.

Approaching 9 million beneficiaries

In 2013, the number of activities stood at 42,546 while the number of users rose to 8,784,752, of which 151,058 were direct beneficiaries attended by the Foundation’s own programmes: from children and parents helped by CaixaProinfancia to finding people jobs through Incorpora and “la Caixa” scholarship holders; from patients with advanced diseases to hundreds of people finding a home thanks to the Accessible Housing and Solidarity Renting programmes. In the two previous years, 2012 and 2011, direct beneficiaries totalled 134,769 and 118,599, out of a total number of activities of 42,056 and 36,160, respectively.

The key actions, those prioritised by the mission of Welfare Projects as key contributing towards the progress of people and society, have remained constant over the last few years. Among other objectives, creating job opportunities, helping people secure decent housing, combating poverty, marginalisation and social exclusion and promoting active, healthy ageing have once again formed the core of its work.

Having taken this clear course of action and without any significant changes occurring in the economic situation, the strategic lines of action of “la Caixa” Welfare Projects have therefore maintained their focus and orientation, seeking to improve and transform society sustainably; i.e. permanently and steadily in both social and economic terms.

Learning to tackle insertion and creating synergies

Combating unemployment and creating job opportunities, tackling these problems from different angles and perspectives (such as securing employment complemented with training and encouraging entrepreneurship) have remained a priority. In 2013 this action took the form of 14,638 jobs secured, 39.36% more than last year when 10,504 insertions were carried out. Incorpora focuses its work mainly on helping those at risk of exclusion to find employment. A total of 9,869 employment positions fit this profile although it also acts with people with some kind of disability. Within this group,
4,769 people were provided with a job opportunity last year.

Since this programme was set up in 2005, a total of almost 26,800 firms have made it possible to give 67,771 people employment. During 2013, Incorpora placed particular emphasis on relations and links with these companies and with social organisations by means of specific seminars aimed at job developers, business people and social organisations. Through such areas of debate, work was carried out on creating joint synergies.

If there’s one Welfare Projects programme that highlights its aim to anticipate needs, the culture of alliances and cooperative work shoulder to shoulder with social organisations, it’s CaixaProinfancia. The work carried out to combat and prevent child poverty and marginalisation affected 58,242 beneficiaries, children and their respective families, in 2013. The number of beneficiaries had been 56,941 in the previous year.

**Fundación de la Esperanza**

In 2013, Welfare Projects took another step forward by creating the Fundación de la Esperanza (Hope Foundation) through the instrumental arm of Welfare Projects, the “la Caixa” Foundation.

The Fundación de la Esperanza is based in the Gothic quarter of Barcelona and...
works to promote proximity and attention through direct social action. This personalised attention complements the work carried out in coordination with third sector organisations and is in line with the detection and diagnosis of requirements passed on by CaixaBank’s extensive financial branch network which, given its coverage, acts as a very reliable barometer to gauge emerging needs.

Regarding the Fundación de la Esperanza, one notable event in 2013 was the reopening, in its traditional location, of the Casa de Recés, a welfare project carried out together with the Congregación de Nuestra Señora de la Esperanza. The centre is a temporary home for women aged between 18 and 25 who are socially vulnerable. By the end of 2013, it had housed 21 young women who have started personalised processes of comprehensive attention in order to achieve the necessary skills to help them become emancipated and find their place in society and the world of work. This is a very similar approach to that applied by programmes such as Incorpora and CaixaProinfancia, founded on an overall vision that, as well as innovative, is also effective in helping people escape the cycle of exclusion.

The Welfare Projects programmes aimed at guaranteeing access to decent housing also took a significant quantitative step forward in 2013. Accessible Housing provided 703 new apartments for people aged under 35 and those aged over 65, completing almost all the initial forecasts when the programme was launched with the aim of achieving 4,000 homes for such people. For its part, the more recent programme of Solidarity Renting (centralised and decentralised) provided 3,211 homes whose monthly rent is 50% subsidised by Welfare Projects, also about to meet its target of placing 4,200 social flats on the rental market.

**The elderly take the initiative**

Following the lines of the strategic plan for the Gente 3.0 programme that promotes and encourages active ageing and the complete integration of the elderly within society, a series of actions were started up in 2013 in collaboration with the Spanish Red Cross aimed at tackling situations of unwanted loneliness, with a pilot project in three Catalan municipalities.

In 2013 the Gente 3.0 programme promoted 16,231 activities with the participation of 734,434 people, a figure slightly higher than the number of beneficiaries in 2012 thanks to the dynamic rise in initiatives promoted by users of the 598 centres for the elderly where this project is carried out.

These centres have become the true driving force of a collective experience that is helping the centres themselves evolve from their traditional role as places reserved for the elderly to intergenerational facilities that help to make society more dynamic.

Also consolidated in 2013 was the line of scientific research and direct action with therapeutic groups of relatives and carers of people suffering from Alzheimer’s. This project, which started in 2012, has now been rolled out to the whole of Spain and its results will be announced during the first quarter of 2015.

Such research forms part of the aim of Welfare Projects to measure the results of its projects, as is also the purpose of the study regarding the effectiveness of the Integral care for people with advanced diseases programme. An empirical analysis of this programme has highlighted how psychosocial work with these patients, as well as with their carers who are almost always their relatives, can lead to a real improvement in their condition. Throughout 2013, the programme’s 29 psychosocial care teams attended 13,592 patients and 18,907 relatives, both in hospital and at home. Slightly higher parameters to the 12,422 patients and 17,468 relatives that received attention and support throughout the previous year.

The difficulties, tensions and problems resulting from the economic crisis have aggravated the situation in the planet’s less developed regions. In this respect, the International Division of Welfare Projects, which has been promoting development and cooperation projects since 1997, supported 23 new projects implemented in 16 countries in 2013. Since the International Cooperation programme was set up, a total of 514
projects have been promoted in 62 countries in the world. In addition to these is the Institution’s commitment to child vaccination in developing countries, a project implemented in Honduras and Nicaragua in 2013, vaccinating an estimated 164,714 children in both countries, two of its most important points of action. In total, Welfare Projects has now helped to vaccinate two million children.

**Violence: zero tolerance**

This Welfare Projects programme to prevent gender-based violence continues to extend its work to raise awareness and educate schoolchildren, teachers and society at large. At the same time it also creates a support network for victims, offering them psychosocial care as a resource to help them overcome the violence and abuse they have experienced, as well as offering guidance as they start their lives over again. The total number of women who took part in the programme in 2013 was 1,364. Since the programme started in 2009, the number of victims attended is 3,162.

The programme is also complemented by attention for other violent situations affecting other vulnerable groups, such as children and the elderly. Training has been promoted for professionals working with the elderly, both in terms of detection and intervention. In 2013, 570 professionals took part in these workshops in the area of detection and 157 in the area of intervention. Since 2012, a total of 852 specialists have been trained. 236 professionals were trained in detection and intervention regarding gender-based violence in children in 2013.

**Hospital CiberCaixas**

Collaboration agreements were renewed in 2013 with the hospitals and health centres holding Hospital CiberCaixas. 2013 was a year of reflection for these facilities, which reduce the impact caused by the medical and clinical care given to children by offering psychosocial attention to these young patients and their families.

The 66 Hospital CiberCaixas (61 paediatric and 5 mixed, receiving both adults and children) attended a total of 153,971 people, of which 116,114 were children and young people and 37,857 were adults. The programme also provides care for relatives, in 2013 giving this attention to 39,972 people.

As part of the process to renew these agreements, a process of reflection is also being carried out regarding the need to adapt this service to the new situations, new uses and changes occurring in the health system in terms of paediatric care at hospitals, a process that will culminate in 2014. However, there are some immediate changes the service will have to deal with, such as extending the condition of paediatric patients up to 16 years of age, which means that the facilities to attend to adolescent patients will have to be restructured. At the same time, the Hospital CiberCaixas are also working with groups of volunteers to animate and run CiberCaixa areas for as many hours as possible.

In the short term, the programme has secured the support of the Avedis Donabedian Foundation, related to the university institute of the same name as part of the Autonomous University of Barcelona, working on ways to improve the quality of healthcare and social services. The programme promotes contact with the managers of hospitals taking part in the project and relies on the Hospital CiberCaixas to provide their view of the service and how current needs can be met within the environment of children’s hospitals.

**Social studies**

Welfare Projects continues to focus on contemporary issues and promote far-reaching debate and reflection through its Social Studies Collection. Volume 36 was published in 2013, entitled *Declining birth rates in Europe*. This analyses Spain’s particular case, with a declining and increasingly later birth rate, noting that the country is bringing up the rear in Europe in this respect although most women of reproductive age have children at some point. This decline results from parents not having a second or third child, consolidating the progressive trend towards having a single child and introducing, as one of the factors of instability in taking the decision to have children, the issue of job and economic stability, as well as obstacles to a satisfactory work-life balance.
Social programmeS

Social housing work is carried out through two programmes: Accessible Housing and Solidarity Renting. The Accessible Housing programme has achieved the target set in 2004 to offer people the chance to access housing, initially coming the young and the elderly but later, as from 2009, also extended to families. Since then, “la Caixa” has built 4,000 flats throughout Spain. The programme has thereby helped young people to become independent, has provided decent housing for the elderly and, in an adverse economic climate, has offered alternatives to families, placing the property owned by “la Caixa” at the service of Welfare Projects.

The centralised Solidarity Renting programme, which was set up at the end of 2011 with the aim of providing housing for those whose income has been affected by the current crisis, has reached 3,541 homes delivered up to 2013, with the plan to deliver the rest of the homes, up to a total of 4,200, during the first quarter of 2014.

Within the decentralised Solidarity Renting programme, which started at the end of 2012, the regional branches of CaixaBank manage the rental of housing for those people whose mortgage has been foreclosed but who still wish to live in it, as well as finding solutions in those cases where the bank has repossessed the property in lieu of the mortgage. 1,787 homes were delivered up to 2013, with the plan to reach 2,000 homes during the first quarter of 2014.

Accessible Housing

In 2013, the Accessible Housing programme delivered 703 flats throughout the whole of Spain, therefore reaching its target of placing 4,000 homes on the market. The different developments of apartments have been carried out in cities and metropolitan areas where a deficit of rented accommodation has been detected. The programme also partly helped to carry out housing developments that had been halted by the crisis, adding value and supporting one of the sectors most severely affected by the economic situation. Since the programme began, a total of 650 million euros has been invested.

Initially the programme was aimed at helping young people to become independent and the elderly to access decent housing. For this reason, the potential beneficiaries were those aged under 35 and those over 65. In the first case, this programme helps to reduce the emerging phenomenon of almost all young people leaving their parental home at a later age. In the case of the elderly, the problems arise when their homes are not suitable or in a bad condition (no lift or heating, with damp, etc.) and,
Moreover, with the added difficulty of the elderly living in rented accommodation, with few resources and problems of dependency resulting from a longer life expectancy or low pensions and limited incomes.

However, since 2009, and in response to emerging needs due to the difficult socioeconomic situation of many different groups in society, the programme increased the number of homes and also aimed its proposals towards families, namely the Accessible Housing programme.

Thanks to these increases, during the programme’s nine years a total of 4,000 have been placed on the rental market, at prices below those of the official subsidised housing market. Some of the conditions to be able to take advantage of this programme were as follows: a certified income no greater than 4.5 times the state income threshold and not already being a home owner. Rental contracts were for five years and could be extended providing the tenant continued to meet the requirements of the official subsidised housing regime.

**Solidarity Renting**

A second phase of the Solidarity Renting programme was started in 2013, after delivering a total of 1,491 homes through the centralised programme managed directly by Welfare Projects. In 2012, the number of homes delivered totalled 2,050. The challenge for 2014 lies in placing a further 1,600 properties on the market to continue meeting rental housing needs.

Solidarity Renting was set up in 2011 to attend to segments of the population with difficulties in finding housing as their income has been affected by the economic recession, with the aim of placing 4,200 flats onto the market, offered at rents below the market rate and also 50% subsidised by Welfare Projects. The outcome of this combination of measures (low rent plus subsidy) is that the tenants of these flats, who would normally have to pay between 170 and 300 euros a month in rent, including property tax and community charges, end up paying between 85 and 150 euros a month.

The conditions to be eligible for these homes, which are allocated directly with a 5-year contract, are that the families applying should not have an income greater than 2.5 times the weighted income threshold (IPREM), in other words no higher than 18,600 euros a year. A minimum income level is also established, which cannot be below 5,000 euros a year. This ensures that the level of expenditure required for the home does not take up more than 30% of the family’s overall resources.

The centralised Solidarity Renting programme has managed these 4,200 homes directly. Another stock of rented flats is managed through the “la Caixa” branch network, under the same conditions and subsidised by Welfare Projects, namely the decentralised Solidarity Renting programme. These homes come from repossessed properties. After studying each individual case, the former owners are given the chance to remain in their home, paying rent under the same subsidised conditions as the centralised programme for a period of two years. In 2012, decentralised Solidarity Renting delivered a total of 67 homes, this figure rising to 1,720 in 2013 and the programme is also about to reach its target of 2,000 homes. The plan for 2014 is to place a further 2,000 homes on the market.

To date, the “la Caixa” Group has placed 9,264 homes on the rental market since the Solidarity Renting and Accessible Housing programmes started. It was decided to evaluate the procedures employed in making use of these real estate assets, a process which started at the end of 2012 and continued throughout 2013. The external consultancy firm, EVERIS, was in charge of carrying out this assessment to improve the quality and response time required in renting out, allocating and managing the flats, as well as administering and maintaining the properties. Some of the consultants’ proposals were already put in place in 2013. These were improvements focusing particularly on technological access, information systems and programme control.

### Solidarity Renting

<table>
<thead>
<tr>
<th>Flats delivered</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<tbody>
<tr>
<td>Centralised</td>
<td>67</td>
<td>1,491</td>
<td>1,720</td>
</tr>
<tr>
<td>Decentralised</td>
<td></td>
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<td>67</td>
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Annual Report “la Caixa” Foundation [2013]
Social programmes

In 2013, CaixaProinfancia set itself the challenge of improving its flexibility and adaptability as much as possible. To this end, it wants to improve its model of social action through a local presence and with the coordinated support of all the parties involved. The aim is the joint achievement and promotion of effective, long-lasting changes to the marginalisation that can affect families when they suffer from poverty.

In 2013, through the action carried out by 367 social organisations (41 of them project coordinators), CaixaProinfancia attended to 58,242 children and also 37,624 families. These statistics become even more relevant when this work is carried out by offering personalised attention and monitoring of each child benefitting, also extending this support to their family.

As a consequence of restructuring the portfolio of services, more emphasis has been placed on improving the different types of services offered. In some cases by combining the various options offered so that the 367 organisations monitoring the different cases can adapt their care to each specific case in point and to each need. These are services that affect children as part of an ongoing process and work based on a global approach.

The key to achieving this flexibility and customising support for each child’s needs is to work locally but even more so to coordinate the resources available. All the actions and all those involved must therefore work along the same lines.

In 2013, collaboration agreements were taken out with local administrations, defining 25 pilot projects in neighbourhoods and municipalities all over Spain. Assessment boards have been set up in these zones with the participation of all those involved in the field, from municipal social services to educators, as well as the social organisations that manage the aid provided through the CaixaProinfancia programme. Also involved are those social organisations that work locally, as well as universities and the programme’s scientific department.

In this pilot study, each assessment board works with 50 cases on average. The aim is for the boards’ assessments...
to be as personalised as possible. One of the first measures is to appoint a sole intermediary for the families. This means that the children’s parents and guardians have clear references throughout the process, improving communication channels, response and intervention. The challenge of these assessment boards is to ensure the decisions taken are as practical as possible, to be able to visualise the progress made by the beneficiaries. Such collaborative analysis also allows savings regarding the resources available and is preventative in nature, helping to avoid duplicating services or aid.

Working in collaboration and via networks will also help to detect pockets of poverty in regions, redirecting and aiming efforts towards these more sensitive areas.

CaixaProinfancia has implemented different measures to help improve its model of social action, one of which is the introduction of a new application that can be used by the social organisations involved in the programme. New parameters have been included to add more extensive information from assessment and monitoring, following the same lines as the pilot assessment boards. Among the new data included are, for example, indicators and trends regarding children’s education. Possible changes can therefore help to detect potential problems requiring specific action.

CaixaProinfancia has introduced a second evaluation process, this time focusing on groups of families, and has also carried out surveys among professionals from social organisations and other professionals in the 11 cities and towns where the programme is implemented in order to find out how well they know the programme.

Parenting skills
Among the instruments provided by the programme for families is the workshop entitled Learning together, growing in the family. In 2013, this support programme, specifically aimed at parents but involving the whole family unit, attended 8,258 parents.

These workshops cover parenting skills, emphasising aspects such as communication, dialogue and mediation, learning rules and limits and other means of support, collaboration and aid. A new workshop was added in 2013 specifically for the parents of children under 3 years of age, principally focusing on establishing ties between babies, mothers and fathers.

New care guides
To place all the work carried out through CaixaProinfancia in context, the scientific department, coordinated and led by the Ramon Llull University in collaboration with those universities within the towns and cities in question, edits and publishes several works. On the one hand, these can be used to establish operational models in the area of social action and, on the other, assist professionals in their work. Three of these publications came out in 2013. The first establishes the model of social action that lays the foundations for social care and the processes and procedures for action. It provides some common tools and promotes good practices among the social organisations in question.

Two guides were also published, in addition to this model: Guide to Psychotherapeutic Care and Guide to Educational Reinforcement. These tools are aimed at organisations and professionals working with children at risk of marginalisation. They contain strategies and actions, in each of the areas in question, and establish the minimum criteria and procedures required that need to be applied.
Incorpora has spent the last eight years acting as a bridge between people with particular problems in finding employment and companies that can offer them new employment opportunities. This work is coordinated with social organisations that act as mediators in the process and also with the collaboration of job developers. These specialists act as advisors, supervisors and guides in monitoring the itineraries for socio-occupational insertion. In the process they receive support from the “la Caixa” branch network, public administrations and the academic community in diagnosing and monitoring different situations.

The initial programmes focused particularly on people at risk of marginalisation: those with some kind of physical or intellectual disability or mental disorder, young people with difficulties in finding their first job, the long-term unemployed, those aged over 45, immigrants and female victims of gender-based violence. However, the current economic situation has highlighted a broader circle of vulnerability. As challenges in the near future, Incorpora aims to improve the efficiency of its network to detect those pockets of the population with the greatest difficulty in finding employment.

In 2013, the number of jobs rose by 39% compared with the previous year, totalling 14,638 jobs found while 2012’s total was 10,504.

2013 was also a turning point in terms of the programme’s natural development, seeking greater cooperation and involvement from public administrations. The agreement signed with Andalusia’s regional government is along these lines, setting up a pilot project entitled Incorpora Joven (Young Incorpora).

Incorpora Joven has the dual aim of training those young people with few
possibilities or more difficulty in finding a job using specific training itineraries, as well as specifically redirecting those young people who left the school system early, guiding them towards gaining further professional skills.

This agreement with the regional government of Andalusia is an example of increased cooperation with public administrations but it’s not the only way to enhance the programme. Another goal is to increase agreements with social organisations with the aim of unifying efforts along the same lines. 2013 saw collaboration agreements signed with organisations such as the Secretariado Gitano (representing the gypsy population), the Spanish Red Cross and the Aprende y Trabaja programme (Learn and Work).

Lastly, and to increase knowledge of the situation, the foundations have been laid to create employment observatories and to continue research into methodologies in order to determine what kind of information we need regarding the profiles of potential Incorpora users to ensure the right job is found for each person.

**Reincorpora**

The indicators provided by the Reincorpora programme, which helps prison inmates in the final stages of serving their sentences to rejoin the world of work by drawing up personalised, co-responsible itineraries for socio-occupational reintegration, confirm just how appropriate and well-established this programme is today. In 2013, 44.1% insertions were recorded out of the total number of socio-occupational itineraries completed, representing 773 insertions out of 1,751 itineraries, with a substantial reduction in the number of withdrawals by participants.

Since it started, 9,999 inmates have taken part in this programme. The number of participants in 2013 accounted for 16% of the total number of potential beneficiaries of the programme. This population comes from the total number of adult inmates plus minors or young offenders serving their sentence under an open prison concept. All of them are in the final stage of serving their sentence, on day release, parole or probation.

The itineraries for socio-occupational insertion create personalised paths aimed at and adapted to each situation, leading to different phases in training in skills outside the internment centre, personal participation and involvement in community service projects and channelling through instruments, resources and processes of the Incorpora programme in the job market.

Throughout this whole process, inmates not only acquire knowledge specific to their professional training but also values and the capacity to take over and lead the process, reinforcing values of commitment to the community, which will help them break through social barriers and stereotypes that hinder their attempts to find work. Also fundamental for this training and breaking down of stereotypes is the action of specialists from the social organisations involved and the consolidated resources of the Incorpora programme.

Three years after these new insertion itineraries were created, which have remodelled the programme, a study was carried out to evaluate the programme’s impact, led by Elvira González from the Centre of Economic Studies of the Tomillo Foundation.

This study defines, through surveys with 1,384 people participating in 82 of the programme’s projects in 2012, the profile of the programme’s participants. It also offers indicators that gauge its impact such as the average training itinerary, which contains between 200 and 300 theoretical study hours, as well as the time spent on work experience in firms. The effect of training has also been studied on professional, social and personal skills. 68% of those surveyed believe that the training and work experience have benefitted them as they enhance skills and encourage people to take on responsibility; 64% believe it’s useful to prove to themselves that they are ready for work and 54% believe it sets them on the path towards social integration.
This study confirms that the community services planned during the insertion itinerary are the programme’s most valuable differential. In fact, users rate Reincorpora with a mark of 8.26 out of 10. The conclusions state that this is an effective instrument for active inclusion that works and reinforces social and personal skills. It highlights, as an innovative focus, the inclusion of community services and the fact that the programme attempts to bring a segment of the population with problems of inclusion closer and more in cohesion with society through participation and commitment. Lastly, it also notes the affect regarding changes in values and attitudes of the beneficiaries, confirming Reincorpora as a bridge towards the start of a new life.

Looking to the future, Reincorpora is analysing the possibility of taking another step forward towards standardising insertion itineraries. That’s why it’s planning to mix groups of people from the Incorpora and Reincorpora programmes. These people are in the last stage of the process prior to finding employment and the aim is for them to make this final journey together. In 2013, pilot studies were carried out with the first mixed groups in Catalonia and Madrid.

In 2013, Reincorpora and Welfare Projects joined the first campaign promoted by the association for corporate social responsibility professionals and firms, FORETICA, as part of the Enterprise 2020 programme to enhance the efforts being made in terms of sustainability in the Skills for Jobs segment. This organisation encourages a culture of ethical management and social responsibility and, in its first campaign, has created a platform of 36 collaboration initiatives, including Reincorpora, as successful examples that can be shared.

Young people on probation

The programme providing support for young people formerly in care, promoted by the Foundation together with the Department of Social Welfare, put a face to its beneficiaries in 2013 through the exhibition entitled Look at Me. 7 life histories, open at the Palau Macaya. A series of 21 portraits and 7 stories regarding the experiences of young people on probation, with photographs by Joan Guerrero and texts by Bru Rovira.

The programme, which started in 2009, provides financial aid to help young people in care when, once they have reached legal age, they have to become independent and run their own lives. This aid complements their income and gives many of them the chance to continue with their studies without having to interrupt their training, generally higher education, because they need to find employment. In 2013 a total of 45 young people received such aid (22 males and 23 females). 60% of these are taking degrees or diplomas or are preparing for further education.
In 2013, programmes to promote active, healthy ageing continued to improve the quality of life of the elderly, endorsing their active role in our society and avoiding unwanted situations.

With attention placed firmly on the most fragile, in 2013 the programme for the elderly started a new line of work centred on the phenomenon of unwanted loneliness as a means of preventing the marginalisation of this group.

To this end, an alliance has been set up with the Red Cross in Catalonia, with the aim of reducing the phenomenon of unwanted loneliness among the elderly and the negative effect this has on their quality of life, by constructing a model of community action that aims to mobilise and create a network among agents and the resources existing in the region.

This project, which should last three years, is currently in its initial phase. In 2013 a pilot trial was started up in three municipalities in Catalonia: Terrassa, Girona and Tortosa, accompanied by an evaluation process that will document the procedures, actions and impact with a view to constructing a model that may be applicable to other areas.

**Users, the driving force of our centres**

The 598 centres for the elderly constitute, together with their users, one of the key focuses of the actions carried out under the *Gente 3.0* programme. The fact that they are distributed throughout the country makes them an essential instrument in carrying out activities which, such as the new programmes started, strive to comply with the principles of efficiency, proximity and anticipation. It should be noted that many of the actions programmed are eminently focused on prevention. Whereas, in 2013, work started to tackle situations of unwanted isolation, the plan for 2014, along the line of promoting actions for healthy ageing, is to start up workshops on chronic pain and to provide information on resources that can help to tackle pain-related problems.

In terms of activities aimed at introducing, furthering and putting into practice new information technologies, 2013 was the year of the emergence of 2.0, with all this implies in encouraging social networks and users’ interaction with the internet environment.

In total, 16,231 activities were organised in 2013, with the volume of users totalling 734,434. Once again, the fact that many activities were promoted by volunteers is a sign of how strongly the elderly take the initiative and confirm their active role in society. Out of all the activities carried out in 2013, 3,722 were promoted by these volunteers, mobilising 476,900 people.

**Centres open to the community**

2013 saw further progress made in centres where users play a key role in their organisation and management. This year saw a co-creation experiment for the network of 63 in-house centres, 60 Esplais and also the *EspaiCaixa* centres in Madrid, Murcia and Girona. This took the form of a guide to help manage...
associations. Each facility, based on its own vision, can organise itself in line with its volume of activity and the objectives set by its own users. In short, it encourages them to consider the role the centre should play in its community and help to define the centre’s profile so that it can respond to the needs of the elderly in the 21st century.

All the evidence points to the centres of the future advancing towards a more inclusive notion of facility, more closely related to networking. One of the main consequences of this is that they’ve become more open to other groups such as young or disabled people or those with mental illness. Among some of the experiences carried out in 2013 was the opening of play areas, creating links with homes for the elderly in the region, with organisations working to promote social inclusion and immediate attention to basic needs of people, such as managing food banks.

This process also tends to reap its own rewards. By creating greater cohesion and closer ties with the community, it becomes much clearer how and where the users themselves need to take action. This strengthens and boosts volunteering and, in general, makes the centres more dynamic, turning them into hubs of knowledge and relations where the elderly share their experiences and skills, realising the three core features of the mission we have defined for the EspaiCaixa centres: the dignity of people, humanism and solidarity.

Similarly, and thanks to the encouragement provided by the programme and the involvement and leadership of the elderly, we also create new projects, generate ideas and contribute to transforming the realities of the region.

Therapeutic groups with carers

As a result of the collaboration agreement with the Pasqual Maragall Foundation - barcelonabeta: brain research center, a pilot study was started in 2011 to investigate therapeutic support groups for carers of people suffering from Alzheimer’s. Once the pilot study was completed in 2013, the corpus of the investigation was rolled out to different regions with the collaboration of social organisations such as CEAFA, supported by local administrations and the collaboration of the Spanish Federation of Associations of Relatives of People with Alzheimer’s and other dementia to extend research throughout the area. In 2012, work was carried out to select people to take part in the study. Throughout 2013 and in collaboration with the social organisations involved, the carers were recruited that could take part in the research.

These carers have to meet specific requirements regarding to what extent the relative they are caring for has been affected by the disease. They must also be the main carer and not have any other therapeutic support, among other requirements.

The corpus of the study created is made up of 226 carers resident in nine different areas: Burgos, the Canary Islands, Sabadell, Tortosa, Lleida, Barcelona, Malaga, Guadassuar and Castellón. The first phase of the study has started in 2014. In a second phase, therapeutic groups will be set up and in a third and last phase the data will be gathered, evaluated and compared with a control group to contrast the results. One of the aims of this study is to investigate the effect of pharmacological cost and also, but no less importantly, the effect on the quality of life of both carers and the patients themselves.
In 2013, “la Caixa” Welfare Projects promoted the creation of the Fundación de la Esperanza (Foundation of Hope), thereby embarking on a new approach to intervention and direct social action. 2013 saw the opening of a community centre for social action that works to bring together all the programmes designed to combat poverty, getting closer to the most vulnerable in our society. This helps to tighten a circle in which the essential principles of human dignity, fairness and commitment to society are reinforced, with the aim of responding to the most important social needs and further strengthening the commitment to work for the good of the community.

The approaches taken by the Fundación de la Esperanza in its work are the same as those developed by each of the “la Caixa” Foundation’s programmes and constitute the first pilot study of direct action by Welfare Projects. These models are based on the ultimate objective of achieving complete integration within society, improved quality of life and promoting personal independence and social inclusion of those people in a situation of poverty and exclusion. The Foundation’s community centre for social action attended 175 families in 2013. Attention that took the form of a wide range of actions for 547 beneficiaries including adults, the elderly and children from these families.

This transposition of social action continues to put emphasis on applying the most comprehensive approach possible. Work is based on a wide range of resources being available and the attention given to people varies depending on the duration of the intervention, with the itinerary culminating once they achieve independence and are making their way out of the situation of risk. In short, as with Welfare Projects’ joint work carried out with organisations from the third sector, but in this case implemented through a centre that aims to become a benchmark for attending to, monitoring and reintegrating people in a situation of poverty and/or vulnerability.

The same renovated building also saw the opening of the Community Centre of Social Action of the Fundación de la Esperanza, concentrating the resources of all the programmes to combat poverty promoted by “la Caixa” Welfare Projects.

A total of 67 children have received support through the CaixaProinfancia programme. All of them have received, in line with their requirements, help for food, school equipment or child hygiene, valued at 19,500 euros. CiberCaixa Let’s meet after class attended a total of 17 children. A course on parenting skills was also organised, with the collaboration of families of “la Caixa” Volunteers who have become references for the benefitting families, as well as mother and child workshops with 10 mothers and their respective babies.

Regarding socio-occupational insertion, a total of 83 people were attended, joining the Incorpora programme. Nine of these are women resident at the Casa de Retiro and another eight had differing degrees of disability. By the end of the year, 11 jobs had been found and several training itineraries had been completed, as well as courses to take advantage of digital tools when actively looking for employment.
Social programmes

This programme is designed to be used by those people requiring palliative care, this group accounting for 31% of everyone who dies in Spain each year; i.e. 120,000 people. The 29 Psychosocial Care Teams (EAPS) act together with the palliative care teams of 64 hospitals and 95 domestic care teams.

Professional action reinforced by a group of volunteers which, in 2013, grew to 420 people. These volunteers complement the work of the programme’s teams. Feedback on the programme confirms that paying attention to beliefs, religion and transcendence can lead to improvements in aspects such as mood, the meaning of life, reconciliation (peace/forgiveness) and reducing anxiety and upset.

With the objective of providing support tools, in 2013 the programme published a book entitled *Religious attention at the end of life*. Its aim is to act as a guide for EAPS professionals and the healthcare sector in general.

In 2013, this joint work helped to attend to 13,592 patients and 18,907 relatives. The total number of people attended during the five years since the programme started is 128,568. 2013 saw progress being made in encouraging greater involvement on the part of public administrations, establishing agreements with health departments and ministries in those autonomous communities where the programme is implemented.

Two studies were also carried out in 2013, one on effectiveness regarding improvements in emotional dimensions, handled by the psychosocial teams, and the other study on satisfaction. The parameters measured indicate significant improvements in all variables, from patients’ mood to their level of anxiety, distress or suffering.

The second study was a satisfaction survey for patients and the care provided by the teams, and for 194 healthcare workers receiving work carried out by the EAPS. 92.21% of the patients believe that the attention received is either excellent or very good and more than 90% would recommend it. Moreover, 94.81% of the patients state that they have received the necessary contact with professionals and more than 80% believe the attention received has led to significant improvements in aspects related to handling difficult issues, resolving pending aspects and establishing better communication between the patient and his or her family.

The professionals surveyed, including medical directors, doctors, nurses and other professionals, rated the work carried out by the psychosocial care teams as 4.59 (on a scale from 1 to 5).

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**Integral care for people with advanced diseases**

Interdisciplinary care teams have been working since 2009 on improving the quality of life of people with advanced diseases and their relatives. These teams tackle, from different perspectives, this vulnerable situation for patients with serious or chronic illnesses or those coming towards the end of their lives. The programme takes into account the emotional, social and spiritual aspects of such people and their environment, acting as a complement to the palliative care and treatment already provided by hospitals or domestic care services.

Care for people with advanced diseases

<table>
<thead>
<tr>
<th>Year</th>
<th>Patients attended</th>
<th>Relatives attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>10,203</td>
<td>15,378</td>
</tr>
<tr>
<td>2012</td>
<td>12,422</td>
<td>17,468</td>
</tr>
<tr>
<td>2013</td>
<td>13,592</td>
<td>18,907</td>
</tr>
</tbody>
</table>
The International Division passes on to the rest of the world the strategic goals implemented by Welfare Projects at a national level. The goals are identical: eradicating or reducing the effects of chronic poverty in less developed areas. It therefore promotes socioeconomic development programmes that create opportunities for economic and/or employment activities that are long-lasting and reinforce the socioeconomic fabric of the countries in question. The International Division also carries out programmes of humanitarian aid in emergency situations. Neither does it ignore the ongoing work of forming collaborators, the contribution of “la Caixa” volunteers, actions to raise awareness or work in the field of global health.

The Socio-Economic Development programme works to break the marginalising circle of chronic poverty in regions of countries where the lack of resources and existence of different factors, ranging from weak infrastructures to deficiencies in society, education, health or food, mean that the people living in these areas find it much more difficult to escape this trap.

These are long-term sustainable initiatives related to the production, transformation and sale of products. In 2013, 14 projects were set up in 9 countries, mostly in Central and South America and Sub-Saharan Africa. The initiatives involved 37 Spanish organisations and their local counterparts, as well as more than 200 producer organisations. The projects implemented will benefit 27,265 people, 54% of whom are women and their families. The estimated benefit of initiatives suggests that, when the projects are completed, families may have seen their income increase by 50%.

**Training cooperation professionals**

The Division promotes the training of cooperation professionals, both internationally and in Spain. The Training in Africa programme strengthens the social fabric of African countries by training health workers and entrepreneurs. In 2013, 6 projects were started in Gambia, Mozambique, Nigeria and Senegal, benefitting 2,367 health professionals (doctors, nurses, midwives, health agents and healthcare managers), of which 58% are women. These projects involve 14 Spanish and local organisations, including research centres and governmental institutions from the countries in question.

On the other hand, the work to improve the professionalism of managers, technicians and volunteers of Spanish NGOs ended the year having held 34 courses and trained 1,687 people. The courses to improve management within these organisations are carried out with the collaboration the Institute of Conflict Studies (IECAH), the Institute of Social Innovation of ESADE and the development NGO Coordinator.

**Humanitarian action: South Sudan, Guinea Conakry and the D.R. of the Congo**

Humanitarian Action initiatives focus on supporting the fight against child malnutrition in vulnerable countries and on emergency campaigns, helping victims of natural catastrophes or those displaced by armed conflicts.

In 2013 humanitarian action centred on combating the immediate causes of malnutrition in children and pregnant and breastfeeding women, carried out South Sudan, Guinea Conakry and the Democratic Republic of the Congo, with more than 69,000 children and 18,000 women attended.

In the area of aid to alleviate the effects of natural catastrophes, a campaign was run in 2013 to raise awareness and attract funds to help the Philippine population affected by typhoon Haiyan, collecting more than 760,000 euros via donations from supportive citizens and contributions from “la Caixa” Welfare Projects. This money is used to meet basic needs (water and hygiene) through a programme run by the Spanish Committee of UNICEF and these essential services are expected to reach 75,000 people.

**Raising awareness**

In order to raise awareness, the Division promotes activities such as exhibitions, talks and workshops in the CaixaForum centres to reflect and spread social justice, equality and solidarity in the world.

In 2013 the exhibition *Inventions, ideas that change lives*, showing a selection of innovations that have helped to improve the lives of thousands of people in Africa, Asia and Latin America. This has been visited by 46,043 people and more than 398 schoolchildren have taken part in the educational activities proposed.

The cycle of talks *Encounters with commitment* continued to share the experiences of professionals working with the most vulnerable with 2,208 people, most of these secondary school students. The film cycles and projection areas *Windows on the world* reached 102,000 spectators.

In the educational area, in 2013 451 schools worked with the KitCaixa A little look at the world, which encourages interculturality through emotions and feelings, familiarising children with the games, stories and songs of countries from Africa, Asia and Latin America, reaching 50,508 infant schoolchildren.
CooperantesCaixa, a benchmark in the world

The CooperantesCaixa programme of international volunteers continued to offer the financial experience of 40 volunteers from “la Caixa” to help manage micro-business initiatives and start up micro-credit funds in countries such as Bolivia, Paraguay, El Salvador, Ecuador, Guatemala, Nicaragua, Peru, Honduras, Mozambique and Senegal.

In 2013 the programme took part in debates to start up the humanitarian volunteer programme of the European Union (EU AID Volunteer), contributing the views of business volunteers. It also participated in studies to evaluate the impact of international volunteer programmes on the beneficiaries, on companies and also on the volunteers themselves. All this reinforces CooperantesCaixa as an example of good practice in corporate volunteering.

International cooperation 2013

23 projects in 16 countries, with a cumulative volume of 514 projects in 62 countries in the world

Collaboration agreements

To increase the impact of its work, Welfare Projects sets up strategic alliances with relevant agents in international development. These agreements help to substantially improve the environment for intervention, generating employment opportunities and sustainable economic activity.

In 2013, “la Caixa” Welfare Projects created the MED Confederation with the World Savings Bank Institute-WSBI (Brussels), Instituto Europeo del Mediterráneo-IEMed (Spain), Caisse de Dépôt et de Gestion (Morocco), Caisse des Dépôts et Consignations (Tunisia),

SOCIAL AND ECONOMIC DEVELOPMENT Bolivia, Burkina Faso, Ecuador, Ethiopia, India, Mozambique, Nicaragua, Peru and Senegal.

HUMANITARIAN ACTION Philippines, Guinea Conakry, D.R. Congo and South Sudan.

SKILLS ENHANCEMENT Gambia, Mozambique, Nigeria and Senegal.

COOPERATION ALLIANCES Morocco (Fondazione Cariplo), Mozambique (Aga Khan Foundation), Ecuador (Inter-American Development Bank, IDB) and Honduras, Nicaragua and Tanzania (GAVI Alliance).

COOPERANTESCAIXA Bolivia, Ecuador, El Salvador, Guatemala, Honduras, Mozambique, Nicaragua, Paraguay, Peru and Senegal.
IPEMED (France), TEPAV (Turkey) and the Al Barid Bank (Morocco).

The aim is to broaden the socioeconomic opportunities of citizens from the Mediterranean region: generating frameworks for dialogue, identifying or financing businesses and projects and helping to promote policies of regional integration, as well as improving business fabrics and investment environments.

In an alliance with the Fondazione Cariplo and social organisations from Spain, Italy and Morocco, the project Educare was set up, promoting social entrepreneurship in Casablanca, Morocco, as part of the promotion of European-Mediterranean relations in favour of social and economic development.

Similarly, the alliance established in 2012 with the IDB (Inter-American Development Bank), has produced its first results with the selection of two projects in Ecuador that are expected to benefit 17,500 families in the area of producing and processing dairy and cocoa products.

Collaboration has also started with the World Savings Bank Institute-WSBI, supporting and advising the Caja Municipal de Ahorro y Crédito in Paite (Peru) with the aim of improving its efficiency rates and its NPL management through work by volunteers from “la Caixa”.

In the area of global health, research has continued to be promoted into illnesses related to poverty through the Global Health Institute in Barcelona, ISGlobal. An alliance between academic, governmental and philanthropic institutions to promote maternal and infant health, researches into resistance to antibiotics and works to eliminate malaria, Chagas disease and infectious diseases.

Lastly, work has also continued with the Child Vaccination programme in collaboration with the GAVI Alliance. In 2013, it is estimated that 164,714 children under five were vaccinated against pneumonia in Honduras and Nicaragua thanks to the contribution of Welfare Projects, the 150 firms belonging to the Business Alliance for Child Vaccination and the contribution made by 736 employees of “la Caixa”.
Social harmony and cohesion in multicultural contexts has been the goal of the Intercultural Community Intervention project since it was set up in 2010. Having completed the first stage of the project, it will now be rolled out to more areas and will continue to evolve in those locations where it has already been implemented. It takes time to make changes and improvements to social harmony and any progress is slow and fragile; this is a long-distance race and the more runners that take part, the better. This has been realised by the governments of the 14 municipalities where the project has been implemented and they have seen the need and opportunity to sign the first Municipal Commitment to Social Harmony.

Since it started three years ago, the Intercultural Community Intervention project has worked to involve public administrations, professionals and citizens in encouraging intercultural harmony and improve cohesion in society in 17 neighbourhoods of 17 areas with great cultural diversity throughout Spain.

These three years have seen the promotion of collaborative work based on co-responsibility, leading to community programmes with a broad consensus. During this time, work areas have been created and consolidated where professionals coordinate their actions in the local area in collaboration and close connection with the community. 17 participative studies have been carried out to establish the potential and priorities for action in each area. All this preliminary work has been defined and established in 17 community programmes shared by the administration, specialists and citizens, and followed by thousands of people living together in the areas where the projects are implemented. This clearly shows how the design and process of this work, sowing the seeds to improve social harmony and cohesion, can germinate by engaging the whole community.

This community development has focused particularly on the areas of health, education and citizen involvement and has centred on children, young people and families. In 2013, 438 activities were carried out with the participation of 30,795 people in the socio-educational area, 280 activities followed by 8,068 people in the area of health and 205 activities with 38,606 people in the area of citizen involvement. A further 129 activities were also programmed by other organisations as part of the project, with 9,306 participants.

After this initial and consolidation stage, the agents involved have fully taken on board the goals and methodologies and will maintain their degree of involvement and joint work, helping to develop the model of social intervention. Such continuity will be effective in this second phase in 16 of the 17 areas of invention, continuing to make progress based on the shared experiences of each location, refining this model that needs to be transferable to other communities and...
Social Programmes

1,189 professionals involved in the work to encourage intercultural harmony among citizens and social cohesion

municipalities. But now these areas, which have now become fully responsible for the programme, will be in charge of maintaining it, generating shared, integrated structures as part of their work.

The culmination of these three years of the project reached 2013 with the signing of the first Municipal Commitment to Social Harmony by 14 municipalities, the Ministry of Employment and Social Security and “la Caixa” Welfare Projects at a seminar held at the CaixaForum Madrid. This commitment reflects the formal intention to continue working in favour of social cohesion, intercultural harmony and solidarity. What better culmination for this programme than governments and civil society seeing the promotion of social cohesion as a priority. The aim is for this commitment to be rolled out to more municipalities and, in the short and medium term, become a part of the Spanish network of intercultural cities (RECI) and in its European counterpart.

In 2013, the results were also evaluated from the second survey with a universe of 9,323 personal interviews with the residents of the 25 highly diverse areas already interviewed in the first survey, as well as the 17 neighbourhoods where the project is implemented and eight more neighbourhoods as a control group to compare findings. All this was further complemented by a telephone survey with 2,501 people from the whole of Spain.

The findings by this survey on the effects of interventions in the areas in question indicate that, between 2010 and 2012, most of the complex indicators studied improved and even more so in the areas where work had been carried out than in the control areas. The crisis has affected all areas as a whole but was not perceived as a factor influencing social harmony. The aspects measured were, for example, attitudes towards school diversity, where 44% of the respondents believe this to be positive and enriching; religious diversity, where three out of four people believe personal beliefs are respected, as well as opinions regarding political rights, where 53% of those surveyed are in favour of non-EU immigrants being able to vote in municipal elections.

In 2014, the project will embark on a new phase with the aim of rolling out the experience of the last three years to more neighbourhoods in highly diverse, multicultural municipalities to continue building up a common fund of knowledge to promote new processes that converge in new community actions to encourage social harmony and cohesion.

Signatories of the Municipal Commitment to Social Harmony

- Madrid Council
- Barcelona Council
- Zaragoza Council
- Granada Council
- Elche Council
- Jerez de la Frontera Council
- Leganés Council
- Getafe Council
- Logroño Council
- El Ejido Council
- Paterna Council
- Tortosa Council
- Salt Council
- San Bartolomé Council
- Ministry of Employment and Social Security
- General Secretary of Immigration and Emigration
- “la Caixa” Foundation
Volunteers

The corporate volunteers of “la Caixa” and the promotion and extension of those volunteers supporting the Welfare Projects programmes constitute the two types of volunteering related to and managed by “la Caixa” Welfare Projects. The first group, which includes both current and retired employees organised into approximately 40 different associations, carries out charitable work of great scope and impact, even taking social action beyond the programmes promoted by the Foundation. The work of the second group, namely volunteers related to the programmes’ requirements such as the elderly, attending to people with advanced diseases or the Hospital CiberCaixas, have increasingly become one of the key reasons for the success, consolidation and greater extension of the reach and efficiency of such programmes. This is possible because these programmes benefit from a complement and support that would be difficult to achieve in any other way.

The work carried out by volunteers over the last few years has been essential to complement and support the actions carried out by third sector organisations. The current socio-economic situation has widened the circle of vulnerable people and those at risk, as well as reducing the capacity of social organisations which have seen the number of potential beneficiaries of their work increase while their resources have shrunk. The assistance, support and solidarity of volunteers have helped to lessen the effect of the crisis and have introduced a sustainable element that has made volunteers an essential component to ensure efficient programmes and efficient attention.

The 40 associations of “la Caixa” volunteers contain 5,460 volunteers of whom 3,855 are current employees and the rest retired or early retirees, as well as friends and relatives. Their work concentrates on their local area and proximity is therefore their best added value. In general, they extend their social action beyond the work of Welfare Projects per se through its programmes.

This group forms a network that can be used to monitor citizens and diagnose the situation thanks them being spread throughout the Bank’s 5,524 branches. In 2013 these volunteers took part in a total of 1,720 actions.

Regarding the volunteers related to the different “la Caixa” programmes and their work, either for specific, one-off actions or repeated activities, it’s estimated that they have reached more than 141,000 people in 2013.

Among the most notable actions in 2013 was the celebration of the now traditional campaign to collect food which, this time, was carried out on behalf of the Red Cross and managed to achieve 500 tonnes of food products.

Also in 2013, the inclusive sports day held on Volunteer Day mobilised 24 volunteer associations, 700 of their members and involved over 4,000 children at risk of social marginalisation, who enjoyed a day of sports and other fun-filled activities in 31 towns and cities.

Continuing to improve the training of volunteers and increasing the added value and coverage of their actions, as well as ensuring the two lines of work converge so that the human potential of the corporate volunteers can help out whenever the programmes have a specific need, are the three challenges facing this area in the near future.

That’s why annual gatherings are promoted among the presidents of the 40 “la Caixa” volunteer groups, all brought together in Federation of Volunteer Associations (FASVOL), as an opportunity to share and exchange models of intervention and good practices. Another objective is to forge alliances and collaborations across the board, involving the other Welfare Projects programmes so that volunteers can be called upon to reinforce the work of social organisations in different programmes. Instruments will be established to put selected organisations in contact with volunteer organisations in their area to involve them with the social action being carried out. One of these instruments will be a website with an application where the opportunities to volunteer can be consulted so that these can be matched with the needs of the programmes implemented by the Foundation and social organisations.

In 2013, the CooperantesCaixa programme was in addition to the European Union initiative, EU Aid Volunteers. In a report commissioned by the European Union that contains examples of good practices as a starting point for the initiatives to be carried out under the programme, CooperantesCaixa is one of the top 10 corporate volunteer projects in international cooperation out of the 51 projects analysed. This report is expected to be published in 2014.
Support and reinforcement for initiatives run by social organisations are aimed at prevention as well as improving the situation of the most fragile and vulnerable in society, this being one of the strategic lines of Welfare Projects which works to maintain support networks based on local knowledge and collaborative action to meet the emerging needs of society in an increasingly efficient way. This is carried out in collaboration with third sector organisations but also with public administrations and making use of other resources available.

In 2013, a call for applications was set up for temporary housing to promote social inclusion. This provides support for organisations offering residential and socio-educational resources for those at risk of exclusion. Temporary housing was also provided for people at risk of marginalisation or in need of support to achieve complete independence, made up of 8,567 flats.

This call for applications reinforces the one launched in 2012 to support organisations that wish to contribute to the socio-occupational insertion of those with difficulties, such as people with some kind of disability. The aim is to tackle aspects of exclusion from all possible perspectives, encouraging emancipation and personal autonomy of the most vulnerable and those who are most fragile in terms of marginalisation. The premise is that all these resources, with comprehensive action, will reinforce the options for personal autonomy and therefore help people to break free from the spiral that leads to such exclusion from society.

In 2013 the programme also started its effective collaboration with the social welfare foundations of the different Banca Cívica institutions; a collaboration that has strengthened ties with social organisations in the respective areas of action.

A total of 898 projects were selected in 2013 to receive funding from Welfare Projects with an investment of 19.19 million euros. These calls for applications continue to emphasise the creation of partner networks that share objectives and work together at a local level. For this reason, one increasingly important requirement is that organisations should secure the backing and participation of public administrations, as well as the participation in the network of users in the design, monitoring and evaluation of proposals, especially those that involve volunteers.

The Calls for Applications for Subsidies to Social Entities in 2013 were as follows:

1. Promoting autonomy and care for the disabled and dependent. Projects to encourage personal autonomy and quality of life and psychosocial support of families. 203 projects totalling 3.96 million euros.

2. Temporary housing to promote social inclusion. Projects to provide temporary homes to promote social inclusion for those attempting to move towards complete independence. 42 projects totalling 1.01 million euros.

3. Fighting poverty and social exclusion. Promoting projects aimed at meeting the basic needs and providing psychosocial care for vulnerable people. 187 projects with a total investment of 3.93 million euros.

4. Socio-occupational insertion. Projects to guide people via itineraries for socio-occupational insertion, including training and professional skills as well as mediation with companies to create new employment opportunities. 219 projects and an investment of 5.07 million euros.

5. Social action and interculturalism. Projects to support the management of social harmony and cultural diversity, as well as to promote a more just and cohesive society in the present and future. 101 projects with a total investment of 2.17 million euros.

6. Art for social improvement. Grants for projects to encourage the use of art and culture as instruments for personal development and social inclusion. 30 projects with an investment of 0.35 million euros.

7. Social entrepreneurism. Encouragement to create and consolidate social enterprises, helping to turn social entities into social enterprises, either partially or completely. And support for new lines of business. Support for 20 projects with 0.48 million euros.

As a result of the merger with Banca Cívica and the aforementioned collaboration agreements with foundations of the financial institutions of CajaSol, Caja de Burgos and Caja Canarias, three calls for applications were carried out in the areas where their respective welfare project divisions work. In 2013, 96 projects were financed with an investment of 2.22 million euros.

An agreement was also reached with the regional government of Andalusia. This agreement is in line with the search, also by the Foundation, for partners to improve and coordinate work together in the same direction. In this way, the projects presented in the region of Andalusia have had institutional involvement and intervention, strengthening the local perspective and knowledge in the process.
Social programmes

The twenty projects selected in the second call for applications of the Social Entrepreneurism programme are in addition to the 40 initiatives selected in the two previous calls since the programme was set up in 2011. The projects chosen follow an itinerary that consists, in the first stage, of training in business management with the collaboration of IESE business school. Those selected also receive management guidance with the support of mentors who offer the new entrepreneurs their knowledge and experience. During this process, all have support instruments and tools, such as a legal advice service provided by the legal firm Uría-Menéndez.

The projects are also promoted within a network of entrepreneurs so that this professional web can disseminate the project, find support, advice and potential partners through networking and establish links with other entrepreneurs or clients sharing common professional interests or who can help to give the business ideas more prominence.

This itinerary is completed by promoting communication actions, audiovisual content and marketing work. Each project receives up to 25,000 euros divided into two payments; one at the start of the programme’s cycle and another once the business plan has been completed.

As in the previous call for applications, a balance is struck between projects by young entrepreneurs and those promoted by social organisations looking for alternative ways to remain viable. Both groups work to create self-sustainable social companies whose essential focus is society, either through the products or services offered or by generating employment among particularly vulnerable groups.

The survival rates for projects have remained around 95%, in line with the emergence of the social economy which, at the start of the 21st century, employed around 11 million people in Europe. This figure represents 6% of all European employees according to data from the report entitled *The Social Economy in the European Union* by CIRIEC, the International Centre of Research and Information on the Public, Social and Cooperative Economy.

This being an area with the potential to grow and expand, the programme is working towards the consolidation of the model to promote entrepreneurism.

With similar aims is the collaboration with the Fundação Calouste Gulbenkian, from Portugal, in a project of European scope, as well as the award, as part of the EmprendedorXXI prizes promoted by Caixa Capital Risc, of second prize for Social Impact to one of the projects selected by the Social Entrepreneurism programme. Caixa Capital Risc manages the venture capital of “la Caixa” and invests in the early stages of innovative firms. This second prize for Social Impact 2013 was given to the company Natural World, by a young entrepreneur from Rioja, which combines working with job placement firms and international cooperation organisations, employing between 20 and 30 people with physical, sensory or mental disabilities, involved in a project to produce ecological shoes.

The different sectors where the initiatives chosen in the various calls for applications are involved include organic agriculture, catering, companies to promote recycling and also those incorporating aspects related to preserving and conserving the environment.

**MicroBank**

MicroBank supports responsible projects related to enterprising initiatives committed to sustainable social and environmental development. Over the last few years, the activity of MicroBank has undergone a sustained expansion, supporting enterprising projects and microfirms. Since it started in 2007, MicroBank has granted a total of 225,056 microloans totalling 1,358.6 million euros. In 2013, 55,773 microloans were granted, totalling 313.2 million euros. At the end of 2013, the portfolio of pending loans for the Bank totalled 514.3 million euros.
In 2013, the Palau Macaya started operating as a centre to promote debate and reflection on social issues perceived as of the utmost importance for society. Issues that need to be tackled and resolved through the community and in collaboration, going beyond individual thoughts and opinions, with the aim of proposing future scenarios that favour a more sustainable society in social, economic and environmental terms.

In 2013 the Palau Macaya aimed its activity to becoming a true think tank. The idea is to forge a place to create, develop and transfer knowledge on a wide range of social issues but, above all, to explore and project trends regarding the impact on society of the issues being debated. One of its objectives is to transcend and extend knowledge with a prospective focus and vision, also in collaboration with different agents in society.

In operational terms, and in line with this function, three types of activity were consolidated in 2013. The first, the activities per se, are also run in association with other institutions. The second involves the granting of space to third parties; i.e. to public administrations, NGOs and third sector entities, business organisations and universities to hold a range of debates and talks. All these proposals have included closed activities in the form of internal expert debates as well as open activities involving citizens in general. The third type of activity: the centre has also started to fulfil its role as a means of attracting organisations and entities to become strategic partners throughout this process of projecting thought and ideas. Of note in 2013 was the consolidation of its collaboration with the Royal Academy of Economic and Financial Science (RACEF) and the decision of the Club de Roma to locate its Barcelona offices at the Palau, inaugurated in April. This office held the talk Water and human development.

Among the associated activities in 2013 were several sessions to present and debate the social impact of the Incorpora programme, with the participation of the employment placement groups, coordinators and third sector organisations involved. The aid programme for young people on probation was also highlighted, carried out jointly by the Catalan government and the “la Caixa” Foundation, through the exhibition Look at me. 7 life histories, in collaboration with of the Point of Reference Association. For its part, CaixaProinfancia organised several seminars, such as Debates about infancy, together with UNICEF. The area of Intercultural Community Intervention presented the report on the integration of immigrants in Catalonia and the Chair of Social Diversity of the Pompeu Fabra University co-organised the cycle of talks entitled Catalonia and diversity. The programme of care for people with advanced diseases presented the book Religious attention at the end of life: useful knowledge about beliefs and the programme of subsidies to help social initiatives organised the seminars New paths to combat poverty. Experiences to reduce inequalities in Europe, together with the ECAS (Catalan Organisations in the Social Area). With the Third Sector Observatory, the cycle of talks was held entitled The future of the third sector. The Association of Catalan Public Universities (ACUP) also held the seminar Innovation and Territory at the Palau and, finally, the Catalan Council of the European Movement promoted the cycle of talks-debate entitled Let’s Rethink Europe.

Other seminars held were Sustainable tourism: experiences from all over the world on how to alleviate the impact of tourism on cities, under the auspices of the Catalan government and Social Innovation for Communities and, lastly, the Association of Directors of Corporate Social Responsibility of Catalonia (DIRSE) was also presented.

The challenge for 2014 is to reaffirm the Palau Macaya’s position as a place to project the ideas being debated. Communication channels have therefore been planned to transfer knowledge and trends. Work is also being carried out to create a microsite to provide online access to information, conclusions and proposals resulting from the debates and reflection generated by the Palau.

Regarding the use of the Palau by external organisation, of particular note are the international seminars on education, organised by the Jaume Bofill Foundation; the cycle of 5 specialised conversations Let’s talk about applied ethics in social, socio-educational and socio-health intervention, organised by the Arnau de Escala Campus of Innovation and Social and Socio-Health Research of Girona University.
Decentralised Welfare Projects

The desire to spread the work of Welfare Projects and to manage all actions as close to their beneficiaries as possible is what lies behind decentralised Welfare Projects, responsible for distributing resources via programmes and activities arranged both through its own centres and also externally, contributing to the work carried out by a large number of social organisations. Its areas of action are society, education and the dissemination and spread of culture and scientific knowledge. All this is aimed at achieving a greater impact and coverage among people and particularly among certain groups: the most vulnerable in society, families on the brink of being marginalised, the elderly, people with problems to find a home or employment, etcetera.

Decentralised Welfare Projects represents a dual opportunity for efficiency, transferring the direct, independent management of part of the budget for social actions through the extensive network of “la Caixa” branch offices. On the one hand, it reaffirms the involvement of “la Caixa” workers in extending their welfare work and, on the other, ensures they have their finger on the pulse regarding the emerging needs of people in their immediate vicinity. In conclusion, decentralised Welfare Projects is efficient, autonomous and independent and is completely in keeping with the function and spirit of all the Foundation’s social actions.

A network made up of more than 5,524 branches throughout the whole of Spain is a great instrument to receive information on the needs of those living in the neighbourhoods and towns where these branches operate. In fact, this extensive network guarantees the presence of Welfare Projects in almost 2,000 municipalities all over the country, with activity being carried out continuously all year long.

Every year Welfare Projects assigns a budget to be managed directly and independently by those in charge of the region, business area or branch. Each of these can manage these funds and initiatives, projects or social organisations, which they will collaborate with and support in one or more of their proposals.

The budget for 2013 was 28 million euros, 7% of the total amount spent on Welfare Projects. With these funds, 21,728 actions were carried out overall in 2013, with potential beneficiaries totalling more than 650,000 people.

The daily work of the CaixaBank branch network places it in the front line of contact with customers. These branches constitute a highly reliable barometer to detect vulnerable people or those at risk, as well as welfare deficiencies in the neighbourhood or town, problems in social harmony or specific needs of people, families or groups. Their diagnosis of the immediate environment and first-hand knowledge mean that work can be thorough and focused with an almost surgical precision. In addition to emphasising the social action of branches at a local level, contact is also encouraged with organisations of all kinds – social, local, volunteer, educational, etc. Throughout 2013 this aid and resources reached a total of 15,000 local organisations.

The activities funded by or involving “la Caixa” branches by means of this direct management of part of the budget have a lot in common and are in line with the programmes carried out by Welfare Projects indirectly through different social organisations. Work is therefore carried out to combat poverty, promote social harmony and interculturality, to support the elderly, combat marginalisation and exclusion from employment, volunteer work, actions related to the care and protection of the environment, educational and cultural activities and guided sports activities to support and promote grassroots sport.
The birth of joint Welfare Projects is the result of the concentration of banking activities carried out in 2012 which led to the takeover of Banca Civica by CaixaBank. As a result of this process, “la Caixa” Welfare Projects and the new bank foundation set up by the entities that used to comprise Banca Civica: Caja de Burgos, Caja Canarias, Caja Navarra and CajaSol, have converged with the aim of working in synergy in their respective areas where they previously acted independently. This is therefore an opportunity to strengthen the work of each foundation’s Welfare Project area, respecting its autonomy and personality but uniting efforts and optimising investment aimed at improving the quality of life in their respective areas of influence.

The idea is to strengthen the commitment of each foundation, carrying out welfare work independently and autonomously at the same time as combining efforts and resources with a new instrument; joint Welfare Projects.

The saying “together we stand, divided we fall” takes on new meaning and significance at the same time as consolidating many of the principles of action present in the spirit of “la Caixa” Welfare Projects and shared by the rest of the foundations. All within an overall framework of work forged through alliances and coordination.

For this to be possible, an agreement has been signed with the bank foundations that managed these welfare projects. One of the commitments resulting from this agreement allows the respective foundations to jointly organise part of the welfare projects carried out in their areas of action. Ultimately the goal is the same: to respond to social needs and return to the community part of the profits obtained from our financial activity.

The priorities of action are also identical: attention to vulnerable groups and those at risk of marginalisation, extending programmes of active ageing and the prevention of dependency and attempting to spread culture, scientific knowledge and preservation of the environment.

Many of these collaborations have taken place in cultural programming in the form of joint exhibitions, such as Iberians, in Seville, Romanorum Vida, in Cadiz and Henry Moore. Art in the Street, in Las Palmas and Tenerife. Also of note is the production of the Sorolla Museum Foundation in collaboration with the Caja Canarias Foundation and “la Caixa” Welfare Projects, of the exhibition Sorolla. The colour of the sea.

Two further collaborations with the Caja de Burgos Foundation were also of note. The first, the contemporary art exhibition, The theatre of art, presenting pieces from the Contemporary Art Collection of “la Caixa” at the Contemporary Art Centre of Burgos and, the second, the exhibition Last Miró, 1963-1983, the experience of looking.

Lastly, the participatory concerts were also held of Handel’s Messiah in Seville, Burgos and Tenerife, as well as numerous school concerts.

Actions were carried out together with the CajaSol Foundation related to the Incorpora programme, creating social coupons for young people looking for employment, and also in collaboration with the Forja XXI Foundation in the area of employment integration. Support was also provided for the Association of Parents of Children with Cancer of Andalusia (ANDEX), offering care for paediatric cancer patients, as well as signing an agreement that provides 150,000 euros to restore the Gothic-Mudéjar church of Santa Catalina in Seville.

Collaborative work with the Caja Navarra Foundation focused on areas such as attending to families at risk of exclusion with family fostering for vulnerable minors, work to prevent gender-based violence and, in the area of health, actions to support those suffering from cancer and AIDS prevention.

A joint action was also carried out with the Caja Canarias Foundation for the school breakfast programme, providing catering for infant, primary and secondary children. To this end, Welfare Projects contributed 1 million euros and the Caja Canarias Foundation 400,000 euros. This programme attended a total of 6,947 schoolchildren from 697 schools in Las Palmas and Santa Cruz de Tenerife.

Some of the most important actions carried out with the Caja de Burgos Foundation were a call for applications to support environmental volunteer projects involved in recovering natural areas in Burgos, Palencia and Valladolid. Welfare Projects and Caja de Burgos Foundation were jointly involved in special projects such as restoring emblematic architectural heritage with the collaboration agreement to restore Burgos Cathedral, undertaking to invest 1.15 million euros up to 2016 to recondition the church, which has been classified of Human Heritage.
Educational programmes

Welfare Projects’ educational programmes support training for young people, making projects, resources and activities available to them and helping them to grow both in terms of professional and personal development. This is done, firstly, by facilitating the acquisition of skills and knowledge but also by reinforcing the achievement of values and habits. Welfare Projects also promotes excellence in training and talent with its scholarship programmes. In this case, during 2013, the first 40 doctoral scholarships were granted in centres accredited with the Severo Ochoa distinction, a credential awarded by Spain’s Ministry of Economy and Competitiveness to the best research centres in the country.

With more than forty years of experience supporting the educational community, in 2012 Welfare Projects concentrated all its pedagogical resources on the eduCaixa project. This is a global proposal for content that acts as a tool to provide resources for students, teachers, parents’ associations and professionals from the educational community. The objectives of this platform are based on personal promotion and growth, encouraging healthy habits, education in values, social awareness, dissemination and spread of art and culture, scientific vocations and the promotion of entrepreneurial attitudes.

The activity of eduCaixa was fully consolidated in 2013, reaching a total figure of 1,654,208 users.

Teachers and students are provided a wide array of resources and projects adapted to different levels and with a great variety of approaches so that teachers can apply them both in the classroom and outside of it.

Educational activity permeates all Welfare Projects programmes encompassing, in addition to physical resources and a wide range of educational activities and workshops, the programming carried out at the CaixaForum and CosmoCaixa centres, school concerts and activities accompanying the travelling exhibitions.

One of the examples of a recent addition to these physical resources and activities is the project Young Entrepreneurs. With the aim of uncovering an entrepreneurial spirit, this project makes three different tools available to schools: KitCaixa Economy, KitCaixa Young Entrepreneurs and the CaixaLab Experience.

The contents of eduCaixa grow and are renewed and updated on a continuous basis and they can be consulted at eduCaixa.com. One of the resources incorporated in 2013 is the KitCaixa Healthy Habits, aimed at preschool pupils and designed in collaboration with the SHE Foundation (Science, Health and Education) under the direction of the cardiologist Valentí Fuster, managing director of the Welfare projects’ educational programmes support training for young people,
National Cardiovascular Research Centre (CNIC) in Madrid and head of the Cardiovascular Institute in the Mount Sinai Hospital in New York.

In 2013, for the first time, Welfare Projects granted 40 scholarships associated with the 8 centres distinguished by the Severo Ochoa seal of excellence, awarded by the Ministry of Economy and Competitiveness. In the second call for applications, the number of centres included increased to 13 given that the distinguished centres have also risen to this figure. All of them will receive students with scholarships from “la Caixa” Welfare Projects with four researchers for each of the centres of scientific excellence mentioned.

As well as doctoral scholarships in centres of excellence, in 2013 the “la Caixa” scholarships programme also granted 25 scholarships to complete doctoral studies in Spanish universities and 115 scholarships to study postgraduate courses abroad, specifically in North America, Europe and Asia.

Another innovation related to the scholarship programme in the last year was the external study carried out to evaluate the impact of the scholarships for postgraduate studies abroad granted by “la Caixa”. This analysis was carried out by a research team from the Pompeu Fabra University.

Since 1982, the “la Caixa” Foundation scholarship programme has provided training opportunities to more than 3,949 students, providing them with the guidance and economic support necessary for studying at the best universities in the country and abroad. The aforementioned study measured, specifically, the impact of the scholarships for studying abroad.

The conclusions of the analysis are clear: mobility is an element that generates wealth and knowledge. In comparison to students who could not access training abroad, the study shows that those who did benefit from a “la Caixa” scholarship have noticeably higher rates of scientific productivity and contribution to the country’s wealth.

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<th>2011</th>
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<tr>
<td>Students</td>
<td>884,666</td>
<td>1,130,220</td>
<td>1,684,208</td>
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<tr>
<td>Schools</td>
<td>2,797</td>
<td>3,985</td>
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The educational programmes of Welfare Projects generate resources and instruments that are made available to the community to help the younger population acquire knowledge and to stimulate the skills required to acquire such knowledge. These are tools that can be found, in different formats, throughout the Welfare Projects programmes, whether they are exhibitions, workshops, activities proposals, online resources or mobile and travelling infrastructures. Now all these educational resources have been brought under the eduCaixa.com channel, which offers materials complementary to the school curriculum at different educational levels. These tools help teachers and students in their work at their educational centre or as support outside the classroom. eduCaixa offers resources of all types with content that covers elements of social, cultural, scientific and environmental issues.

For eduCaixa, 2013 was the year in which all these online resources were extended and enhanced. In line with the times and bringing together 40 years of educational experience, this new channel serves as a reference for all the pedagogical products and services aimed at teachers, students and their families. The reception of the channel and the growing number of visits endorse the appropriateness of this proposal aimed at the spread of knowledge online.

During the year, there were 1,684,208 beneficiaries of the activities carried out. This volume includes face-to-face activities as well as those online through the channel. Among the face-to-face activities are those carried out at the CaixaForum and CosmoCaixa centres, the kitsCaixa resources, Planetamóvil, LaboCosmoCaixa, school concerts and programmes like Caixa Escena or The art of educating. Among the online activities are the projects The sea in depth, Romanorum vita, Xplore Health, IrsiCaixa-dissemination or Let’s talk about drugs, as well as all the visits to the channel’s website.

The eduCaixa website has received 344,851 visits, which means an estimated 233,371 users. A total of 6,591 educational centres have benefitted from the resources at their disposal, both physical and virtual.

2013 was also the year the Young Entrepreneurs programme was fully rolled out, with which Welfare Projects aims to foster an entrepreneurial attitude. The programme establishes three different tools in its objective to uncover and promote an entrepreneurial spirit among young people of school-going age. One way of starting to train those who will form the future network of entrepreneurs from the ground up is to offer teachers tools that can help them pass on this knowledge. These three tools are: kitCaixa Economy, kitCaixa Young Entrepreneurs, as resources to be used in the classroom or online, and the CaixaLabExperience.

The first of these tools is kitCaixa Economy, which is aimed at secondary students, pre-university students and vocational courses with the aim of acquiring the basic concepts of financial economy through reflection, attitudes and values inherent in the entrepreneurial spirit. The different materials introduce young people to these concepts and present proposals for activities such as games or sessions to think about the abilities inherent in the entrepreneurial spirit and some of the challenges to be tackled in managing a company. One of the objectives is for young people to become aware of the need to be independent and for personal initiative, maintaining an open mind to innovation, and of how entrepreneurship is closely related to values such as solidarity and responsible consumption. 60,447 students used the kit in 2013.

The second tool, the kitCaixa Young Entrepreneurs, has extended its offer to the rest of Spain after being tried out in a pilot test developed in 40 educational centres, reaching 1,173 users in 2012.

The materials delivered with the kit help and guide students in six different modules on what being an entrepreneur means, how to detect new opportunities, how to plan projects arising from their initiative, and what procedures help them to make these ideas a reality. In summary, they learn to use creativity and the capacity for initiative, incorporating these skills to serve their projects from the initial idea to the processes of value generation, the organisation of resources and equipment, the business design and its viability, later building the prototypes they can try out. In 2013, the kit reached 11,193 students in 320 educational centres.

The kits use a learning methodology that presents the students with situations, problems or hypotheses, forming the basis for the subsequent work. Such an approach allows the young people to reflect and identify key elements that will help them evolve in the search for solutions and in identifying the processes and steps to be followed. In this
approach, learning is seen as a continuous process in which knowledge is acquired alongside the development of strategies to resolve or respond to any questions arising at the end.

Finally, the third tool is the CaixaLabExperience, an open space in CaixaForum Barcelona in which school visits, for students from 14 to 18 years of age as well as families, can become familiar with the concept of entrepreneurship in a journey through the different spheres presented. This laboratory is divided into three areas and six fields that can be summarised by the concepts Look, Think and Do. Visitors can follow the journey interactively with multimedia resources that help them identify needs and problems, turn them into potential opportunities, and later generate proposals for business values and models, as well as considering product models and prototypes.

As part of the goal of the educational programmes to promote personal growth, healthy habits, education in values and social awareness, 2013 also saw the introduction of the KitCaixa Healthy Habits. This same year, a total of 13,181 students followed the kit’s proposals.

This kit was designed based on the Integral Health programme of the SHE Foundation (Science, Health, and Education); a programme presided over by the cardiologist Valentí Fuster. The kit is also supported by the Fútbol Club Barcelona Foundation, committed to promoting sport and healthy life habits among children. The KitCaixa works with activities related to the fields of healthy eating, the acquisition of preventative habits, necessary rest, physical activity and knowledge of the body.

Finally, the LaboCosmoCaixa is another instrument related to non-formal educational activities in the sciences.

These activities aim to promote, among school-goers, the choice of STEM degrees (science, technology, engineering and mathematics) and thus alleviate the drastic drop in the number of young people opting for these subjects. The LaboCosmoCaixa is a laboratory-workshop that introduces students to current biomedical research (especially in AIDS and in the development of medicines). In 2013, this was one of the most positively assessed activities in its journey through the autonomous communities of the Canary Islands and Madrid. According to an evaluation carried out in 2013, 100% of the teachers surveyed would recommend this activity, 83% assess the overall quality of the activity, the materials and the experiments as high, and for 84% of the students the activity helped to boost interest in science among young people.

eduCaixa implements its programme through projects, resources and activities, which can be face-to-face and are also available online, and which can be carried out inside or outside the classroom. Among the out-of-class activities, PlanetaMóvil is particularly noteworthy: a large dome of 5 metres in diameter and height that can hold 20 students for each visit, designed to introduce school-goers to the ideas of astronomy and biology and which was visited by 146,213 students in 2013.

Other proposals are the school programme for the CaixaForum centres, with 157,212 students, and the CosmoCaixa centre, with 241,066 more visitors; the school concerts, with 158 performances throughout Spain and 73,459 students, another 114 concerts programmed at the CaixaForum centres, with 22,700 more students, which means a total audience of 96,159; and school visits to the travelling exhibitions, with 106,507 visitors. The activities promoted through the programme The art of educating have therefore reached 57,307 students throughout Spain.

Among the online projects and resources, throughout 2013 we can highlight the Xplore Health.eu proposal that familiarises students with biomedical research and has had 104,143 users, the experience of getting to know how vaccines and medicines are made, how research is carried out in the fight against the HIV virus, with 6,418 beneficiaries, and activities such as Let’s talk about drugs, with 78,714 participants, and Romanorum Vita, with 37,201 more users.
The "la Caixa" scholarship programme has more than 30 years of experience in training the best scientists and professionals, improving their mobility and access to the best national and international educational institutions. It is certainly one of the instruments and programmes that has contributed the most, to date, to the internationalisation of the talent emerging from the Spanish university system; a talent that seeks projection and improvement, completing its training at centres of academic excellence all over the world. The programme implements this model in two ways: on the one hand, improving the mobility of this talent through programmes providing scholarships abroad and, on the other hand, attracting talent to universities and research centres of excellence in the country. In 2013, an external study on the impact of the scholarships for postgraduate studies abroad concluded that "la Caixa" scholarship holders achieve better academic performance and greater visibility and that their work results in greater social benefit in the form of knowledge transfer and contribution to the country's wealth.

The scholarship programme of "la Caixa" Welfare Projects has contributed to the training of talent at universities and centres of academic excellence in Spain, Europe, the United States, Canada and Asia with a total of 3,949 students since the start of the programme in 1982.

The most recent addition, in 2013, is the Severo Ochoa doctoral scholarship programme. This provides aid to carry out doctoral studies at eight centres approved by Spain’s Ministry of Economy and Competitiveness and given the seal of excellence. In 2013, the first 40 scholarships were delivered for doctoral studies in eight leading centres of excellence that have been certified as such.

These scholarships represent an investment of 4.5 million euros. Of this total investment figure, 866,000 euros correspond to the year 2013, when five new centres were certified as excellent. Consequently, there are now thirteen approved centres, eight from 2012 and five from 2013. All thirteen centres are expected to offer scholarships to begin doctoral courses throughout the academic year of 2014-2015.

The biomedicine scholarships, which from 2008 to 2012 gave 40 grants every year to study a four-year doctorate programme at four research centres, have given the last four scholarships for the 2013 call for applications. Since this programme started, a total of 192 scholarships have been given, enabling doctorate students to work on their theses at prestigious laboratories and with a total investment of more than 23 million euros committed to these scholarships. Some of them are still ongoing as they were assigned for four-year periods.

To complete the doctoral scholarship programme, another new programme was started in 2013 that has awarded 25 additional scholarships for doctoral
studies at Spanish universities, with a contribution of 2.6 million euros for the next four years.

In line with improving mobility and access for Spanish students to universities and centres of academic excellence, every year the programme awards grants for postgraduate studies at universities all over the world. The three scholarship programmes in North America, Europe and Asia give students the option of choosing their centre in these three parts of the world. Up until 2013, scholarships have been awarded for 16 different countries on these three continents.

In 2013, 115 scholarships were granted for these postgraduate studies with an investment, for this year, of 6.8 million euros. Since 1982 there has been cumulative investment of 118 million euros and a total of 2,739 scholarships abroad have been awarded. In order to see the scale of courses and universities available on offer, the website http://www.becarislacaixa.net provides information on the places chosen by the students and on the effective results of the training with their personal comments.

It is difficult to calculate the social impact of the scholarship programme in terms of the improved quality and training of people in the short or medium-term. Even more so when the relevance of this impact lies in the extent to which it influences improved levels of competitiveness in the country’s economic sectors. For this reason, the programme has allowed an external study to be carried out to set parameters and indicators that contextualise a relevance that could only be guessed until now. The data obtained and compared by a research group from the Pompeu Fabra University in Barcelona have confirmed this initial hypothesis.

The study population was made up of holders of scholarships to study at universities abroad. The research compared “la Caixa” scholarship holders with other students who had not received scholarships or grants. Among the elements compared were variables such as salaries, rate of return to the country and aspects related to their visibility or the impact of their academic work.

The study concluded that “la Caixa” scholarship holders are more visible than the rest of the students. This difference is also reflected in the indicators of their contribution to the generation of wealth in the country and also in the levels of scientific production. The impact on research or scientific presence and production, for example in the area of publications, is found to be significantly higher in comparison to non-scholarship students. Overall, it has been detected that the results are also higher in the case of “la Caixa” scholarship holders regarding the return on investment and contribution to their country’s wealth.
SCIENCE, RESEARCH AND ENVIRONMENT PROGRAMMES

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Spreading scientific knowledge from all spheres, fostering an interest in science and scientific professions and helping to prioritise innovative research with great impact on society, are the three pillars on which the science, research and environment programmes of “la Caixa” Welfare Projects are based. In this field, moreover, 2013 has been a year in which the organisation has taken a big qualitative step forward in its internationalisation process, which aims to place “la Caixa” Welfare Projects on the path to becoming a benchmark European organisation in the connection between science and society.

In 2013, the science and research projects received European Union recognition through the European Commission, which selected and gave 6.9 million euros in funding to the Responsible Research and Innovation Tools project (RRI Tools). This initiative is headed by “la Caixa” Welfare Projects and supported by 26 European institutions involved in promoting responsible research and innovation towards society.

This trend and evolution permeate the science, research and environmental programmes, based on a network of mutual understandings that go from the Spanish National Research Council (CSIC) to the country’s top universities and scientific institutions and including organisations that lead research in the fields of biomedicine, global health, oncology, ageing and neurodegenerative illnesses (Alzheimer’s and multiple sclerosis, among others), or environmental projects of a global reach such as ClimaDat, the network to measurement factors that influence climate change.

With the aim of helping to spread and encourage an interest in science and scientific culture as a breeding ground for advances in society, Welfare Projects promotes a wide range of proposals and initiatives, the most notable in 2013 being the exhibitions The Arctic is breaking up and Mediterranean, the continuous expansion of the educational platforms of www.ciudadiencia.es, and www.elmarafondo.com and the platforms for reflection www.bdebate.org and www.ecotendenciesCosmoCaixa.org.

2013 also saw the plan to redesign the activities of the Science in Society programme in Madrid, a result of moving the activities from the CosmoCaixa Museum of Science in Alcobendas. This allowed us rethink, reformulate, transfer and redirect part of the activities to new spaces, increasing and diversifying the programme. Of particular note was the creation of a series of unique collaborations such as the agreement signed with the Telefónica Foundation, the alliance with the Planetarium in Madrid and the LaboCosmoCaixa, travelling throughout the school year.

2013 was also a time of reflection and evaluation for the research programmes of Welfare Projects in the fields of life and health sciences, as well as in the social sciences and humanities. Throughout the 2007-2013 cycle, Welfare Projects continuously supported a large part of the leading research projects in Spain, dedicating more than 88 million euros to them. An example of this commitment and of the advances involved is the publication, in the prestigious journal The Lancet, of the findings from the research project headed by the chief of the Medical Oncology Unit of the Catalan Institute of Oncology (ICO), Rafael Rosell, a pioneer in molecular studies of lung tumours.

This line of work becomes more intensified in the RecerCaixa research grants which, in 2013, supported 25 new projects carried out by research teams from Catalan public universities, out of a total 362 applications. Regarding studies carried out in previous calls for applications, one outstanding element was the publication in the journal Cell of the conclusions from research by Dr. Marc Claret from the August Pi i Sunyer Institute of Biomedical Research (IDIBAPS), on the role of hypothalamus mitochondrial fusion in appetite and body weight control.

In terms of environmental programmes, 2013 saw the culmination of the implementation of the ClimaDat network, formed by eight pioneering measurement stations for the different parameters of climate change in unique and emblematic natural spaces. The protection of nature parks, as part of a project that also prioritises the employment of people at risk of marginalisation to carry out conservation work, was in addition, yet again, to the efforts made by Welfare Projects to contribute to the sustainability of our country.
Science in Society. CosmoCaixa

Spreading scientific knowledge through a more personal approach is one of the challenges that, each year, concentrates the efforts of Welfare Projects' science and environmental programmes. Exhibitions, workshops, activities, debates and talks are just some of the instruments aimed at making scientific culture as extensive and accessible as possible to everyone. With this approach, Welfare Projects believes that changes can be achieved to help us overcome our reservations and prejudices about abilities to acquire such knowledge. In the European sphere, in the last round of funding of the Seventh Framework Programme for Research and Innovation of the European Commission (2007-2013), the RRI Tools project, coordinated by the Area of Science and the Environment, has been the winner. Its goal is to promote responsible research and innovation (RRI) all over Europe.

The RRI Tools project obtained maximum scores in the call for actions to support research. Over the next three years, Welfare Projects will coordinate this project, with 6.9 million euros in funding. Underlying this initiative is the need to include all relevant parties in research and innovation so that the resulting products and services continue to benefit society and help it to advance. The challenge is to make sure that science and society are not two artificially exclusive concepts but naturally synergetic. On the one hand, ensuring the results of research promote social improvements and progress and, on the other, stimulating research with the drive of the social challenges and creativity that emanate from inviting all relevant parties to participate. These will act as the driving force for this virtuous circle.

RRI Tools is led by Welfare Projects which, through the Area of Science and the Environment, has built up a network of members and support with research and innovation centres, universities, foundations, science museums and business centres, totalling 26 organisations associated with and involved in the proposal, which focuses on the shared creation of a series of digital tools aimed at education in and the dissemination of responsible research and innovation. To this end it will develop, with the contribution of its members, a series of local RRI Hubs which will be in charge of disseminating the tools in 30 countries in the European Research Area. In short, it must serve to ensure the future results of European research are more directly applied in society, affecting the solutions to the big challenges of the 21st century.

In 2013, www.ciudadciencia.es was rolled out to 23 municipalities throughout Spain after the agreement with the Spanish National Research Council (CSIC), reached in 2012, had initiated activities in pilot form in six towns. The Science City programme is the result of an agreement between the “la Caixa” Foundation and the Spanish National Research Council (CSIC) through which educational actions, activities, workshops and other resources (talks, exhibitions, visits to research centres, online tools, etc.) are organised related to the network of municipalities supporting the programme. The diversity and range of these proposals ensure that each municipality has an extensive catalogue of options to choose from, a goal that is perfectly in line with the strategic principle of Welfare Projects to bring science closer to society.

Throughout 2013, the travelling exhibitions The Arctic is breaking up and Energy, for a sustainable future attracted the interest of thousands of visitors.

In the case of The Arctic is breaking up, a specific exhibition space was designed based on the box of a rubbish bin, the UD 100. A modular space where the icy atmosphere of the Arctic can be recreated with the help of music and sounds recorded in this part of the planet.

For its part, the exhibition Energy, for a sustainable future presents, in a similar space, a proposal aimed at raising awareness among citizens regarding how to use energy efficiently and how wasting energy and wasting the resources employed to produce it compromise our future.

The science and environment travelling exhibitions received a total of 770,693 visitors in 2013.

The Xplore Health experience

The Xplore Health experience was consolidated throughout 2013, forming part of an innovative educational proposal to attract the attention of and interest in science and research.
of young audiences. The approach of www.xplorehealth.eu places the students under the same working conditions as researchers in laboratories such as IrsiCaixa.

The new working hypothesis developed during 2013 proposed to bring the world of water closer to students with Water: chemistry and much more.

**CosmoCaixa Barcelona**

CosmoCaixa Barcelona has a well-established track record as a benchmark for the dissemination of scientific knowledge thanks to a museum discourse based on three elements: real objects, real phenomena and the use of museum metaphors that make the concepts clearer and bring them closer to the audience. In 2013 it received 716,877 visitors and users of its educational activities, exhibitions, workshops, talks and courses.

Another of the centre’s attractions is the 3D Planetarium, unique in Spain and the second in Europe, as well as a constant programme of activities such as Clik and Flash, specific spaces for children to introduce them to the world of science and an introduction to the mysteries of the universe participating in the **Bubble Planetarium**.

Family activities have also helped to familiarise visitors with the world of robotics, with the workshop **Robot Word**, and also to discover the operation of convergent technologies and observe the mysteries of evolution, seeing what animal life was like on the planet millions of years ago.

One of the exemplary temporary exhibitions of 2013 was **Mediterranean**, a display that, for the first time, presents scientific and artistic content together and almost simultaneously in the **CosmoCaixa** and **CaixaForum** centres in Barcelona. The display tackles the Mediterranean from the perspective of science and the environment but also art and culture.

Another activity that has attracted interest is the new edition of **SonarKids**, proposing activities linked to new technologies and ground-breaking artistic creation.

Along the same lines, the show **Mediterranean dreams** was launched, raising families’ awareness of what has been and is the important role of this geographic area and which current weaknesses are threatening it.

**CosmoCaixa Madrid**

In 2013, all the activities within the Science in Society programme in the Community of Madrid were adapted, given the closure of the space in the CosmoCaixa Science Museum in Alcobendas. This reconversion has moved all the activities to different spaces, redesigning the proposals on offer and, in some cases, increasing them.

Among some of the most outstanding collaborations, Welfare Projects became involved in the renovation of Madrid’s Planetarium. It was also involved in the citizen science project that promotes collaboration between professional and amateur scientists, as part of the **MediaLabPrado**, the alliance signed with the Telefónica Foundation and with the National Museum of Natural Sciences, and the present course of **LaboCosmoCaixa**, the biomedical research laboratory linked to the internet channel Xplore Health, and the **Mobile Planetarium**, which received a total of 11,253 visitors on its route through Madrid. Finally, the programming of the travelling exhibitions **Neolithic**, in Getafe, and **Hidden Heroes**, at the University of Alcalá de Henares has helped to spread these projects throughout Spain, also receiving support at the Welfare Projects CaixaForum centres, holding eco-trends debates, educational seminars, symposiums and congresses.
2013 was a decisive year in the internationalisation process of the Area of Science and the Environment and in promoting research programmes in a broad spectrum that links the Foundation to Spain’s leading research centres. Welfare Projects allocated more than 18 million euros to research during this year.

The Welfare Projects research programme continued to support projects in the area of life sciences, social sciences, health sciences and humanities in 2013. These projects focus on obtaining results with the greatest social impact possible. The balance on completing the first five-year period of the programme indicates that the cumulative investment, with the addition of the 18 million euros dedicated to research in 2013, already reaches a total of 89 million euros.

The projects funded encompass diverse fields: from research into the AIDS vaccine with IrsiCaixa and HIVACAT to research on Global Health with the work of ISGlobal in its fight against malaria, which in 2013 began the experimental phase of the vaccine in 8 health centres in Africa. Research also continues into the prevention and treatment of cancer in collaboration with the Vall d’Hebron Institute of Oncology (VHIQ) of Hospital de la Vall d’Hebron and the Memorial Sloan Kettering Cancer Center in New York, under the scientific direction of the doctors Josep Baselga and Josep Tabernero. These two hospitals follow a programme to exchange knowledge and research findings on the basis of postdoctoral contracts and international gatherings.

**Benchmarks for research in the world**

Also in the field of oncological research, there is collaboration with the Germans Trias i Pujol Hospital, under the direction of the head of the medical oncology unit at the Catalan Institute of Oncology (ICO). Doctor Rafael Rosell, who in 2013 was recognised by the prestigious journal *The Lancet* as one of the most relevant and exemplary researchers regarding advances in the field of molecular studies of lung cancer in the world. Cancer research also benefits from the participation in different projects of the Biomedical Research Institute of Bellvitge (IDIBELL), the Clinic Foundation for Biomedical Research and the Josep Carreras Foundation to combat leukaemia.

In the field of research into ageing and degenerative diseases, there is collaboration with the Pasqual Maragall Foundation and the Spanish National Research Council (CSIC). With the Pasqual Maragall Foundation work is still being carried out in the first phase of a study on the cognitive and genetic evaluation of families with people diagnosed with Alzheimer’s. Two thousand of these family members, between 45 and 65 years of age, have been chosen to take part in research into preventative measures and pharmacological tests to discover their effects with the aim of preventing or delaying the appearance of this neurodegenerative disease. The so-called Zero Ageing Projects are also carried out...
Science, research and environment programmes

Welfare Projects also works to promote research with the GAEM Foundation for people affected by Multiple Sclerosis and with the researchers working on the prevention of cardiovascular diseases with the National Centre of Cardiovascular Research (CNIC), the Spanish Society of Thoracic Surgery (SECT) and the Institute of Biomedical Research of Girona (IDIBILI). This network of alliances is completed with the research carried out by the WIDER Centre for Endoscopy and Research into diabetes carried out by the Innovation Centre for Diabetes in Children (CIDI) at Hospital of Sant Joan de Déu, as well as the work on foetal pathology by the August Pi i Sunyer Institute of Biomedical Research (IDIBAPS). This network of alliances is completed with the research carried out by the WIDER Centre for Endoscopy and Research into diabetes carried out by the Innovation Centre for Diabetes in Children (CIDI) at Hospital of Sant Joan de Déu, as well as the work on foetal pathology by the August Pi i Sunyer Institute of Biomedical Research (IDIBAPS).

Responsible research and innovation

The RRI Tools project, led by Welfare Projects through the Area of Science and the Environment, promotes dialogue between different research bodies to align the processes and results of research and innovation with the values of European society. The project is funded with 6.9 million euros from the European Community and it promotes responsible research and innovation in Europe.

Research and technology transfer

The Area of Science and the Environment helps different programmes that support technology transfer, programmes that act as a bridge between scientific research and the needs of the market. Along these lines are collaborations with, for example, the Institute of Photonic Sciences (ICFO), the Institute of Bioengineering of Catalonia (IBEC), the Centre of Genome Regulation (CRG), the Institute of Biomedical Research (IIB) and the Catalan Institute of Chemical Research (ICIQ). Some of the projects design components for microelectronics, nanotechnology and biotechnology, or prototypes of artificial photosynthesis to generate solar fuel.

B-Debate

Welfare Projects also encourages contact between members of the scientific community in a space to debate and challenge ideas: the B-Debate space, led by “la Caixa” and Biocat. The issues considered at www.bdebate.org generate discourse, knowledge and alternative paths for social challenges and needs in the area of life sciences. In these international gatherings, scientists are encouraged to exchange scientific knowledge and the advances made.

Moreover, these gatherings position Barcelona as an exemplary space in the generation of knowledge, and Catalonia as a region of scientific excellence. In 2013, meetings were held on programmed cell death and its implications for the agri-food industry; meetings on the links between public health practice, research and urban planning to create healthy green areas in urban environments; and others related to oncological research, evolution, antimicrobial resistance on a global scale and to recent advances regarding Plasmodium vivax, one of the parasites that causes malaria with one of the highest rates of expansion and with the most serious impact. The gathering, which took place in Barcelona, brought together some of the most relevant experts in the world of preventing, treating and controlling malaria, which causes almost a million deaths each year despite the fact that the causes of mortality have fallen by 25% in the world in recent years.

Finally, the sessions on the latest therapies in nerve regeneration and nerve rehabilitation in cases of brain damage and the application of nanotechnology to health completed the calendar of B-Debate gatherings.
The network that measures factors impacting on climate change processes, ClimaDat, saw its launch completed in 2013 with the inauguration of eight measurement sites in different emblematic natural spaces throughout Spain. With the network completed and in operation, data will be offered in real time, for public consumption and shared with the scientific community. In this way Spain has become a benchmark in the world of climate monitoring. Programmes continued to be carried out 2013 such as the one for the Recovery of Natural Areas and Social Reintegration, resulting in 265 new intervention projects in the 17 autonomous communities of Spain. In 2013 the platform www.ecotendenciescosmocaixa.org was also concerned with issues related to environmental challenges regarding food, energy generation, urban planning and climate change.

A Throughout 2013, eight measurement sites were set up, forming the ClimaDat network, a project that started in 2012 with the inauguration of the first station in the Ebro Delta and that is now fully operational, together with the other measuring sites. Each of these stations have been located in unique settings in different protected natural areas and chosen in accordance with the specificity and diversity of the local climate zones.

The ClimaDat project has been promoted by “la Caixa” Welfare Projects in collaboration with the Catalan Institute of Climate Sciences (IC3). This institute, based in Barcelona, is made up of a relatively new, top-level research group. According to the different collaboration agreements, signed by the managing bodies of the natural areas and with the public authorities of the respective autonomous communities, a unique network has been created with the aim of observing and measuring the climate and its impact in relation to the balance of greenhouse gases and factors linked to changes in this environmental balance. The data gathered helps to characterise the state of the climate and its influence on its environment.

The stations are located in the nature parks of the Ebro Delta (Tarragona); the Biosphere Reserve of El Hierro (Santa Cruz de Tenerife); the nature parks of the Straits of Gibraltar and the mountain range of Grazalema (Cadiz); the nature parks of the mountain ranges of Cazorla, Segura, and Villas (Jaen); the Regional Park of the Sierra de Gredos mountain range (Ávila); the nature parks of Baixa Limia-Serra do Xurés and O Invernadeiro environments and the different types of climate that converge within Spain, from continental Atlantic to Mediterranean and including subtropical, the ClimaDat network is a complex instrument but, at the same time, unique and genuine. ClimaDat is a tool for gathering essential information to monitor the evolution of impacts on the climate. The information gathered will be significant in terms of being able to propose measures and policies for prevention, mitigation and adaptation related to the climate. Measures that aim to influence the undesired effects of climate change.

The data gathered will be shared with other databases from climate measurement networks all over the world. This real-time gathering of data, freely accessible by members of the scientific community, allows combined searches to be carried out on different scales: local, regional and international.

The launch of the network, which will soon begin to report data openly and publically, has made Spain one of the leading countries in the monitoring and observation of the climate and the influence it has on territories, and in how these changes also influence climate data. Given the variety of environments and the different types of climate that converge within Spain, from continental Atlantic to Mediterranean and including subtropical, the ClimaDat network is a complex instrument but, at the same time, unique and genuine. ClimaDat is a tool for gathering essential information to monitor the evolution of impacts on the climate. The information gathered will be significant in terms of being able to propose measures and policies for prevention, mitigation and adaptation related to the climate. Measures that aim to influence the undesired effects of climate change.
During the period 2013-2014, the platform www.ecotendenciescosmoaixa.org has considered three new topics for debate on issues of global relevance related to the environment. This area for discussion presents, with the support of its online channel, a series of proposals for debate that complement the different types of materials (reports, audiovisual documents, multimedia resources) and also with face-to-face sessions.

Each eco-trend is developed in three sessions with different formats and audiences. In .tecnō, internationally prestigious experts debate the current and future challenges of the chosen topic. In .idea, innovative projects are presented that attempt to contribute alternatives and solutions to problems resulting from the issue being considered. In .edu, the eco-trend theme is introduced to secondary students.

In 2013, the first topic chosen discussed the challenges of food in the 20th century in a situation of overpopulation and facing the need to progress towards a greater link between food and healthy habits and a balance between food production and respect for the environment. The second eco-trend focuses on cities and their sustainable development, especially in aspects linked to energy consumption and efficiency. The high demographic concentration of cities and the energy consumption challenges this population demands, as well as the debate surrounding renewable energies and growth potential, concentrates a large proportion of the discussion for this eco-trend. Finally, the third issue tackled was climate change as one of the furthest-reaching challenges of the 21st century that involves all society, without exception, as the causes and direct recipients of the effects of climate change the world over.

Conserving natural spaces

In 2005, agreements began to be established in collaboration with different public authorities, autonomous governments, provincial governments and management bodies of natural areas to work towards the threefold objective of improving these protected spaces, offering new employment opportunities for people at risk of marginalisation or with difficulties in finding employment and, by combining these two previous goals, acting in advance to prevent forest fires. In 2013, a total of 265 projects were carried out in protected areas in the 17 autonomous communities. All this has provided employment for 1,511 particularly vulnerable people.

During the eight years this programme has been in operation, a total of 3,212 projects have been carried out, providing work for 11,272 people. The majority of these projects are related to the conservation and protection of forests, with the correct management of the undergrowth, and to the promotion and recovery of agricultural and livestock activity in these areas as a means to maintain and manage protected natural areas.
The development of a vocation for science, excellence, research, innovation and, in general, the promotion of knowledge has been the main objective of the work carried out by "la Caixa" Welfare Projects. As a result, a whole network has been created of relationships and links with the Spanish university system that has now been consolidated in the new Universities programme with two clear priorities: on the one hand to boost the research and internationalisation of our university system and, on the other, to promote employment and economic growth.

A competitive country needs its model of production to have research and innovation as one of its basic pillars to generate knowledge transfer towards companies and society. At an economically critical time, with so many jobs being lost, the aim is to transform production environments by applying knowledge and technology to create a new approach. Universities, as promoters of knowledge and innovation, play an important role in this transformation of society.

"la Caixa" Welfare Projects invest in higher education, research and innovation with the belief that this is a necessary formula to achieve structural and transformative changes in society in the medium and long-term. The collaboration agreements between Welfare Projects and universities therefore focus all their efforts on promoting research and innovation in line with the European programme Horizon 2020.

The Welfare Projects’ Universities programme is divided into three main concepts: the establishment of strategic alliances with most universities, the University Campuses and Economic Growth project, and the creation and management of an observatory of university employment.

Welfare Projects has collaboration agreements with 13 public and private Catalan universities and 7 universities in the rest of Spain. These collaborations are aimed at improving the internationalisation of the university system, attracting international students, researchers and lecturers and, at the same time, promoting the exchange of talent between countries.

University Campuses and Economic Growth is a pilot project with four Spanish campuses of international excellence (CEI) with the aim of boosting efficient policies for economic growth on the basis of an alliance between the sectors of the knowledge triangle (training, research and innovation).

In the first phase of this programme (2012-2013), 4 CEIs representing 4 different industries, all strategic for Spain’s economy, drew up an action plan aimed at promoting economic growth in the tourism, food, transport and maritime science sectors.

The CEIs and the industries involved are: Euromediterranean of Tourism and Water, made up of the universities of Girona and the Balearic Islands (tourism sector); Campus Iberus, made up of the universities of Zaragoza, Lleida, La Rioja, and the Navarre Public University (agri-food sector); Tricontinental Atlantic Campus, made up of the universities of La Laguna and Las Palmas (maritime sciences sector); and, the Tech Campus Andalusia (transport sector).

In the second phase of the project (2013-2014), the work focuses on one productive sector: the agri-food system. This industry has been chosen due to its vital importance for the Spanish and European economies and to the solid leadership found in the knowledge communities of food consortia.

Also, in 2013, the Observatory of University Employability and Employment (OEUE) was created, managed by “la Caixa” Welfare Projects, the UNESCO chair of University Management and Policy of the Polytechnic University of Madrid (UPM), and the Conference of Deans of Spanish Universities (CRUE). This Observatory has created a network of ten research groups distributed across different universities in the country as centres to gather and analyse information regarding employment and labour market integration in Spain’s universities.

Finally, support has also been given to a strategic agreement project with the 4 Universities Alliance comprising the Autonomous University and the Pompeu Fabra University in Barcelona, and the Autonomous University and C3 in Madrid. This agreement promotes the Barcelona-Madrid Dialogues project, with two yearly meetings in both cities to debate contemporary issues in science, politics and society. It has also promoted a new degree qualification, the first of its kind in Spain, in Philosophy, Politics and Economics.
CULTURAL PROGRAMMES

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Cultural programmes

The continual aim and requirement of the cultural programmes of “la Caixa” Welfare Projects is to allow audiences of all ages and educational backgrounds access to the greatest number of forms of cultural expression, seeing this as vital for people’s personal development and the advancement of society.

On this journey, educational activities linked to the cultural programme acquire increasing weight and relevance, as much through the development of CaixaForum’s own centres as through travelling exhibitions. Their aim is to contribute to a better understanding of the activities offered, be they exhibitions, concerts, cycles of talks or workshops. In this respect, initiatives are designed to generate habits of cultural consumption among the widest possible audience while constantly searching for excellence in content.

This requirement places rigorous and complex projects within reach of citizens, such as the Sumerian civilization exhibition: Before the flood. Mesopotamia 3500-2100 BC, together with gentler proposals such as the Georges Méliès exhibition, dedicated to the genius pioneer of cinematography.

In 2013, the CaixaForum centres welcomed 2,045,222 visitors, an audience attracted by a range of activities such as those directed towards a better understanding of the codes and languages of contemporary art, or appreciating the great masters of painting, with special attention on creators who have decisively influenced art history during the 19th and 20th centuries. One highlight of this, for example, was the Art, two points project which explored the concept of modernity and its relationship to the avant-garde through the “la Caixa” and MACBA contemporary art collections; or, at the other end of the scale, the great exhibition dedicated to Camille Pissarro, one of the first Impressionists.

Photography and cinema have also been in the spotlight in the Seduced by Art exhibition, which saw the first collaboration with the National Gallery in London. For its part, the Japanism. Fascination for Japanese art exhibition has helped audiences understand the emergence and vitality of modernism from the influence of oriental art on this movement in all disciplines: painting, sculpture, decorative arts, architecture, etc.

One highlight among the exhibitions produced alongside other museums and collections was Egyptian Mummies: the secret of eternal life, promoted together with Leiden’s Rijksmuseum van Oudheden (Netherlands), which broke the record for the number of visitors in CaixaForum Palma and has also travelled to Lleida, where it premiered, and Tarragona. This year it will carry on its travels through Girona and Zaragoza. The journey through Catalan landscape painting, seen in the exhibition Rusiñol, Monet, Gauguin, Sunyer: Landscapes in Carmen Thyssen-Bornemisza’s collection was also well received in Girona, Tarragona and Lleida. Travelling exhibitions have achieved a greater cultural reach than would otherwise have been possible in the physical confines of centres and have attracted 761,072 visitors.

Welfare Projects’ cultural programmes are also committed to cultural initiatives with a social impact, based on experiences of creation and co-production or giving voice to new talents emerging in multidisciplinary fields which offer new views, readings and interpretations of artistic and creative acts. This was the case with Migranland, a community theatre project performed at Girona’s Temporada Alta festival. Among the main cast members was a group of immigrants from the town of Salt. This production was the result of a collaboration between “la Caixa” Welfare Projects’ Interculturality and Social Cohesion Programme under the direction of Alex Rigola. The project provided a platform for the 14 immigrants to explain their life story. The script and staging urged spectators to become immigrants, making them live through an experience in a theatrical setting, combining a physical and emotional journey.

Concerts promoted by Welfare Projects in their different forms are another example of the programmes’ dispersion and geographical extension. Participative concerts, which began 18 years ago with Handel’s Messiah, brought together 34,242 spectators throughout the year. After the first participative musical premiered in June 2012, the experience was repeated in 2013 at the CaixaForum Barcelona as part of the Nights of Summer programme. This variant of the participative concert offered a more modern repertoire with scores by George Gershwin, Stephen Sondheim, Cole Porter and Leonard Bernstein, among others.

For their part, school concerts present guided productions and repertoires aimed at familiarising and introducing the public to a taste for music. For example, the reclaimed production of The Landscape Collector, which shows how 20th century
Composers incorporated sounds from nature into their work, creating sonic climates and atmospheres that even the youngest can discover in a fun and interesting way. In 2013, school concerts and their accompanying activities brought in 96,159 spectators, from infant, primary and secondary schools, who attended a total of 272 concerts and new shows were also incorporated into the repertoire of school productions such as Noah’s Ark.

2013 was also the year of consolidating the DNit programme, which extended the welcome of its first edition to mark the tenth anniversary of CaixaForum Barcelona. The centre extended its opening hours on Fridays to 11.00pm, enabling it to include a multidisciplinary programme dedicated to showing the latest trends in electronic music, performances, interactive installations and dance shows, among others.

In the chapter of great alliances, Welfare Projects renewed its agreement to work with the Prado Museum until 2015, which has helped the museum provide a new pavilion dedicated to schools and which, from now on, will welcome initiatives linked to The Art of Educating project. Regarding the collaboration with the Museum of Modern Art of Barcelona (MACBA) for the joint dissemination of modern art collections, 2013 was the year the projection of these two great contemporary art collections was taken to an international level with the exhibition The Persistence of Geometry, travelling to Mexico, where it was shown at the University Museum of Modern Art (MUAC).

The Comisart project was also created in 2013 – a new programme to support emerging curators in the field of modern art.

“la Caixa” Welfare Projects offers pieces from its collection so they can be reinterpreted through novel expository discourses which are later exhibited at CaixaForum Barcelona.

Looking towards the future, “la Caixa” Welfare Projects, the National Museum of Art of Catalonia and Fira de Barcelona, in collaboration with different public administrations, have laid the groundwork that will create, in the Montjuïc area, a cultural attraction that takes advantage of the large number of museums in the area.

2014 will be a year of growth in the number of “la Caixa” Welfare Projects cultural centres with the inauguration of CaixaForum Zaragoza, whose building work was in its final stages in 2013, soon to be included in the Foundation’s cultural programming and production.
The collaboration agreement with the Prado Museum was renewed in 2013, extending this to continue carrying out joint initiatives until 2015. Welfare Projects maintains its commitment to stand out for its exhibitions based on a formula that has helped enrich with artwork of exceptional quality and which will substantially improve the programme’s results. Thanks to this renewal of the ties with the Prado, new lines of work will be created to help disseminate art even further among younger audiences. In 2013, a collaboration agreement was also signed with the Joan Miró Foundation so that Welfare Projects now has four major cultural alliances: the Louvre Museum (2008), the Prado Museum (2009), MACBA (2010) and the Joan Miró Foundation (2013).

“la Caixa” Welfare Projects has continued to strengthen its ties with the Prado ever since signing its first agreement in 2009 with the national art gallery. Two years later, in 2011, “la Caixa” became a benefactor of the museum. The partnership has now been extended up to 2015, having realised the result of sharing the qualitative potential of the Prado’s collections with the design and conceptualisation of the Foundation’s exhibitions. This has been seen so far in three major exhibitions: Goya lights and shadows; Rubens, Brueghel, Lorrain. The Nordic landscape in the Prado and Objects Speak, as well as the project to distribute the museum’s collections through The Art of Educating programme.

With these alliances, Welfare Projects has achieved one of its objectives, namely to establish strategic agreements with top class national and international cultural institutions. Collaboration enhances cultural action, establishes fluid channels of collaboration, increases quality and allows new distribution methods to be explored. The renewed alliance with the Prado Museum is an example of this since, because of the framework of the agreement, a new line of dissemination has been created, aimed at the youngest school audiences: the second and third years of infant education and the first and second years of primary school.

The first great alliance, signed with the Louvre Museum in 2008, was renewed in 2012. This relationship has been extraordinarily fruitful in promoting shows focusing not only on the diffusion of history, ancient civilizations and archaeology but also on ancient and modern art. The collaboration has made the following exhibitions possible: Etruscan Princes. Between East and West; Arabian routes. Archaeological treasures of Saudi Arabia; Another Egypt. Coptic collections from the Louvre; Before the flood. Mesopotamia 3500-2000 BC and Delacroix (1798-1863), seen by more than 840,000 people.

The most recent agreements are to promote and disseminate new artistic languages. The aim of the agreement between Welfare Projects, the Foundation and the MACBA Consortium is for the joint management and dissemination of their contemporary art collections, a collective volume of 5,500 works which provides insight into contemporary Spanish and southern European art from the second half of the 20th century up to today.

This agreement has led to exhibitions such as Volume! (MACBA), The persistence of geometry (CaixaForum Barcelona and Madrid), Inverted mirror (Guggenheim Museum, Bilbao) or Crossed Gazes (CaixaForum Palma). In 2013 it went a step further and collections from both institutions have crossed borders. The exhibition The persistence of geometry. Pieces from the “la Caixa” and MACBA Foundation travelled to the University Museum of Modern Art in Mexico (MUAC). In terms of new proposals, 2013 also saw the first exhibition held of Art, two points, shown jointly and simultaneously at both sites, the MACBA and CaixaForum.

The last of the agreements was signed with the Joan Miró Foundation, which supports the prestigious bi-annual award for contemporary art. A prize that, in its fourth year, was given to New York artist Roni Horn, who joins the list of former winners: Olafur Eliasson, Pipilotti Rist and Mona Hatoum.

Welfare Projects maintains collaborative links with other prestigious institutions which have resulted in proposals such as productions carried out in collaboration with the Thyssen Bornemisza museum, with the ethno-anthropological museum Quai de Branly and the Cinémathèque Française, both located in Paris, and the Tate Britain and the Victoria and Albert Museum in London, as well as other museums and collections throughout Europe and the rest of the world.
Exhibitions that particularly stood out in 2013 were *What to wish* and *What to do*, which completed the trilogy *What to think, What to wish, What to do*, highlighting the richness of the Foundation’s Contemporary Art Collection. This has been yet another opportunity to confirm and consolidate the importance of one of the most significant collections of modern art with more than 900 pieces, forming a unique and remarkable exhibition of plastic art from the last half of the 20th century up to the current day. There was also a huge public response to the exhibitions dedicated to Georges Méliès and to the maestro of French Impressionism Camille Pissarro.

The proposal to promote contemporary art, initiated to highlight events and the latest artistic languages, has also managed to encourage debate on social aspects of the latest artistic creations and expressions. This was done with the question posed by curator Rosa Martínez during the first exhibition of 2012, *What to think*, based on the need for art in order to live, which was continued in *What to wish* and *What to do*, existential doubts about the purpose, role and function of the creator and their works. This acted as the starting point to reunite and exhibit fundamental works from the Foundation’s collection together with recently added pieces and those never before shown or previously loaned, or produced especially for the project. Proof that this question piqued the public’s interest can be seen in the sheer number of visitors to both exhibitions: 192,257 – one of the highest figures in 2013.

Also in the field of the latest developments in plastic art, and as part of the alliance with the Museum of Contemporary Art in Barcelona (MACBA) to jointly manage and exhibit their collections, *Art, two points: Barcelona lives contemporary art* proved very popular, attracting 112,126 visitors.

The exhibition dedicated to cinema and special effects genius and pioneer Georges Méliès attracted a similar number of visitors. *Georges Méliès: the magic of cinema* looked at this cinematic pioneer’s notion of film from three different areas, a vision which played an essential role in the application of special techniques and effects in the early days of cinematography. This exhibition attracted a diverse and heterogenic audience in its travels through Barcelona (112,474 visitors) and Madrid (183,998 visitors).

2013’s great painting exhibition was dedicated to the Impressionist painter Camille Pissarro, attracting more than 100,000 visitors up to December 2013 in Barcelona. This was the first great retrospective of Pissarro shown in Spain or Portugal and one of the most complete, with 67 canvases from all periods of work, on loan from museums and private collections worldwide.

With regards exhibitions dedicated to ancient history, past cultures and their later influence, the Sumerian civilization exhibition *Before the flood: Mesopotamia 3500-2100 BC* attracted 124,847 visitors in Barcelona and 79,414 in Madrid. With 400 pieces from 32 museums and collections from around the world, this provided an insight into a civilization considered to be the cradle of humanity.

The mainstream nature of the proposals is one of the constants in content programming. Visitors can put historical movements into context or understand how decisive influences have determined later artistic and cultural movements, without which it would be impossible to understand the present day. An example of this is *Japanism: Fascination for Japanese art*, which demonstrates the significance and inspiration of Japanese art and culture for European and Spanish artists at the end of the 19th and the beginning of the 20th centuries, from modernism to the avant-garde.
**Music**

The eighteenth edition of participative concert programming has, for another year, encouraged thousands of spectators and hundreds of amateur singers. These voices have had the chance to rehearse and share the experience of taking part in a musical production, with emblematic scores, under the direction and tutelage of prestigious international conductors, orchestras and soloists of the highest level. In 2013, the fourth CaixaProinfancia participative concert took place, which followed the participative concert model but with young singers, and which also offered a chance to participate in music workshops. All the singers were also involved in the programme to combat child poverty.

Participative concerts are a shared experience, allowing a group of amateur singers to take part in musical productions at the highest level, from their original development to rehearsals, the staging to actually performing on prestigious stages and auditoriums. In 2013, the 18th Handel’s *Messiah* was held since it was first organised in 1995. Since then, around 330,000 audiences have enjoyed this performance and other choral pieces from the symphonic choral repertoire, which has been added to over the years. There were 16 concerts with a total audience of 34,242 people in 2013.

The success and impact of the participative concert format has meant that, over the years, new agreements with different centres have been added, so that resident orchestras from these auditoriums can become involved in producing new repertoires. During 2013, as well as the performances of the *Messiah* in Burgos, Seville, Barcelona, Madrid, Palma, Bilbao and Granada, there was also the chance to hear Opera Choruses in Lleida, Girona, Tarragona, Tenerife and Pamplona.

2013 saw the celebration of the fourth anniversary of CaixaProinfancia’s participative concert of *The Messiah*. This specific concert formed part of the Art for social improvement programme and involved 200 children, aged 10-11, who had taken part in *We Sing the Messiah* workshops, in which they produced their own version from Handel’s original. In 2013, and for the first time, children from schools taking part in the “la Caixa” programme for social cohesion and interculturality were also involved.

The most recent addition to the participative concert format is participative musicals, primarily aimed at attracting the attention of new audiences by offering more contemporary music in their repertoire. The first took place in 2012, as part of the CaixaForum’s summer nights programme, and was repeated in 2013 because of its success. Next year will see a further step forward with a new orchestral format, widening the range of locations where this can be enjoyed.

The rest of 2013’s musical programme was completed with 366 family and school concerts, with 113,409 spectators, while other events scheduled in cycles and music seasons culminated in 173 concerts with 103,833 spectators.

2013 also saw the production of *The Landscape Collector*, highlighting the music of modern 20th-century composers such as Igor Stravinsky and Béla Bartók. School concerts promote a knowledge of music in all its diversity of genres and styles, in addition to new school productions such as *Noah’s Ark*.

CaixaForum Barcelona’s DNIT music programme is aimed at a younger audience, offering the latest trends and emerging artists in the field of electronic music.

In 2013, the *Diversons* programme came to an end. For eight years it had gone back to the roots of music with free concerts performed throughout Spain. The final tour took place in 2013, finishing in September after performances in 57 towns and cities, with a total of 134 groups, more than 1,300 concerts and an audience of over 600,000 spectators.
Once again, CaixaForum Barcelona has continued to offer the city of Barcelona activities and exhibitions for all audiences with the aim of enhancing and increasing knowledge and reinforcing the habit of cultural consumption. Among the most outstanding events for 2013 was the Méliès exhibition. Visited by families, it was especially designed to allow visitors to look, touch, play and soak up the magic of this cinema and special effects pioneer. 2013 also saw the first foray into experimenting with the dissemination of contemporary art with the start-up of the Comisart project. An experience with new values in the curating of exhibitions and which disseminated Welfare Projects’ extensive collection of art from a new perspective: young, fresh and alternative. In 2013, CaixaForum also boosted its cultural nightlife with DNIT, extending closing times on Fridays to explore alternative routes of experimental music, interactive installations, concerts, dances and workshops. These activities were also linked with and complementary to the daytime programme of events.

¿Who has never asked for the moon? CaixaForum Barcelona also celebrates this idea. The tenth anniversary celebrations in 2012 served to encourage and revitalise, ready to take on another decade of cultural programming with the same objectives: to rigorously familiarise, educate, teach and train audiences; to ensure that contents are always accessible and guarantee the quality of the centre’s cultural products. CaixaForum embarked on this journey in 2013 and has already managed to touch some of these moons. One of these moons was in the poster for the exhibition Georges Méliès. The magic of cinema. This was one of the emblematic exhibitions of the year, dedicated to the first cinema pioneer who discovered the seventh art's potential as a dream factory, both then and now. The exhibition was extraordinarily successful in Barcelona with 112,474 visitors, and more than exceeded this number in Madrid. On show were 400 objects from the era, from films, photographs, drawings, posters and original equipment as well as some models and pre-productions that visitors could play with. The show was a true exhibition for all audiences, offering entire families the chance to share knowledge, learning and experimentation through the life and work of this cinematic genius.

Other moons were seen by those attending the CaixaForum Barcelona’s twilight sessions, as part of the DNIT cycle. This year a stable schedule of one Friday per month was established. In view of the previous year’s success, opening on certain nights as a pilot scheme, this has now become an alternative experience. The cycle is aimed at a younger audience, promoting a more experimental programme and supporting new trends in music, electronic music, performances, interactive installations and dance shows, as well as workshops related to exhibitions. This was the case of the Seduced by art. Photography past and present exhibition, accompanied and complemented by pieces by Erik Satie, Frederic Mompou and the Goldberg Variations, as well as the electronic music concerts of Holy Other and the film showing of Kamikaze Girls as complementary activities for the Japanism: Fascination for Japanese art exhibition, among others.

If Méliès and the cinema served to attract the public to exhibitions on
Cultural programmes

20th-century art forms in 2013, then the photography exhibition *Seduced by art: Photography past and present* did the same for this discipline, with the added bonus of acting as the first joint collaboration between Welfare Projects and the National Gallery in London. This exhibition created a dialogue between great painters, photography pioneers and contemporary photographers, showing the relationship between both disciplines. Painting and photography have evolved since the initial ideas that the latter was subordinate to the former, discovering the intrinsic expressive and creative properties of photography through experimentation and artistic development and establishing its own identity.

The two CaixaForum Barcelona rooms traditionally dedicated to contemporary art welcomed two new exhibitions in 2013 – *What to wish* and *What to do*, completing the cycle started in 2012 of *What to think*. These three exhibitions suggested a view of contemporary art from the perspective of thought, desire and action by questioning the necessity and function of art today. The exhibition showed work by creators with a marked profile of social engagement, as well as some of the artists from the Welfare Projects collection.

2013 saw the start of the new Comisart project: a call for grant applications to promote the organisation of contemporary art exhibitions and the professionalisation of the sector. It offers young, emerging curators the chance to organise exhibitions. The first call brought together around sixty candidates, with three finally being chosen, the first of which, *Art fiction. Comisart: New views on the "la Caixa" Collection*, opened in autumn 2013. Welfare Projects also offers the resources and quality of its contemporary art collections so that young curators can create an exhibition discourse that adds value, offering new interpretations and innovative views on the collection’s contents.

*Art fiction* is the first of three exhibitions planned for this biannual activity. Jaime González Cela and Manuela Pedrón Nicolau approach their vision of contemporary art from the point of view of science fiction. Incorporating ideas from the genre, such as the possibility of the existence of other worlds, the alteration of known dimensions or the appearance of objects from alternative realities, the exhibition provides a journey through artistic universes using selected works and the back stories of their creators.

The third great contemporary art exhibition has been *Art, two points: Barcelona lives contemporary art*, the first joint and simultaneous exhibition of CaixaForum Barcelona and MACBA’s collections in two locations. This exhibition contained 400 works with more than 125 artists represented, displaying the strength and power of both collections, attempting to shed light on the links between modernity and the avant-garde as a way of understanding our current situation.

Regarding art exhibitions, CaixaForum hosted two important events. Firstly, *Japanism. Fascination for Japanese art*, which looks at the influence of Japanese art in Spain from the beginning of the 20th century as an international phenomenon and which was decisive in its influence on painting in the first half of the last century. Secondly, CaixaForum ended 2013 with an exhibition dedicated to Impressionist painter Camille Pissarro. This was organised jointly by Welfare Projects and the Thyssen-Bornemisza Museum and, by the end of the year, had welcomed more than 100,000 visitors.

Exhibitions

- *The Art of Piranesi. Architect, engraver, antiquarian, landscape painter and designer*
- *Before the flood. Mesopotamia 3500-2100 BC*
- *Seduced by art. Photography past and present*
- *Georges Méliès. The magic of cinema*
- *Cycle: What to think, What to wish, What to do*
- *What to wish: February-April 2013, What to do: May-September 2013*
- *Japanism. Fascination for Japanese art*
- *Art, two points. Barcelona lives contemporary art*
- *Cycle: Comisart. New views on the “la Caixa” Collection Art Fiction*
- *Pissarro*

DNIT

- *Artists: Boxcutter / Mar Coll / Kike Maillo / The Japan Photo Project*
- *Local Scene. Art and photography / Méliès*
- *Fira Fem 22*
- *Workshops. Sumerians / Méliès*
- *Music: Holy Other*
- *Cinema: Kamikaze Girls*

Summer Nights 2013

Performances

- *Participative musical*
- *At the pace of Edgar Allan Poe*
- *The Japan Night: Mieko Miyazaki and Guo Gan*
- *Maria Rodés*
- *Concert for the bicentenary of Verde / Wagner*
- *Oh Ghost!*
- *Circus Nights*

Summer Nights Talks

- *Invent your reality here*
- *Journey to the most unusual Japan*
In 2013 CaixaForum Madrid recorded a total of 763,856 visitors to its exhibitions. The biggest successes were: Georges Méliès. The magic of cinema, dedicated to the cinematographic genius Georges Méliès, Before the flood. Mesopotamia 3500-2100 BC, dedicated to the Sumerian civilization, and Masters of chaos: artists and shamans, which mixed objects from anthropology and ethnography collections with pieces of modern and contemporary art.

As in Barcelona, Georges Méliès. The magic of cinema was one of the most popular exhibitions with a predominantly family audience, which focused on the life and work of this pioneer of the cinema.

Méliès is not the first cinematographic genius to be featured in a CaixaForum exhibition. The Welfare Projects centres, in their aim to draw attention to contemporary artistic and cultural creations such as cinema and photography, have already selected retrospective displays dedicated to Charles Chaplin and Federico Fellini, as well as other exhibitions dedicated to the “seventh art” such as The effect of cinema. Illusion, reality and image in movement.

In 2013 it was the turn of one of the precursors of special effects, which nowadays constitute an industry in its own right continues to grow and enhance cinema productions.

Visitors to the exhibition were able to examine some of the instruments that Méliès brought to the cinema – magic tricks and sleight of hand in the technique of the magic lantern, pyrotechnical and optical effects, superimposed images, use of cross fades, camera tricks, editing effects and film colouring. All are examples of resources that technology perhaps now has surpassed but, in their time, forever changed cinematic history and, nowadays, still captivate viewers.

Another popular exhibition was Before the flood. Mesopotamia 3500-3100 BC, with 156,890 visitors. As part of Welfare Projects’ desire to introduce people to ancient history and because, frequently, this past legacy maintains links and relations to the modern world, this exhibition invited audiences to travel to Mesopotamia, centuries before Egypt, and later the Mediterranean took over as the world’s cultural reference point – which would not have been possible without the emergence of culture produced by the Sumerians and Persians.

This exhibition allowed people to appreciate art, crafts, jewellery and ritual objects which showed how inhabitants of the lands between the Tigris and Euphrates rivers understood the world. It revealed the divine origins of the city, the creation of humanity and myths nearest to our own such as the flood and the subsequent reconstruction of the Earth, the result of a pact between gods and man. Myths and legends form part of the western cultural substrate with influence on the later Egyptian and Greek cultures. The exhibition made this apparent through the survival of the legends from the Middle East in sacred texts and literary tradition.

The third exhibition that brought in the largest number of visitors was Masters of chaos: artists and shamans, which only...
went to CaixaForum Madrid on its international itinerary. It was conceived and produced by the Museum of the Quai Branly in Paris and organised by “la Caixa” Welfare Projects in collaboration with Kunst-Und Ausstellungshalle der Bundesrepublik Deutschland (Bonn, Germany). During its time in Madrid, it attracted the attention of 148,106 visitors.

The exhibition was based on the idea of chaos, from the ancient world to the present, and how this notion has occupied a specific place in many cultures. It invited the public to experiment, through hundreds of objects from anthropological and ethnographical collections situated next to pieces from contemporary art, how this tension between order and disorder and how this fight between opposing forces form part of the tension required to activate creation and add order, sense and balance to the universe.

Madrid also hosted an exhibition that explored the relationship between the first photographs, the history of painting and the work of contemporary photographers: Seduced by art. Photography past and present, viewed by 101,862 visitors. Another photographic exhibition showed the work of José Manuel Ballester to document the infrastructures built by the firm Ferrovial in 40 different locations in American and European countries, including Spain.

CaixaForum Madrid ended 2013 with the exhibition Japanism. Fascination for Japanese art, which began in October and ended in December, having attracted 62,456 visitors. Japanism invited visitors on a journey through the influence of Japanese art and culture in painting and other artistic forms, applied arts and architecture, showing paintings by Fortuny, Picasso, Manel, Rusiñol, Toulouse-Lautrec, Miró and Nonell as artists whose work was influenced by oriental art.

CaixaForum Madrid’s programming, as with the other Welfare Projects centres, goes beyond exhibitions with cycles of concerts, talks, workshops and a wide range of activities. Cycles of talks are also included, such as the Enjoying art event, which sought to understand modern art through five works by 20th-century artists, or Madrid, open city? and Amongst Gods and men, beauty in the classical world which provided a closer look at the origin, characteristics and structure of the canon of masculine and feminine beauty in western art.

CaixaForum Madrid also celebrated a season of classical music concerts starting with a performance by the prestigious Quiroga Quartet. The season’s programme also offered masterpieces by Beethoven, Schubert, Brahms, Liszt and Wolf.

The Art and Patronage Foundation played its part by delivering another year of prizes recognising the work of collectors, gallery owners and creators in the dissemination and popularisation of art. The winners were the artist Eva Lootz, gallery director Elvira González and the Joan March Foundation collection; the jury highlighted their respective long track records and, especially, their innovative nature. The Artist Award, worth 20,000 euros, is used to publish a book by the award-winning creators. Another prize of 40,000 euros is for a gallery owner and goes towards promoting exhibition projects, publications or the specific production of a piece of plastic art whose aim is to enhance the reputation, boost and promote the award-winning gallery.

Exhibitions
- Contemporary maps. Drawing thought
- Towers and skyscrapers. From Babel to Dubai
- Before the flood. Mesopotamia 3500-2100 BC
- Seduced by art. Photography past and present
- Georges Méliès. The magic of cinema
- Japanism. Fascination for Japanese art
- Masters of chaos: artists and shamans
- 60 views of Ferrovial. José Manuel Ballester

Family events
- Grimm’s Forest
- Finish your soup
- Handmade
- Troy
- Moussakis

Cinema
- Family cinema cooperation
- Japanese family cinema and the Japanism cycle
- Méliés family cinema
- Ravi Shankar cycle

Concerts
- The Landscape Collector
- The Farewells
- Quiroga Quartet
- Tomas Djupsjöbacka
- Javier Perianes
- Daniela Lehner
- Jose Luis Gayo
- Ravi Shankar Concert
- Contemporary Japanese music concert (Japanism)
- Mamut Concert (Méliès)

Talks
- Beauty and the classical world
- Sumerian writing
- Sumerians
- Masters of chaos
- Japanism
- Méliès and the cinema of his time
CaixaForum Palma

CaixaForum Palma celebrated its 20th anniversary with a wide range of activities. The exhibition Rubens, Brueghel, Lorrain. The Nordic countryside in the Prado stood out particularly, with works by the great Flemish and Dutch masters from the Prado. Mallorca’s “la Caixa” Welfare Projects centre started its 2013 season with the final part of the Crossed Gazes. Abstraction and realism exhibition, which was produced specially by CaixaForum Palma, where the tensions between abstract art and realist and figurative art were shown through pieces from the “la Caixa” Contemporary Art Collection and MACBA. But the year’s greatest production, in terms of numbers of visitors, was Egyptian Mummies. The secret of eternal life. CaixaForum Palma’s cultural exhibitions and activities received a total of 288,294 visitors throughout the year.

The theme of the Egyptian Mummies exhibition of life and death in ancient Egypt brought a total of 60,202 visitors, confirming the public’s interest in Egyptian culture and especially in the mystery that surrounds mummies.

As part of the permanent collection of Hermen Anglada Camarasa, a new selection of pieces was shown in 2013 entitled Gypsies, the spell of dance. The central theme of the “la Caixa” Anglada-Camarasa collection was the representation of movement and dance in the artist’s work. Gypsy dance was one of the continual sources of inspiration in Anglada Camarasa’s work. Among the pieces shown was a large-format mural The tango of the crown with figures of gypsies and a group of drawings which are the best exponent of his constant desire to capture the essence of movement in the figure.

To celebrate the 20th anniversary of inauguration of the Palma centre, and the centenary of “la Caixa” in the Balearics, the centre hosted an exhibition of works from the Prado, thanks to Welfare Projects’ strategic alliance with the museum. The first, Rubens, Brueghel, Lorrain. The Nordic landscape in the Prado, is a journey through the world of Nordic landscapes from the canvases of Flemish and Dutch masters during the 17th century, which attracted 35,058 visitors. The exhibition showed how these painters represented, with great luxury of details, geographic features, forests, landscapes, rivers and seas, snowy fields and icy rivers enveloped in natural light.

The programme was completed by Towers and skyscrapers. From Babel to Dubai, an exhibition about the human obsession for breaking material limitations through architecture. This exhibition attracted 38,385 visitors.

Exhibitions

Culture
- Towers and skyscrapers. From Babel to Dubai
- Egyptian Mummies. The secret of eternal life
- Rubens, Brueghel, Lorrain. The Nordic countryside in the Prado
- Crossed gazes. Abstraction and realism
- Gypsies, the spell of dance
- “la Caixa” Anglada-Camarasa Collection

Social
- Let’s talk about drugs
- Food justice. Sowing hope

Music
- 8 family concerts
- 8 school concerts
- Music season: February and March
- Concerts by Elena Gragera
- Quiroga Quartet
- Javier Perianes

Talks
- There were 64 talks given in 2013

Rooms assigned
- 209 assignments of rooms for activities

Family events
- Dreamjump
- Noah’s Ark
- Finish your soup
- Handmade
Cultural Programmes

CaixaForum Girona
The Fontana d’Or centre started 2013 with the final part of the Rusiñol, Monet, Gauguin, Sunyer. Landscapes of the Carmen Thyssen-Bornemisza collection, which toured centres in Lleida and Tarragona throughout the year and became one of the most successful exhibitions held in these three centres. The exhibitions and activities planned by the CaixaForum Girona attracted an audience of 103,482 visitors during the year.

The exhibition of Catalan landscapes consisted of 52 works from the Carmen Thyssen-Bornemisza collection, which looked at the relationship and points of contact between Catalan painting and trends in art in the rest of Europe, especially Paris, which was a huge magnet for many Catalan painters, from the first trips by Martí i Alsina to the French capital during the second half of the 19th century to its influence on such figures as Joan Miró and Antoni Clavé.

The second great art show – Objects Speak. Collections from the Prado Museum – was an unprecedented exhibition based on pieces from the Prado, produced as a result of Welfare Projects’ alliance with the museum. The collection highlighted the everyday objects collected by many painters on their canvases throughout history. The exhibition included a selection of 60 paintings and objects from artists from the Spanish, Flemish, Italian and French schools, painted between the 16th and 19th centuries. The exhibition showed how painters made use of objects with different functions to identify and highlight the relevance of the people represented or even as a way of treating these objects as a collector’s item.

Amongst the paintings were works by Goya, Rubens, El Greco, Luca Giordano, Sorolla, Murillo, Velázquez, Zurbarán, Francisco de Ribera and Jan Brueghel the Elder. The exhibition was visited by 21,539 people.

CaixaForum Tarragona
The huge success of the Rusiñol, Monet, Gauguin, Sunyer. Landscapes in Carmen Thyssen-Bornemisza’s collection with the public made this the most visited exhibition of the centre, with 38,138 people. The exhibition that replaced it in the spring and summer of 2013 – Egyptian Mummies. The secret of eternal life – also achieved a record number of visitors (48,627), making it the most visited exhibition to date in Tarragona, exceeding Between Picasso and Dubuffet. The Jean Planque collection of 2007, which previously held the record with 44,000 visitors. In 2013, CaixaForum Tarragona’s exhibitions and activities attracted a total of 120,062 visitors.

The interest aroused by the exhibition was obvious from day one, with an average of 500 people visiting each day, doubling the normal average daily figure for the centre. The exhibition and its journey through the evolution of modern Catalan landscape paintings using a meticulous selection of canvases from the Carmen Thyssen-Bornemisza collection complements Welfare Projects’ interest in inspiring new ways of looking at the history of art and, specifically, at art from the 19th and 20th centuries as a period of huge relevance to understand the cultural roots that inspired later generations right up to the current day.

Canvas by Martí i Alsina, Vayreda, Modest Urgell, Santiago Rusiñol, Meifren, Sunyer, Toqueres, Joan Miró, Antoni Tàpies and Antoni Clavé were displayed alongside foreign landscape artists who influenced Catalan painting, such as Théodore Rousseau, Maximilien Luce, Claude Monet, Paul Gauguin, André Derain, Matisse, Pierre Bonnard and Georges Braque, amongst others.

In terms of exhibitions dedicated to furthering our knowledge of great ancient cultures, Egyptian Mummies. The secret of eternal life was a new opportunity to immerse oneself in the culture of life and death in ancient Egypt. This exhibition was based on pieces from Leiden’s Rijksmuseum van Oudheden, the National Museum of Antiquities from the Netherlands, internationally recognised for the important pieces of Egyptology it conserves. One of the most significant pieces in the exhibition, the Ankhor Mummy, a priest from Tebas who lived around 650 BC, shows how new, non-evasive, forensic investigative techniques have brought to light new information about the anatomy of mummmified bodies, their state of health before

Exhibitions

Culture
- Rusiñol, Monet, Gauguin, Sunyer. Landscapes from the Carmen Thyssen-Bornemisza collection
- Objects speak. Collections from the Prado Museum
- Flower time, 58th exhibition

Social
- Let’s talk about drugs
- Haiti, 34 seconds later

Talks
- There were 29 talks in 2013

Rooms assigned
- 27 assignments of rooms for activities in 2013
death and the possible causes of death, as well as further information on the mummification techniques used and how they evolved over time, adding complexity and sophistication to the proceedings.

The third great exhibition that ended the 2013 season in CaixaForum Tarragona was Wine cellars. Cooperativism and modernism, which 15,077 people had visited by 31 December 2013. The exhibition, which was shown in 2012 at CaixaForum Barcelona and in Brussels, offered a journey through the so-called “wine cathedrals”, the modernisme cooperative wine cellars built at the beginning of the 20th century.

The exhibition placed this new architecture into its context with the cooperativism and modernisme movements as agents of change and a starting point for the modernisation and mechanisation of the Catalan agriculture. The exhibition was organised by “la Caixa” Welfare Projects and the Department of Culture of Catalan government and forms part of the rehabilitation programme of eight cooperative wine cellars in Catalonia, with a 3.6 million euro contribution from Welfare Projects.

CaixaForum Lleida
CaixaForum Lleida enjoyed the same success with its exhibitions of Catalan landscapes from the Carmen Thyssen-Bornemisza collection and Egyptian Mummies, as had previously happened at the other “la Caixa” Welfare Projects centres. By the end of 2013 this centre had welcomed a total of 83,377 visitors to its different exhibitions and activities.

The attendance figures achieved by the Catalan Landscapes and Egyptian Mummies exhibitions added to the success of these touring exhibitions, travelling around the CaixaForum centres in Catalonia.

Egyptian Mummies. The secret of eternal life reached a total of 30,529 visitors in the capital of the Segre region,while Rusiñol, Monet, Gauguin, Sunyer. Landscapes from the Carmen Thyssen-Bornemisza Collection succeeded in attracting a total of 16,394 people.

CaixaForum Lleida, similarly to the other centres, also ran different cycles of talks and activities to coincide with its exhibitions, such as the cycles of nature and culture dedicated to the treatment of landscape in paintings from the end of the 19th century to the postwar avant-garde, and the cycle of talks based on the exhibition Egyptian Mummies, looking at aspects related to the knowledge and popularisation of ancient history, as well as the contemporary techniques of forensic analysis and the influence of the mummies as icons of terror in modern literature and cinema.

The centres also hosted different exhibitions produced as a result of international cooperation. During 2013, Haiti, 34 seconds later passed through the area of science and environment. In 2013, CaixaForum Lleida hosted the Energy, for a sustainable future exhibition, a scientific look at how energy is generated and transformed. Showing the different types of energy used, the exhibition inspired reflection on the necessary actions to be taken to guarantee a sustainable future. This CaixaForum Lleida exhibition attracted 9,556 people.

Exhibitions

Culture
• Egyptian Mummies. The secret of eternal life
• Rusiñol, Monet, Gauguin, Sunyer. Landscapes from the Carmen Thyssen-Bornemisza Collection

Social
• Haiti, 34 seconds later

Talks
• There were 46 talks in 2013

Exhibitions

Culture
• Egyptian Mummies. The secret of eternal life
• Rusiñol, Monet, Gauguin, Sunyer. Landscapes from the Carmen Thyssen-Bornemisza Collection

Social
• Haiti, 34 seconds later

Science
• Energy. For a sustainable future

Talks
• There were 62 talks in 2013

Room assigned
• 54 assignments of rooms for activities
The Foundation sees Corporate Social Responsibility as dialogue and agreement possible between all stakeholders. For the “la Caixa” Foundation, its contribution to sustainability and the good management of corporate responsibility will depend on the Foundation working together with its stakeholders, either those that can significantly affect the activities carried out by the “la Caixa” Foundation or those that can be significantly affected by such activities.

Committed to continually improving its stakeholder relations, the “la Caixa” Foundation has therefore endeavoured to identify and study its main stakeholders at all levels of the organisation. The scope of this study is an internal analysis of the organisation. The study’s universe was made up of the thirty-seven projects that constitute its main activity and are grouped into four broad areas of activity for the “la Caixa” Foundation. The methodology employed was an online questionnaire aimed at those in charge of each of the different programmes and projects, who were asked (i) which stakeholders they believe could affect or be affected significantly by the activity carried out by their project/programme/area of responsibility, as well as (ii) the degree of influence/impact and (iii) the type and level of participation therein. This information was complemented with (iv) an analysis of the organisation’s documentation applicable to stakeholders.

This study has helped us to lay the foundations for subsequent work on stakeholder engagement and consultation, i.e. the external area of the organisation, in the coming years. Work whose specific aims are, in turn, as follows:

• Gain deeper insight into stakeholders’ expectations and interests regarding sustainability, as well as their expectations concerning the Foundation’s actions and behaviour in its contribution to sustainability, in order to integrate these within the organisation’s strategic considerations.

• Identify potential aspects/areas of collaboration to work together in designing programmes that help to unite forces and achieve agreed solutions in creating shared value.

• Unite and strengthen relations with each stakeholder.

Accomplishing this work also helps us to define and establish more systematic dynamics for relations and dialogue.

After the identification and analysis work already carried out, for the internal area of the organisation, the stakeholders of the “la Caixa” Foundation are as follows: the Caja de Ahorros y Pensiones de Barcelona and the CaixaBank financial institution, the Board of Trustees, the Foundations Commission of the Catalan government, the government and public administrations, the academic community as well as the media, the many different types of beneficiaries of the programmes and activities carried out by the Foundation (including children, young people, the elderly, the sick and, in particular, people at risk of marginalisation such as the disabled, immigrants and prison inmates, as well as society at large), non-profit organisations as well as third sector organisations/associations, service providers and employees of the Foundation, as well as customers of the CaixaBank financial institution.
The purpose of this sustainability report is to respond to the needs of our stakeholders and to identify those aspects that can be considered as relevant (material aspects) for the organisation. These aspects include those that reflect the organisation’s most significant economic, environmental and social impacts, as well as those that have a substantial influence on the analysis and decisions of our stakeholders.

In order to detect and analyse these matters, the “Principles for Defining Report Content” from the Global Reporting Initiative (hereinafter the GRI) have been used in accordance with the Sustainability Report Guidelines in its G4 version. This procedure includes four basic principles that must be adhered to by the report:

1. The report must identify its stakeholders, and explain how the “la Caixa” Foundation has responded to their expectations and needs.

2. The report should present the organisation’s performance in the wider context of sustainability.

3. The report should cover material aspects; i.e. those that reflect the organisation’s significant economic, environmental and social impacts or substantially influence the analysis and decisions of stakeholders.

4. The report should include the scope of material aspects (completeness).

In accordance with these principles and with the aim of identifying those aspects that are truly relevant for the “la Caixa” Foundation, the following steps have been followed – which are included in the “Implementation Manual” of the Guidelines for preparing the sustainability report, G4 version, of the GRI:

1. Identification: analysis of the value chain.

2. Prioritisation of issues.

3. Validation.

4. Review.

These steps have allowed the “la Caixa” Foundation to define those aspects that are relevant both internally and externally and which should therefore be included and addressed in this report.

A. Identification: analysis of the “la Caixa” Foundation value chain (G4-18a)

The first step to establishing which issues can be considered as relevant for an organisation is to draw up its value chain. This allows us to detect and analyse in which stages or activities these relevant issues for the organisation occur.

To address this first stage, the “la Caixa” Foundation conducted an internal study where it defined its value chain, considering both its activity and the different inputs/outputs that interact with and have an effect on the management of the Foundation.
The “la Caixa” Foundation value chain (G4-18a)

“To contribute to the advancement of people and society, with particular emphasis applied to the most vulnerable groups, through our own programmes, through strategic alliances or collaborative efforts with third parties, achieved by means of efficient and, when appropriate, innovative actions, the results of which can be evaluated and utilised by other entities. With the priority area of action in Spain and a global vision in line with the international environment. At all times guided by our objectives for sustainable social transformation and the creation of opportunities for people.”

**Main resources**
- People: Employees, Volunteers
- Board of Trustees
- Caja de Ahorros y Pensiones de Barcelona
- CaixaBank
- Shareholders, social organisations, public administrations, universities, museums, banks, foundations
- Suppliers
- Shareholders, social organisations, public administrations, universities, museums, banks, foundations
- Financing: “la Caixa” Welfare Projects
- Shareholders’ equity
- Information systems and processes
- Energy, water, other materials

**Key activities that generate value (including programmes and projects)**

**Social Area**
- Particularly: Reincorpora, Incorpora, Accessible Housing and Solidarity Renting, Integral care for people with advanced diseases, CiberCaixa, Zero tolerance, CaixaProinfancia, Social Entrepreneurism, Gente 3.0, International Cooperation, Intercultural Community Intervention, Volunteers, Subsidies to social entities

**Education Area**
- Let’s talk about drugs, eduCaixa, Scholarships, Education activities, Educational programme, Social studies

**Science Area**
- Research in general, RecerCaixa, Conservation of Natural Spaces and Occupational Reintegration, ClimaDat, Science in Society

**Culture Area**
- Art exhibitions, Diversions, Participative concerts, Caixaforum: Bcn and Madrid, Lleida, Palma, Social impact programme

**Main outcomes**
- Creating new job opportunities and taking advantage of existing ones
- Creating a model to promote and develop vulnerable children living in poverty
- Granting rental accommodation to young people and the elderly
- Integration into the workforce for groups at risk of marginalisation
- Promoting active, healthy ageing
- Improving the quality of life of people with advanced diseases
- Guidance for new entrepreneurs
- Improving social harmony

**Benefits for society**
- Employment integration
- Encouraging entrepreneurship
- Access to decent housing, especially for groups such as young people, the elderly and families on low income
- Combating the marginalisation of people living in situations of poverty, with particular emphasis on children

**Values**
- Solidarity
- Integrity
- Humanism
- Transcendence
In 2010, as part of its 2010-16 Strategic Plan, the “la Caixa” Foundation defined the mission and values that form the basis of its activity in accordance with a robust strategy and clear, transparent guidelines. The “la Caixa” Foundation’s aim is to implement programmes and projects that actively add value and contribute to society in a beneficial way. To this end, the “la Caixa” Foundation conducts a wide variety of projects and programmes within four different areas that address the current needs of society.

In fact, the current economic crisis has led to the readjustment of some social programmes since 2010.

The “la Caixa” Foundation requires a set of primary resources that enable it to carry out its activity and also ensure its financial and reputational stability. The key resources required for the Foundation, as proved by the previous study, are principally its main stakeholders; its employees, the Caja de Ahorros y Pensiones de Barcelona, CaixaBank, its shareholders, the Board of Trustees, its financial resources, the Catalan government and public administrations, the academic community, social organisations and third sector associations, beneficiaries and suppliers.

Lastly, once the Foundation’s value chain had been defined, the most material aspects were identified along with the areas of action they may affect within the “la Caixa” Foundation. Below is a diagram showing the main topics considered, as well as the stages during which they can affect the “la Caixa” Foundation.

Key aspects and scope (G4-19 and G-20)

“Our Mission

“...To contribute to the advancement of people and society, with particular emphasis applied to the most vulnerable groups, through our own programmes, through strategic alliances or collaborative efforts with third parties, achieved by means of efficient and, when appropriate, innovative actions, the results of which can be evaluated and utilised by other entities. With the priority area of action in Spain and a global vision in line with the international environment. At all times guided by our objectives for sustainable social transformation and the creation of opportunities for people.”

Main resources

Key activities that generate value (including programmes and projects)

Main outcomes

Benefits for society

Employment
Occupational health and safety
Commitment to stakeholders
Diversity and equal opportunity
Equal payment for men and women
Financial management
Indirect economic impact
Supply chain management
Good governance
Environmental management
Image of the “la Caixa” Foundation

Criteria for selecting projects
Transparency in programmes and projects
Monitoring, evaluation and learning from programmes and projects
Integration of gender and diversity in the programmes
Coordination with third party activities and programmes
Alliances and financing of projects and programmes
Political influence and awareness-raising campaigns
Environmental projects

Social benefit of the “la Caixa” Foundation
Importance of actions and contribution to the advancement of society

Solidarity
Integrity
Humanism
Transcendence

Values
B. Prioritisation (G4-18a, G4-26 and G4-27)

The material aspects were identified in a study, carried out between 2012 and 2013, to complete the prioritisation stage. During this stage, several interviews were conducted areas of the organisation in order to determine how each aspect fits the actual situation of the organisation and how important each one is for the “la Caixa” Foundation’s activity. This also took into account the material aspects included in the GRI document entitled “Sustainability Topics for Sectors: What Stakeholders want to know”, which establishes the topics that may be considered as relevant by each sector. This served to ensure that all those matters with a significant social, economic or environmental impact would be taken into consideration with relation to the type of activity carried out by the “la Caixa” Foundation. At the same time, the influence of these matters on the stakeholders’ evaluations and decisions was also assessed. This was achieved by consulting the different groups of stakeholders and by carrying out a media analysis.

In order to consult with the stakeholders about their aspects and perspectives, the study of perception carried out by the “la Caixa” Foundation is worth mentioning. The study consisted of two different groups of stakeholders for the organisation answering several online surveys between December 2012 and February 2013. These stakeholder groups included: the stakeholders (including collaborating organisations, non-profit organisations, the academic community, the public administration, similar organisations and companies and service providers) and the employees of CaixaBank. In the context of this study, the participants were asked to assess a series of aspects from the perspective of how they were perceived with regard to the activity and beneficial impact of the “la Caixa” Foundation.

The results of the study showed that the most important matters for the various stakeholders surveyed were encompassed within the scope of the “la Caixa” Foundation’s social action. The surveys also showed that the different stakeholders were in favour of prioritising and allocating more resources to social action than to any other area. Notably, the aspects most frequently mentioned by these stakeholders had to do with the “la Caixa” Foundation’s contribution to the advancement of society, the Foundation’s image in society, the benefits provided by the “la Caixa” Foundation for society and the relevance of the actions carried out by “la Caixa” Welfare Projects.

A section of the study also asked respondents about the aspects that had been given the highest or lowest rating. The results showed that the most highly rated aspects were the degree of transparency and thoroughness, the cordiality and approachability of the “la Caixa” Foundation, satisfaction with their relationship with the Foundation, the Foundation’s contribution to the advancement of society and the social benefit and relevance of the Foundation’s actions, while the lowest rated aspects were the lack of support and fluency of communication, the degree of reviews and improvement of the programmes and initiatives.

It should be noted that the set of questions sent to employees were different to those sent to the rest of the stakeholders, since this particular group works directly for the “la Caixa” Group. In this case, the questions mainly focused on the employees’ area of expertise and the areas which should become a priority for the “la Caixa” Foundation. The findings from this part of the survey showed that the lowest rated area of knowledge, and therefore the one that employees were least familiar with, was the environment, while the best-known area was the social area, in line with the answers given by the other stakeholders.

Lastly, a media analysis was conducted which helped to identify possible issues that could endanger the “la Caixa” Foundation’s reputation as they are widely discussed in the media and therefore need to be addressed according to the basic values and principles of the Foundation, such as honesty and transparency. This analysis showed that the most widely discussed topic by the media was the benefit to society provided by the “la Caixa” Foundation, followed by the support, funding and coordination with other participants. Another recurring topic was news items on the management and transparency of projects and programmes from the different areas: social action, education, solidarity renting, healthcare, social entrepreneurship, humanitarian aid, social inclusion, the fight against poverty and social exclusion.

Once all the information had been assessed and considered, the following map was designed, showing a breakdown of the material aspects.
Prioritisation graph (G4-19 and G4-27)

**C. Validation (G4-18a)**

The third stage was to have these aspects validated by the Executive Committee of the “la Caixa” Foundation in order to ensure they were in line with the real situation of the Foundation’s activity. During the validation process, none of the aspects that had been considered in the previous stages was modified, and therefore the aspects included in the prioritisation are the final material aspects.
**D. Review (G4-18a)**

This last stage was to review the process used to determine the material aspects, as well as to update the material aspects depending on the strategy and context of the Foundation.

In 2012, the “la Caixa” Foundation conducted a preliminary in-depth study to define the material aspects; a study that, through its value chain, has allowed it to identify and assign each one of these material aspects by area of activity. Over the next few years, the Foundation’s strategy will focus on ensuring the process used to define material aspects is one that is continuously improved, allowing us to go into more depth as far as the material aspects considered previously are concerned, as well as to update them according to the needs of the ever-changing social context in which we work.

The table below shows the different material aspects as well as topics included based on the results of the materiality study. A column has also been added with the material aspects considered in the GRI guidelines in accordance with the G4 version. This helps to identify those material aspects that should be considered in the contents table enclosed at the end of this report.

The material aspects identified, by order of relevance were: (G4-19, G4-20 and G4-21)

<table>
<thead>
<tr>
<th>Material aspects considered in the materiality study</th>
<th>Topics</th>
<th>G4 indicators and GRI specific standard disclosures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit to society</td>
<td>Main projects in accordance with the strategy of the “la Caixa” Foundation for the different areas: social action, education, social renting, health, humanitarian aid, social inclusion, the fight against poverty and social exclusion, employment for people with few qualifications, Incorpora programme, social entrepreneurship</td>
<td>G4-EC1: Direct economic value generated and distributed</td>
</tr>
<tr>
<td></td>
<td>Benefit and value for society of the “la Caixa” Foundation</td>
<td>NGO7: Resource allocation</td>
</tr>
<tr>
<td></td>
<td>Importance of the actions and contribution to the advancement of society</td>
<td></td>
</tr>
<tr>
<td>Support, funding and coordination with other organisations</td>
<td>Coordination with third party activities and programmes, alliances with other organisations/foundations</td>
<td>NGO6: Processes to take into account and coordinate with the activities of other actors</td>
</tr>
<tr>
<td></td>
<td>Economic support for other organisations/foundations</td>
<td></td>
</tr>
<tr>
<td>Image of Welfare Projects</td>
<td>Image</td>
<td>No equivalent aspect has been found</td>
</tr>
<tr>
<td></td>
<td>Differentials compared with other institutions</td>
<td></td>
</tr>
<tr>
<td>Good governance</td>
<td>Structure, diversity, payment and transparency of the Board of Trustees and the different governing bodies in accordance with good practices in corporate governance</td>
<td>G4-LA12: Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity</td>
</tr>
<tr>
<td></td>
<td>Code of ethics and its related training and communication plans</td>
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<td></td>
<td>Existing management committees</td>
<td></td>
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<tr>
<td></td>
<td>Internal procedures to avoid conflict of interest</td>
<td></td>
</tr>
</tbody>
</table>
The material aspects identified, by order of relevance were: (G4-19, G4-20 and G4-21) (continuation)

<table>
<thead>
<tr>
<th>Material aspects considered in the materiality study</th>
<th>Topics</th>
<th>G4 indicators and GRI specific standard disclosures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial management policies</td>
<td></td>
<td>G4-EC1: Direct economic value generated and distributed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EC4: Financial assistance received from government</td>
</tr>
<tr>
<td>Financial management</td>
<td>Budget allocation by area</td>
<td>NGO8: Sources of funding by category and five largest donors and monetary value of their contributions</td>
</tr>
<tr>
<td></td>
<td>Financial control policies and mechanisms</td>
<td>G4-PR7: Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes</td>
</tr>
<tr>
<td></td>
<td>Financial assistance received from government</td>
<td>G4-EN31: Total environmental protection expenditures and investments by type</td>
</tr>
<tr>
<td></td>
<td>Sources of funding and monetary value of the contribution</td>
<td>NGO7: Resource allocation</td>
</tr>
<tr>
<td>Criteria in selecting projects</td>
<td>Criteria considered for the selection of projects in accordance to the strategy of the “la Caixa” Foundation</td>
<td>No equivalent aspect has been found</td>
</tr>
<tr>
<td>Project management and transparency</td>
<td>Transparency, systems to monitor, evaluate and learn from programmes and projects</td>
<td>G4-SO1: Percentage of operations with implemented local community engagement, impact assessments, and development programmes</td>
</tr>
<tr>
<td></td>
<td>Efficiency and impact of programmes and projects</td>
<td>G4-PR8: Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data</td>
</tr>
<tr>
<td></td>
<td>Changes made to programmes and projects in order to improve them</td>
<td>NGO2: Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policy</td>
</tr>
<tr>
<td></td>
<td>Measures established to communicate changes in programmes and projects</td>
<td>NGO3: System for program monitoring, evaluation and learning, (including measuring programme effectiveness and impact), resulting changes to programs, and how they are communicated</td>
</tr>
<tr>
<td></td>
<td>Privacy and security for clients/beneficiaries</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mechanisms for feedback and complaints</td>
<td></td>
</tr>
<tr>
<td>Integration of gender and diversity in the programmes</td>
<td>Measures to integrate gender and diversity into programme design, implementation and the monitoring, evaluation and learning cycle</td>
<td>NGO4: Measures to integrate “gender and diversity” into programme design, implementation, monitoring, evaluation and learning cycle</td>
</tr>
</tbody>
</table>
The material aspects identified, by order of relevance were: (G4-19, G4-20 and G4-21) (continuation)

<table>
<thead>
<tr>
<th>Material aspects considered in the materiality study</th>
<th>Topics</th>
<th>G4 indicators and GRI specific standard disclosures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of a system to attract and retain talent (compensation and social benefits policies)</td>
<td>G4-EC3: Coverage of the organisation's defined benefit plan obligations</td>
<td></td>
</tr>
<tr>
<td>Job stability (trade unions, retirement schemes)</td>
<td>ENG4-EC5: Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation</td>
<td></td>
</tr>
<tr>
<td>Wages</td>
<td>G4-LA1: Total number and rates of new employee hires and employee turnover by age group, gender and region</td>
<td></td>
</tr>
<tr>
<td>Employee training and development</td>
<td>G4-LA2: Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation</td>
<td></td>
</tr>
<tr>
<td>Policies on the diversity, equality and integration of employees</td>
<td>G4-LA3: Return to work and retention rates after parental leave, by gender</td>
<td></td>
</tr>
<tr>
<td>Dialogue with trade unions and establishment of a collective agreement</td>
<td>G4-LA10: Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings</td>
<td></td>
</tr>
<tr>
<td>Implementation of a Health and Safety management system. International standards</td>
<td>G4-LA11: Percentage of employees receiving regular performance and career development reviews, by gender and by employee category</td>
<td></td>
</tr>
<tr>
<td>Raising awareness and training for employees in the area of health and safety</td>
<td>G4-LA12: Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity</td>
<td></td>
</tr>
<tr>
<td>Risk management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System to record data on employee rate of injury, absenteeism and lost days</td>
<td>G4-LA5: Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>G4-LA6: Type of injury and rates of injury, occupational diseases, lost days and absenteeism and total number of work-related fatalities, by region and by gender</td>
<td></td>
</tr>
<tr>
<td></td>
<td>G4-LA8: Health and safety topics covered in formal agreements with trade unions</td>
<td></td>
</tr>
</tbody>
</table>
The material aspects identified, by order of relevance were: (G4-19, G4-20 and G4-21) (continuation)

<table>
<thead>
<tr>
<th>Material aspects considered in the materiality study</th>
<th>Topics</th>
<th>G4 indicators and GRI specific standard disclosures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change and energy</td>
<td>Identification, evaluation and objectives for the reduction of energy consumption and emissions (carbon footprint and/or emissions related to the activity of the organisation)</td>
<td>G4-EN3: Energy consumption within the organisation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EN4: Energy consumption outside the organisation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EN6: Reduction of energy consumption</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EN15: Direct greenhouse gas emissions (scope 1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EN16: Energy indirect greenhouse gas emissions (scope 2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EN17: Other indirect greenhouse gas emissions (scope 3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EN19: Reduction of greenhouse gas emissions</td>
</tr>
<tr>
<td></td>
<td>Encourage efficiency and renewable energies to alleviate climate change</td>
<td></td>
</tr>
<tr>
<td>Consumption of water and resources</td>
<td>Identification, evaluation and objectives for reducing the usage of paper and printing consumables</td>
<td>G4-EN1: Materials used by weight or volume</td>
</tr>
<tr>
<td></td>
<td>Identification, evaluation and reduction of the impact the organisation has on water resources</td>
<td>G4-EN2: Percentage of materials used that are recycled input materials</td>
</tr>
<tr>
<td></td>
<td>Promoting the recycling of water</td>
<td>G4-EN8: Total water withdrawal by source</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EN9: Water sources significantly affected by withdrawal of water</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EN22: Total water discharge by quality and destination</td>
</tr>
<tr>
<td>Political influence and awareness-raising campaigns</td>
<td>Processes to formulate, communicate, implement, and change advocacy positions concerning specific topics, as well as public awareness campaigns carried out</td>
<td>NGO5: Processes to formulate, communicate, implement and change advocacy positions and public awareness campaigns</td>
</tr>
<tr>
<td></td>
<td>Strategies, activities and actions related to raising public awareness</td>
<td></td>
</tr>
<tr>
<td>Supply chain management</td>
<td>Supplier management system to extend commitments to labour, the environment, health and safety, ethics, etc. to the supply chain</td>
<td>G4-EC9: Proportion of spending on local suppliers at significant locations of operation</td>
</tr>
<tr>
<td></td>
<td>Measures to identify, evaluate and monitor suppliers</td>
<td></td>
</tr>
<tr>
<td>Environmental projects</td>
<td>Actions to prevent forest fires, plantation of forest species by communities, CosmoCaixa and the environment, participation in the global blackout</td>
<td>No equivalent aspect has been found</td>
</tr>
<tr>
<td>Waste management</td>
<td>Identification, evaluation and targets for waste reduction</td>
<td>G4-EN23: Total weight of waste by type and disposal method</td>
</tr>
<tr>
<td></td>
<td>Waste management system</td>
<td></td>
</tr>
</tbody>
</table>

All the aspects detected in previous studies are both dealt with in this report on an annual basis and also regularly and continually through the different channels of communication established with stakeholders. The beneficiaries, being one of the organisation's main stakeholders, have at their disposal (depending on the type of project or programme) different physical and virtual channels through which they can pass on any doubts or queries regarding any stage of the project.
COMMITMENT TO OUR STAKEHOLDERS

[“la Caixa” Welfare Projects]

One of the corporate objects of the Caja de Ahorros y Pensiones de Barcelona is the funding and maintenance of activities of charitable and/or social interest as established by the legislation in this area and following the guidelines of the Foundations Commission of the Catalan government. The work carried out by Welfare Projects must be through its own resources and/or in collaboration with other public or private institutions.

It is through the social actions of the Welfare Projects that the institution of the Caja de Ahorros y Pensiones de Barcelona gives back to society a significant part of its profits and fulfils its founding goal. “la Caixa” Welfare Projects carries out programmes and encourages initiatives whose aim is to meet society’s most harshly felt needs by citizens, directly or in close collaboration with public administrations and social organisations. Its work is based on several principles, some of which are as follows: anticipation, responding to social problems not covered by other institutions, and flexibility, adapting its programmes to the new needs of a changing society in constant transformation.

With regards to the financial contribution made by the Caja de Ahorros to Welfare Projects, article 3 of the Savings Bank Act of Catalonia states that any surplus liquid assets from the operations, activity and management carried out by the “la Caixa” Foundation must be allocated to setting up reserves and to carrying out social work.

Pursuant to the amendment made to the Savings Bank Act of Catalonia by Decree-Law 5/2010, of 3 August, the Caja de Ahorros y Pensiones de Barcelona decided, in 2011, to fulfil its corporate purpose as a credit institution through a bank, namely CaixaBank, SA, to which it transferred all its financial business, consequently reorganising the “la Caixa” Group. The Caja de Ahorros is the major shareholder of CaixaBank, the new listed bank through which the Entity carries out its financial activity indirectly. It has also brought together a significant portfolio of industrial and real estate assets in a new, non-listed company, these being its sources of funding.

The General Assembly, the highest governing body and decision-making organ of Caja de Ahorros y Pensiones de Barcelona, is responsible for approving the management of Welfare Projects, its annual budgets and their settlement, in accordance with applicable legislation and in line with article 11 of the Entity’s Articles of Association.

**Selecting and approving suppliers**

Due to its activity, the “la Caixa” Foundation needs to procure services and products from external suppliers. The main products and services consumed by the “la Caixa” Foundation are those related to holding exhibitions and carrying out activities from its cultural, environmental and social programmes. Each area of the “la Caixa” Foundation is in charge of identifying the needs and of taking out any contracts and making any orders required, following the internal rules and procedures established to select and hire suppliers.

The “la Caixa” Foundation has internal rules establishing the procedure to be used in selecting suppliers and the necessary requirements before entering into a contract. These rules are applicable to any contract, as well as to any purchase made by the “la Caixa” Foundation. There are different ways in which suppliers can be chosen: tenders (based on economic criteria, quality, expertise, etc.), comparative quotes and approval of quotes and suppliers.

Each area of the “la Caixa” Foundation is in charge of selecting its suppliers and writing up the contracts in accordance with the models available on the intranet. Contracts can also be reviewed by the Legal department. There are some assignments and services, specified in the internal standards, which must be overseen and approved by the Procurement Commission in the selection process.

The Procurement Commission is made up of both assistant directors of the “la Caixa” Foundation and representatives of the Resources and Services area. The agreements reached are ratified by the General Management. The Commission is supported by Management Control department in the daily handling of proposals received from different areas.

**Procurement procedure**

Once suppliers have been selected, the division itself, supported by the Legal department, will prepare and review the contracts to ensure they include the contractual requirements regarding the observance of legal aspects in the areas of tax, labour law and the prevention of occupational hazards.

Also at the procurement stage, the “la Caixa” Foundation includes a clause in its contracts on the obligation of the other party to be aware of and comply with the principles established by the United Nations Global Compact.

In some cases service managers are responsible for procurement on behalf of the “la Caixa” Foundation. In such cases they must also comply with the rules in force regarding procurement.
According to the powers established by law and the Foundation’s articles of association, the “la Caixa” Foundation is governed, managed and represented by the Board of Trustees and the Standing Committee, as entrusted by the founding entity. These articles of association also govern the structure and participation of the governance bodies: the Board of Trustees and the Standing Committee. All governance bodies perform their functions in accordance with the Foundation’s Code of Ethics.

The Board of Trustees

The Board of Trustees is the highest governance body of the “la Caixa” Foundation and is responsible for its governance, administration and overall representation, as well as for ensuring the achievement and fulfillment of the founding goals, the protection of its funds and the management, preservation, custody and protection of the Foundation’s assets. It also holds the functions and powers entrusted by the Foundation’s articles of association and all those not prohibited by law.

Trustees must ensure the achievement and fulfillment of the founding goals, the protection of its funds and the management, preservation, custody and protection of the Foundation’s assets. They must also maintain its productivity, following financial criteria of prudence appropriate for the financial circumstances and for the activities carried out by the Foundation.

At 31 December 2013, the Board of Trustees was made up of 29 members. Its composition, in accordance with that established by its articles of association, must contain at least the following: the Chairman of the Board of Directors of the Caja de Ahorros (acting as Chairman of the Board of Trustees), the Deputy Chairmen and Committee Members of the Board of Directors of the Caja de Ahorros, the Chief Executive Officer of the Caja de Ahorros (acting as Vice Chairman), the Executive Director of Welfare Projects of the founding institution, when not the Chief Executive Officer of the Foundation, and the Secretary and Deputy Secretary of the Board of Directors of the Caja de Ahorros, also taking on these roles on the Board of Trustees.

An Honorary Chairman also forms part of the Board of Trustees, appointed by the Board of Trustees itself, in recognition of the person’s particular significance for the Foundation’s operations and for having previously held the position of Chairman of the Board of Trustees. The Honorary Chairman’s powers are limited to the honorary representation of the Foundation. The Board of Trustees is entitled to complete its roster of members (the maximum number being 40) with individuals suitably qualified in any of the areas related to the Foundation’s purpose.

Trustees must comply with the requirements of commercial and professional good repute required from the members of the institution’s governance bodies at all times. On the other hand, the applicable regulations and articles of association of the Foundation establish several incompatibilities for holding a position on the Board of Trustees, which are all specified in-depth in the articles of association of the “la Caixa” Foundation. The following people will be understood as of good commercial and professional repute: those with a personal history of respect for corporate law and other rules governing economic activity and business life, as well as good commercial and financial properties.

On the other hand, and as with the rest of the members that make up the “la Caixa” Foundation, they are bound by the Code of Ethics approved by the Foundation in its commitment to aspire to excellence in carrying out its activities and exercising its duties in accordance with the highest legal and ethical requirements and with optimum standards of professional conduct. The values contained in this Code of Ethics govern the Foundation’s fundamental principles of action. Principles that inspire and are implemented within its internal standards and rules and also in its organisational and operational guidelines.

On the Board of Trustees, positions are held in confidence and free of charge, notwithstanding its members’ entitlement to be reimbursed or paid in advance for their expenses, duly justified, and to be compensated for any damages incurred while fulfilling their position.

The duration of a Trustee’s position is six years, with the exception of those who have become members through the positions they hold within the Caja de Ahorros, with the possibility of a six year extension thereafter. When the position...
of Trustee is due to a position held simultaneously at the Entity, this position will be held as long as the role within the Entity remains unchanged. Consequently, once the member ceases to hold this position or function in the Caja de Ahorros, he or she will also cease as a Trustee of the Foundation.

Under no circumstance can the position of Trustee will be held for longer than 12 years, continuously or otherwise, unless this is solely a consequence of their position within the Entity. However, eight years after having held a position previously, the limit will be reset to 12 years.

As the Foundation is subject to the regulations, supervision and control of the Board of Directors or the Welfare Projects Commission of the Caja de Ahorros y Pensions de Barcelona, the Board of Trustees is accountable to the aforementioned governance bodies of the Entity for its management and must report to them with annual reports on its accounts and budget.

Pursuant to that established regarding accountability in legislation applicable to the Foundation, the founders, any of the trustees or the Foundations Commission, in fulfilling their function by means of the General Directorate of Law and Legal Entities of the Catalan government’s Justice Department, may bring liability proceedings against the trustees of the “la Caixa” Foundation. The Foundation’s articles of association also regulate several cases of conflict of interest and specify the procedure to be followed to reach agreements in those situations where such an event is deemed to have occurred. The Foundations Commission is charged with ensuring compliance of the founding goals, legal provisions and articles of associations of foundations and that the foundation principle is respected.

The Standing Committee

The Standing Committee is the committee delegated and appointed by the Board of Trustees. It has all the powers and authority held by the Board of Trustees except when their delegation has been prohibited by the articles of association or law.

The following form part of the Standing Committee: the Chairman of the Board of Trustees, the Vice Chairman, as Chief Executive Officer of the Caja de Ahorros, as well as the rest of the Deputy Chairmen and members of the Board of Trustees appointed. The Standing Committee is currently made up of 17 members.

The operational rules for the Standing Committee are similar to those of the Board of Trustees; it must also meet at least four times a year. Moreover, when the urgency of a particular case justifies this, and provided the Chairman also deems it justified, it may adopt and execute any extraordinary measures deemed appropriate or necessary within the scope of the Foundation’s services and operations, or within the scope of the management and administration of the assets of the Foundation or of third parties. It must account for these measures at the first meeting of the Board of Trustees held thereafter.

Standing Committee of the Board of Trustees

Chairman
Isidro Fainé Casas

Deputy Chairmen
Ricardo Fornesa Ribó
(First Deputy Chairman) †
Salvador Gabarró Serra
Javier Godó Muntanélo
Juan María Nin Génova

Members
Montserrat Cabra Martorell
Josep Francesc de Conrado i Villalonga
Francesc Homs Ferret
Justo Bienvenido Novella Martínez
Jordi Portabella Calvete
Jordi Roglà de Leuw
Josep Joan Simon Carreras
Javier Solana Madariaga
Roberto Tapia Conyer

Secretary (Trustee)
Alejandro García-Bragado Dalmau

Deputy Secretary (Trustee)
Óscar Calderón de Oya

Chief Executive Officer
Jaime Lanaspa Gatnau
Senior Management of the “la Caixa” Foundation

The Chief Executive Officer of the Foundation is appointed by the Board of Trustees and may be withdrawn for the reasons and conditions established by law or in the Foundation’s articles of association. The CEO attends and may take part, with voice but without vote, in the meetings of the Board of Trustees and of the Standing Committee. Holding the position of Chief Executive Officer does not preclude him or her from carrying out activities authorised by the Foundation’s Standing Committee.

The main functions of the Chief Executive Officer, in accordance with the instructions and guidelines of the Board of Trustees or the Standing Committee, are as follows:

- Ensuring observance of the current labour laws and overseeing the employees of the Foundation.
- Directing and carrying out all acts related to the Entity’s business.
- Officially acting on behalf of the Entity of all kinds of corporate correspondence and documentation; moving funds and assets; opening and cancelling current accounts; setting up and cancelling deposits in any credit and/or deposit institution; and, in general, acting on behalf of the Entity in its relations with any authority or official body.
- Studying and preparing programme(s) of action, budgets and annual accounts, as well as the relevant agreements, proposed by the Standing Committee to the Board of Trustees.
- And, in general, any activity related to the management of a company except for those powers that legally correspond to the Foundations Commission.

Social Projects Committee

The “la Caixa” Foundation is accountable to “la Caixa” through the Social Projects Committee, which presents to the Board of Directors, for approval, if required, new projects of this nature for which support is required from the Caja de Ahorros y Pensiones de Barcelona, and also presents the budgets for existing projects, as well as their management and administration in accordance with criteria of economic rationality and maximum service in the general interest of the territory where these projects are implemented. Among its functions is the supervision and control of the financial management of the Board of Trustees of the “la Caixa” Foundation.

At 31 December 2013, the Board of Trustees was made up of 13 members. The Committee is made up of the Chairman of the Board of Directors, acting as Chairman of this Committee; the Chief Executive Officer of “la Caixa” is also a member, attending the meetings with voice and vote, and the Executive Director of Welfare Projects of the founding Entity, when this person is not the Chief Executive Officer of the Foundation. The Social Projects Committee is completed with eight members chosen by the Board of Directors from its members, in proportion to the constituent sectors, and a Secretary and Deputy Secretary, who are not Board members. Entitlement to be a member is dependent on being a member of the Board of Directors.

G4-LA12. Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity(*)

<table>
<thead>
<tr>
<th>Governance bodies</th>
<th>Aged between 30 and 50</th>
<th>&gt; 50</th>
<th>Total</th>
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<tr>
<td></td>
<td>Women</td>
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<td>Board of Trustees</td>
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<tr>
<td>Standing Committee</td>
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<td>1</td>
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<tr>
<td>Management</td>
<td>3</td>
<td>6</td>
<td>1</td>
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(*) There are no members under 30 years of age.
Diagram of the governance structure and management scope of “la Caixa” Welfare Projects (G4-17a)

Caja de Ahorros y Pensiones de Barcelona “la Caixa”

- General Assembly
  - Control Committee
  - Board of Directors
  - Other Committees:
    - Executive C.
    - Remuneration C.
    - Investment C.

“la Caixa” Foundation

- Board of Trustees
- Standing Committee

Welfare Projects directly managed by internal bodies of Caja de Ahorros y Pensiones de Barcelona

Bodies that manage the budget of “la Caixa” Welfare Projects

Programmes/lines of action

- Social Projects: Social Action; Social Integration; International
- Science, Research and the Environment
- Culture
- Scholarships and Social Studies
- MicroBank
- Accessible Housing
- Decentralised budget CaixaBank branch network
Financial management is one of the most important aspects for the “la Caixa” Foundation and we aim and are committed to being fully transparent with our stakeholders. This allows us to address two of the material aspects raised in the surveys carried out with our stakeholders: how efficiently resources are allocated and the social value generated by the investments made.

The economic side of the “la Caixa” Foundation is primarily funded by financial contributions from “la Caixa” Welfare Projects (accounting for more than 96% of the funding), balancing the flow of annual revenue and expenditure, although funds are also boosted to a very small degree by resources produced by the “la Caixa” Foundation’s own activities.

The annual accounts of the “la Caixa” Foundation for the financial year of 2009 were the first ones to be presented by the Foundation’s Trustees in accordance with Act 4/2008 of 24 April applicable to Catalan associations and foundations. According to the current law, the Foundation must also submit its annual accounts for external audit, and the corresponding audit report must be presented to the Foundations Commission by the deadline set by the legislation. The budget expenditure approved by the Foundation’s Board of Trustees corresponds to the financial contribution of “la Caixa” Welfare Projects with the aim of balancing the expenditure resulting from “la Caixa” Foundation’s activities and investments.

The “la Caixa” Foundation is subject to Act 49/2002 of 23 December on the Tax System for Non-Profit Organisations and Tax Incentives for Patronage and therefore comes under the exemptions established in articles 6 and 7 of the aforementioned Act regarding corporate income tax for all the activities it carries out. As a result, no corporate income tax is paid. The direct economic value created and distributed by the Foundation in the last three years is as follows:

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<tr>
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</thead>
<tbody>
<tr>
<td>Direct economic value created (EVC)</td>
<td>284,063</td>
<td>261,932</td>
<td>8%</td>
<td>283,790</td>
<td>–8%</td>
</tr>
<tr>
<td>Revenue (subsidies received, services provided and other management revenue)</td>
<td>284,063</td>
<td>261,932</td>
<td>8%</td>
<td>283,790</td>
<td>–8%</td>
</tr>
<tr>
<td>Economic value distributed (EVD)</td>
<td>284,063</td>
<td>261,932</td>
<td>8%</td>
<td>283,790</td>
<td>–8%</td>
</tr>
<tr>
<td>Operating costs</td>
<td>31,785</td>
<td>15,032</td>
<td>53%</td>
<td>14,253</td>
<td>5%</td>
</tr>
<tr>
<td>Salaries and corporate benefits for employees</td>
<td>31,658</td>
<td>29,092</td>
<td>8%</td>
<td>28,724</td>
<td>1%</td>
</tr>
<tr>
<td>Payments to governments (taxes)</td>
<td>725</td>
<td>994</td>
<td>–37%</td>
<td>628</td>
<td>37%</td>
</tr>
<tr>
<td>External services and aid granted (community investments)</td>
<td>219,895</td>
<td>216,814</td>
<td>1%</td>
<td>240,185</td>
<td>–11%</td>
</tr>
</tbody>
</table>

(*) Investment in social action by the “la Caixa” Foundation is complemented with the budget managed by “la Caixa” Welfare Projects.
Below are details of the budget provided by Caja de Ahorros y Pensiones de Barcelona to Welfare Projects and by the “la Caixa” Foundation.

The “la Caixa” Welfare Projects budget for 2013 remained at the same figure of 500 million euros as the previous three years, of which 65% (236 million) was allocated to social programmes.

According to that established by article 4 of the aforementioned law, welfare projects can be run either directly by the bodies of savings banks or indirectly by instrumental bodies. These bodies can take the form of a privately-held foundation under Catalan civil law, which are required to act in accordance with the criteria established by the Board of Directors or, should this establishment of criteria have been delegated, by the Social Projects Committee, to which they are accountable.

The work of “la Caixa” Welfare Projects is partly carried out directly through the internal bodies of the Caja de Ahorros y Pensiones de Barcelona and through the CaixaBank branches implementing decentralised Welfare Projects but mostly by the “la Caixa” Foundation as the instrumental organisation that manages and administers approximately two thirds of the total budget of “la Caixa” Welfare Projects.

In the last few years, the “la Caixa” Foundation has implemented measures to optimise its economic resources. One of the most notable actions is the application of objective procedures to select its suppliers, with particular emphasis on minimising structural costs and overheads; a measure to improve and achieve savings in the efficiency of resource management that, when successful, are added to the Welfare Projects Fund and used for future initiatives.

Compliance with laws and regulations

Legal compliance is essential for the “la Caixa” Foundation; that’s why it has the Organisation Area which centralises all the Foundation’s rules and regulations, keeping them updated and available for all employees on the intranet. There are also other, more specialised areas of the

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<table>
<thead>
<tr>
<th></th>
<th>Total budget 2014</th>
<th>Total budget 2013</th>
<th>Total budget 2012</th>
<th>Total budget 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social programmes</td>
<td>€334,860</td>
<td>€236,349</td>
<td>€233,464</td>
<td>€261,102</td>
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<tr>
<td>Environmental and scientific programmes</td>
<td>€66,086</td>
<td>€42,038</td>
<td>€42,780</td>
<td>€59,129</td>
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<tr>
<td>Educational and research programmes</td>
<td>€64,359</td>
<td>€55,551</td>
<td>€52,620</td>
<td>€57,621</td>
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<tr>
<td>Cultural programmes</td>
<td>€34,695</td>
<td>€29,927</td>
<td>€32,151</td>
<td>€30,806</td>
</tr>
</tbody>
</table>

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(1) For more information on the programmes and actions of “la Caixa” Welfare Projects managed directly through its internal bodies, see the Corporate Responsibility Report for the “la Caixa” Group, accessible at: http://portal.lacaixa.es/responsabilidad CORPORATIVA/informesANUALES/es.html
“la Caixa” Foundation that work to ensure compliance, such as the Legal, Budget Management and Human Resources departments.

**Policies and goals**

The main **policies and goals** related to the Foundation's budget management are as follows:

- Allocate most of the financial resources to carrying out social actions, maintaining an appropriate and proportionate level of science and environment, research, cultural and educational programmes.
- Maintain a geographical balance throughout Spain.
- In its own programmes, optimise the use of resources via:
  - particular emphasis on containing structural costs/overheads;
  - procurement through objective selection procedures that ensure an appropriate balance between quality and cost efficiency (tenders);
  - defining programme targets aimed at achieving results that ensure an efficient cost/benefit ratio.
- In programmes carried out with other organisations, ensure transparency in selection processes and in the results obtained by the projects funded:
  - distributing resources via calls for applications aimed at the network of social organisations, led by an independent panel of experts in the field that ensures the most appropriate projects are chosen;  
  - reviewing the project before the final payment is made to confirm that the funds provided by the “la Caixa” Foundation have been correctly applied;
  - auditing projects to ensure the projects financed are correctly managed.

**Budget management and internal control**

The Foundation’s Budget Management area conducts itself according to the following **internal financial control procedures**:

- Based on the main strategic lines established, resources are allocated via cost accounting procedures, planning and monitoring costs by project, centre and programme.
- The resulting budget is approved by the Governance Bodies of the Foundation (Board of Trustees) and of “la Caixa” Welfare Projects (Social Projects Committee).
- Throughout the year, the success of the approved budget and any potential deviations (transfers between projects) are monitored and controlled on a daily basis by the Budget Management area.
- The budget follow-up, how the programmes are progressing and possible new project proposals are regularly reported to the Foundation’s General Management and Governance Bodies.
- A statement of estimates is drawn up every quarter.
- Lastly, the budget expenditure is approved by the Governance Bodies of the Foundation and of “la Caixa” Welfare Projects (Social Projects Committee).

As a result of the aforementioned internal financial control procedures, the “la Caixa” Foundation has clearly defined a set of **Regulations for the Monitoring System**:

- Following up compliance of the budget and managing possible deviations through procedures to approve/provide funds in a centralised way via cost applications made by the areas carrying out the programmes.
- Specific, detailed monitoring of operating costs and overheads according to the guidelines established by the “la Caixa” Group.
- Existence of Procurement Regulations that ensure:
  - suppliers are hired without risk;
  - procurement is carried out ensuring efficient cost/quality ratios.
- The accounts of the “la Caixa” Foundation are subjected annually to a mandatory external audit and regular inspections are carried out by the Internal Audit area of CaixaBank.
GENERATING VALUE AND ACTIVITIES OF THE "LA CAIXA" FOUNDATION

Areas and programmes .......................................................... 100
Stakeholder engagement in the different stages of the project (design, implementation, monitoring and evaluation) (G4-25 and G4-26) .......................................................... 101
Since it was set up, “la Caixa” Welfare Projects has made a point of reinvesting in society a very significant portion of the profits produced by the Caja de Ahorros. Year after year, this has allowed “la Caixa” to further its commitment to people, which has always been one of its most distinctive qualities. Most of the activities carried out by Welfare Projects are managed by the “la Caixa” Foundation by means of a structure divided into four broad spheres or areas, each with its corresponding actions (see the section Summary of goals, performance and commitments).

Although the programmes are divided into these different areas, there are certain aspects in common, helping to increase the efficiency of resource management. Most of the programmes are implemented within the area of Spain. However, the International Cooperation and Child Vaccination projects also operate on a global scale; Africa, Asia and Latin America are the main regions benefitting from these programmes.

In 2013, the “la Caixa” Foundation allocated a total of 236 million euros to its social programmes, accounting for 65% of the year’s budget expenditure. Welfare Projects prioritises actions to combat poverty and unemployment and to improve access to housing. These are possible thanks to the Foundation’s capacity to innovate and adapt to the real problems of society. Such abilities are fundamental in the current economic crisis where existing problems have been aggravated and new problems are also appearing in society. The unemployment rate is one of the problems that have deteriorated the most in recent years. Unemployment has a different effect on different people in society and, in some cases, is an added factor to them entering a marginalising cycle of poverty, especially for certain groups with more difficulties in finding a job. “la Caixa” Welfare Projects considers these problems to be its main focus of concern and therefore carries out several programmes in this area, such as Incorpora and Reincorpora. Combating the marginalisation of people living in poverty is also a priority, with particular attention to children. CaixaProinfancia is one of the programmes focusing on children and also on their environment. Another of the problems that has been aggravated by the recession is access to housing. Through its Accessible Housing and Solidarity Renting programmes, Welfare Projects places particular emphasis on creating the conditions to guarantee access to decent housing, especially for those with the greatest difficulties in securing a home such as young people, the elderly and low-income families.

The work of Welfare Projects is also perceived as shared with that carried out by Spain’s social organisations. For example, the Subsidies to Social Entities programme is run together with these organisations to promote 898 initiatives designed to help people and groups at risk of marginalisation. In parallel to these programmes, and with the same desire to serve at a local level, more than 21,728 actions have been carried out with the support of the “la Caixa” branch network through the decentralised Welfare Projects.

Education, science, research, the environment and culture are also priorities influencing the strategy of “la Caixa” Foundation. Within the area of education, the most significant projects such as eduCaixa provide support for training and education in terms of both knowledge and social values. Within the area of science, research and the environment RecerCaixa is one of the most important programmes aimed at promoting scientific knowledge. The Science in Society programme also stands out for its promotion of the culture of science and encouragement of scientific and technical vocations. Lastly, the different CaixaForum centres form part of the cultural programmes. These centres, through their exhibitions and activities, have become a prominent platform to spread culture.
The “la Caixa” Foundation strives to involve all its stakeholders in each of the activities it carries out. This is how the Foundation attempts to improve the implementation and efficiency of each of its programmes, by sharing know-how and critical resources across this interrelated structure during the programme’s development and implementation.

Stakeholder engagement in the programmes and, more precisely, in their different stages (design, implementation, monitoring and evaluation) is an important indicator of the extent of their collaboration and involvement in the Organisation’s activity. Likewise, within a context of effective participation and sustained commitment, this involvement also highlights the degree of inclusion of the perspectives of all the parties concerned, which is key to ensuring the effectiveness, quality and legitimacy of the programmes.

That’s why the “la Caixa” Foundation, as an entity, encourages the engagement of its stakeholders in the different stages of a project.

This engagement begins with the decision of the Foundation’s Executive Committee regarding the lines that must be followed by the programmes and projects that are to be funded and supported, in accordance with the Foundation’s strategic priorities and stakeholders’ requirements.

This Committee, which meets on a weekly basis, therefore has a direct influence on which stakeholders will benefit from any type of relationship or collaboration with the Foundation. However, due to the varied nature of the activities carried out, the heads of each project are ultimately responsible for detecting and creating different communication channels (individually and taking into account the needs of the projects), enabling a particular stakeholder to participate in a specific programme or project.

The stakeholders with which the “la Caixa” Foundation tends to have the most frequent and systematic relations and dialogue are as follows: beneficiaries, public administrations (PA), service providers, the academic community and third sector institutions and NPOs. Working in coordination with them allows the “la Caixa” Foundation to identify those aspects and/or areas suitable for collaboration that might lead to them working together. It also allows for participation in creating programmes and projects, combining efforts and reaching agreed solutions in generating shared value.

The table and diagrams below provide details on each of the five stakeholder groups that are most closely involved in projects – beneficiaries, public administrations, service providers, the academic community and third sector institutions and NPO’s – and the extent of their engagement in the different project stages, as well as the effective engagement of each stakeholder (where “effective” is understood as engagement through dialogue and partnership or alliance).

It should be noted that, although all stakeholders included in these diagrams participate in over 79% of the projects and programmes, public administrations (87%), beneficiaries and the academic community (both with 78%) and suppliers (84%) are the most frequent participants in any project stage. It should also be stressed that the different public administrations are mainly involved in the implementation and monitoring stages of projects while beneficiaries are mostly involved in the implementation stage. On the other hand, suppliers are mainly involved in the implementation and evaluation stages.
### NG01. Processes for involvement of affected stakeholder groups in the different project stages (G4-26)

#### % involvement

<table>
<thead>
<tr>
<th>% involvement</th>
<th>Beneficiaries (NG01.A)</th>
<th>Public administrations (NG01.B)</th>
<th>Third sector actors (NG01.C)</th>
<th>Academic community (NG01.D)</th>
<th>Suppliers (NG01.E)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total involvement</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Beneficiaries</td>
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<td>57.58</td>
<td>78.79</td>
<td>84.85</td>
</tr>
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<td>57.58</td>
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<td></td>
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<tr>
<td>Third sector actors</td>
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<tr>
<td>Academic community</td>
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<tr>
<td>Suppliers</td>
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<tr>
<td><strong>Continued involvement via dialogue or alliances</strong></td>
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<tr>
<td>Beneficiaries</td>
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<td>60.61</td>
<td>42.42</td>
<td>75.76</td>
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<tr>
<td>Public administrations</td>
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<td>Third sector actors</td>
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<tr>
<td>Academic community</td>
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<tr>
<td>Suppliers</td>
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</table>

### Processes for involvement of affected stakeholder groups in the different project stages

#### % involvement

<table>
<thead>
<tr>
<th>% involvement</th>
<th>Beneficiaries (NG01.A)</th>
<th>Public administrations (NG01.B)</th>
<th>Third sector actors (NG01.C)</th>
<th>Academic community (NG01.D)</th>
<th>Suppliers (NG01.E)</th>
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<td>Third sector actors</td>
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<tr>
<td>Academic community</td>
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<td>Implementation (NG01.A.3)</td>
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<td>Academic community</td>
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<td>Suppliers</td>
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<td>Monitoring (NG01.A.4)</td>
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<td>Beneficiaries</td>
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<tr>
<td>Public administrations</td>
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<td>Third sector actors</td>
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<td>Academic community</td>
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<tr>
<td>Suppliers</td>
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<tr>
<td>Beneficiaries</td>
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<td>72.73</td>
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<td>69.70</td>
<td>72.73</td>
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<tr>
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</tbody>
</table>
The “la Caixa” Foundation carries out several actions that make it possible to include different stakeholder groups in the cycle of each project.

Among some of the actions that cyclically form part of this inclusive dynamic of stakeholder groups in projects are particularly follow-up meetings with the social organisations carrying out actions related to the Violence: zero tolerance programme, monitoring the trend in beneficiaries on a monthly and six-monthly basis. This work is also evaluated via four surveys carried out by Barcelona University on groups of female beneficiaries and a final report is drawn up.

The management and scientific advisors for different programmes regularly follow-up their progress, as is the case of the questionnaires answered by the children and families benefitting from the Hospital CiberCaixas, produced by Barcelona University and the Bosch i Gimpera Foundation. These questionnaires are also complemented with data gathered every month by programme volunteers on the activities, necessary materials and any incidents occurring.

Seminars
In 2013 and as part of the Reincorpora programme, a seminar was held at the CaixaForum Madrid which involved the presentation of the impact study produced for the programme by the Tomillo Studies Centre. This study characterises the personal, professional and prison profiles of the participants, their motivations and the impact of professional training on their professional, social and personal skills.

In 2013 Reincorpora also joined the Group of Corporate Social Responsibility Companies and Professionals (FORETICA) as an example of good practices for the first campaign of the Enterprise 2020 plan. This organisation, which promotes a culture of ethnical management and corporate responsibility, created a platform of 36 collaborative initiatives that highlight sustainability work in the area of occupational skills (Skills for Jobs).

The Incorpora programme held a meeting of programme coordinators to analyse the results of 2013 and plan the challenges for 2014. The meeting took place to report on some of the initiatives implemented for the first time in 2013, such as the new Incorpora website, tools to analyse data and new qualitative evaluation systems for collaborating organisations and the programme’s audit system. The following are some of the challenges facing the programme in 2014:

- Increase the efficiency of the Incorpora services.
- Test training models for Incorpora users.
- Consolidate relations with CaixaEmpresas and start other lines of collaboration with CaixaBank.
- Consolidate the programme’s visibility in society in general and in the business world.
- Package the programme’s methodology.
- Conceptualise and try out a quality system for the Incorpora service.

Another of the measures to involve stakeholders is by sharing out different functions within a project. In the Social Entrepreneurism programme, for example, in addition to having the support of the different PAs such as the Spanish and Catalan governments, the academic sector is also involved. Universities, in particular IESE Business School, take on the scientific management of the project, validating both the design and its implementation, monitoring and evaluation, not only for the programme but also for the social firms selected.

Another of the actions undertaken by the Foundation is direct involvement in preparing and carrying out projects. For example, in the Intercultural Community Intervention project (ICI) different actions are carried out to involve a range of stakeholders.

The project aims to create a model of social intervention within a multicultural context that encourages joint work between administrations, professionals and citizens to progress in promoting social and intercultural harmony through actions in the area of education, health and citizen relations, with particular attention to children, young people and families. The Foundation establishes relations with social organisations (through collaboration agreements and regular follow-up meetings) as well as with city councils and the universities in charge of the scientific management of the project (through regular meetings).

At a country-wide level, collaboration agreements have been established with the Ministry of Labour and Immigration and the Spanish Federation of Municipalities and Provinces. Significant in 2013 was the signing of the first Municipal Commitment to Social Harmony, at an event held at the CaixaForum Madrid, with 14 councils involved as Public Administration in implementing the project, as well as the “la Caixa” Foundation and the Ministry of Employment and Social Security, through its Department of Immigration and Emigration.

The ICI project aims to promote different types of collaboration among various social agents in a region, helping to foment social and intercultural harmony. The teams implementing the project in each region establish relations with the three key agents from the community.
administrations (politicians and managers of private bodies), professionals and citizens. These constitute the driving forces behind the joint work, through spaces created to promote interaction and technical coordination (commissions and technical interaction areas). Administrations, professionals and citizens participate in developing actions with the chance to be involved in the different design, implementation, monitoring and evaluation stages.

As a result of the daily work of professionals from different areas, key data and information are also gathered that can be compiled and used to improve different aspects of the programme. One example of this is the new platform to monitor the teams that carry out online work for the different lines of the programme Integral Care for people with advanced diseases: emotional and spiritual attention, volunteers, communication and social work, among others. Significant improvements were introduced in 2013 in the programme’s online platform to improve the quality of care provided by the teams, as well as incorporating new variables to produce the programme’s annual effectiveness studies.

The scientific community is another stakeholder the Foundation involves in several stages of its programmes and projects. For example, for the eduCaixa programme, the educational community is involved in defining and monitoring the project by considering the information gathered from different focus groups.

Another example of involvement between the “la Caixa” Foundation and the scientific community is the educational resource KitCaixa Healthy habits, whose design is based on the Complete Health programme of the Science Health and Education Foundation (SHE) under the supervision of its president, cardiologist Valentí Fuster.

It also collaborates with the Catalan Institute of Climate Sciences (IC3) to develop the ClimaDat network, which was completed in 2013 with the start-up of the eight climate measurement stations planned in eight natural areas throughout Spain.

Lastly, regarding the involvement of the scientific management for the CaixaProinfancia programme, the Ramon Llull University coordinated, in collaboration with universities close to the regions where the programme is implemented, the publication of three guides that establish this model of social action and service as a guide for good practices in attending to children at risk of marginalisation.

Mechanisms for feedback in relation to programmes and projects (G4-26)

Formal channels
Committed to the ongoing improvement of its programmes and projects, as well as to stakeholder dialogue and relations, the “la Caixa” Foundation provides them with different mechanisms and tools so that they can pass on their opinions, suggestions, complaints or requests for information to the Organisation. The Foundations sees the feedback received from its stakeholders (internal and external) as a means of evaluating its programmes. This helps it be more efficient when reviewing programmes in order to respond to the needs of its stakeholders. All the feedback received by the Organisation is handled within the framework defined by the “la Caixa” Foundation so that users of its activities and centres can communicate their complaints or suggestions to the most appropriate party. This also has a dual purpose: providing a means to express the needs, problems and suggestions for improvement as well as turning these suggestions for improvement into actual operations within the Organisation’s process of ongoing improvement.

In 2013 the feedback mechanisms already in place in 2012 were improved, as well as implementing new mechanisms, given the Foundation’s interest in providing efficient channels to encourage communication between those parties interested in programmes and activities with the “la Caixa” Foundation. One example of note in 2013 is the implementation, by the International Division, of an online communication platform with all the organisations it has collaboration agreements with in the area of social and economic development. This has helped to establish a better communication channel with Spanish NGOs and also local NGOs in the countries where the projects are carried out. The platform helps to monitor projects, provide online training and ensure the projects carried out by NGOs are in line with the programme’s ultimate aims.

Also significant in 2013 was the introduction of a new application by the CaixaProinfancia programme aimed specifically at the social organisations linked to the programme. These organisations can now include new parameters to assess and monitor beneficiaries, such as the educational progress of the children involved.

In this respect, and given the Foundation’s priority for receiving feedback on its work, approximately 78% of the “la Caixa” Foundation’s projects include some kind of mechanism to report feedback. 66% of the projects provide mechanisms to request information and express opinions and a further 66% have mechanisms to report complaints and send suggestions.

There are no substantial differences in the availability of these mechanisms by area of activity or by feedback category:
The “la Caixa” Foundation has established procedures and channels at the level of organisation so that any of its stakeholders can provide feedback on its programmes and projects. The main mechanism used is the generic contact phone number of Welfare Projects. Once the request for information/opinion/suggestion/complaint is received, it’s redirected to the head of the project in question. However, only a few programmes rely solely on these general mechanisms to request information.

Most programmes have also developed different specific mechanisms adapted to their needs. The main specific mechanisms used by the projects and programmes, from the most to the least frequently used, are as follows: a specific contact email address; a complaint/suggestion form via the website; paper-based complaint/suggestion forms available at appropriate locations (centres and itinerant exhibitions); systems of face-to-face or direct customer service (such as the customer service office or OAC); and the project’s specific contact numbers.

Regarding mechanisms for feedback, the Foundation prioritises the use of new technologies. Therefore approximately 78.13% of the Organisation’s projects provide mechanisms to request information via the internet. It should be noted that, in 2013, particular emphasis was placed on the potential of social networks as a bidirectional medium to communicate with stakeholders.

ClimaDat and the Science in Society programme are good examples of this. The percentage varies depending on the type of feedback being provided (63.64% for opinion, 66.67% for complaints and suggestions).

<table>
<thead>
<tr>
<th>% Projects incorporating feedback</th>
<th>%</th>
<th>Social</th>
<th>Educational</th>
<th>Research, science and the environment</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG02</td>
<td>26</td>
<td>78.13</td>
<td>70.59</td>
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<td>66.67</td>
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<tr>
<td>% Projects incorporating requests for information</td>
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<td>66.67</td>
<td>61.11</td>
<td>100</td>
<td>50</td>
</tr>
<tr>
<td>% Projects incorporating opinions</td>
<td>21</td>
<td>63.64</td>
<td>55.56</td>
<td>100</td>
<td>50</td>
</tr>
<tr>
<td>% Projects incorporating complaints</td>
<td>22</td>
<td>66.67</td>
<td>55.56</td>
<td>100</td>
<td>50</td>
</tr>
<tr>
<td>% Projects incorporating complaints</td>
<td>21</td>
<td>66.67</td>
<td>55.56</td>
<td>100</td>
<td>50</td>
</tr>
<tr>
<td>Projects</td>
<td>33</td>
<td>18</td>
<td>3</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

The percentage varies depending on the type of feedback being provided (63.64% for opinion, 66.67% for complaints and suggestions).
Mechanisms for feedback

<table>
<thead>
<tr>
<th>Type</th>
<th>The project allows requests for information</th>
<th>The project allows opinions to be made</th>
<th>The project accepts suggestions</th>
<th>The project allows complaints to be brought</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific mechanisms (internet)</td>
<td>66.67%</td>
<td>66.67%</td>
<td>63.64%</td>
<td>63.64%</td>
</tr>
<tr>
<td>Mechanisms other than the internet</td>
<td>60.61%</td>
<td>54.55%</td>
<td>54.55%</td>
<td>60.61%</td>
</tr>
</tbody>
</table>

(G4-26)

Specific meetings
In 2013, the “la Caixa” Foundation made several improvements to its programmes to channel the feedback more efficiently while also increasing the capacity to provide answers, especially to the beneficiaries of its programmes. The ICI project, for instance, provides the following mechanisms for feedback: regular follow-up meetings with the intervention teams, i.e. the teams that are hired by social organisations to carry out the project in each region, and also city councils with which a collaboration agreement has been established.

Intervention teams have forums that act as a collaborative environment. All those agents with whom the Foundation has signed a collaboration agreement have an email address and phone number to deal with any queries, suggestions, opinions, etc.

Intervention teams are given an assessment questionnaire every time the Foundation holds a training event, as well as an online assessment questionnaire aimed at gathering information on the development of the project’s key aspects.

Satisfaction surveys
Satisfaction surveys are another tool used frequently and whenever possible. The systematisation of these surveys establishes a channel for feedback that provides information directly from beneficiaries which can be taken into account in future improvements to the programme. Programmes such as Reincorpora, Integral care for people with advanced diseases and Science in Society include this kind of survey.

Within the programme of Integral care for people with advanced diseases, for example, the satisfaction surveys are carried out by the same team that takes part in the project, in order to get the beneficiaries’ individual feedback. One of these satisfaction surveys was carried out in 2013 with 92% of the patients rating the attention received as excellent or very good and close to 90% stating they were able to resolve difficult issues thanks to the support received. These improvements particularly focus on the area of communication and relations with the family and their environment. 80% of the patients attended could not think of any aspect of their psychosocial care provided by the programme that could be improved and 90% would recommend it to people in a similar situation to themselves.

The “la Caixa” Foundation not only demands robust, efficient channels of communication from the projects it leads but also demands these from the organisations it works with. For instance, in the International Cooperation programme, the Foundation specifically asks the cooperating Spanish entities to specify the criteria and mechanisms they use for the inclusion/participation of beneficiaries throughout the whole project.

Systems for programme monitoring, evaluation and learning
The very nature of non-profit organisations, together with the role they play in society in the current social and
The economic context, makes them inherently responsible for proving the legitimacy, value and efficiency of the actions they carry out. The “la Caixa” Foundation, fully aware of this fact, makes accountability and transparency one of its top priorities, seeing them as indispensable elements within its overall commitment to its stakeholders and, in accordance with its values and principles, the basic pillars of its strategy.

The ability to innovate in each of the programmes and projects comes from the ability to detect, through monitoring and evaluation systems, any possible improvements that could be implemented in the projects’ future design. Consequently, in order to achieve the goals set by the “la Caixa” Foundation, it is crucial that programmes and projects are appropriately monitored and evaluated.

In fact, one of the strategic priorities of the “la Caixa” Foundation for the 2010-2016 period is to enhance methodological aspects and the systems used to measure results in order to improve the efficiency of Welfare Projects. That's why, as it did in 2011, the “la Caixa” Foundation is significantly reinforcing its new information systems plan, which is already providing clear improvements in terms of internal efficiency.

The Foundation believes that ongoing improvement is crucial in its work to gauge the quality and efficacy of its programmes, projects and activities, as well as measuring their impact and thereby being able to respond to the changing needs of today’s society. For the “la Caixa” Foundation, the correct implementation of these systems is a fundamental tool to redesign and incorporate any necessary changes into the programmes and projects in order to improve and increase their chances of success.

All the Foundation’s projects and programmes in its four spheres of action (society, culture, education and research, science and the environment) have systems for monitoring and/or follow-up, evaluation and learning. 100% of the projects have systems for monitoring and follow-up, a goal already achieved in 2012. On the other hand, 93.75% of the projects carry out assessments or results analysis to evaluate their performance. The results obtained inform the learning stage.

90.32% of the projects introduced changes and improvements in 2013 thanks to the monitoring and evaluation systems implemented. Regarding this last stage, it should be noted that the areas in which projects and programmes have introduced most changes are education and society, in 100% of the cases, while significant improvement was made in 2013 in the areas of research, science and the environment, going from 50% and 33% of the cases in 2012 to 83% in the case of science, research and the environment programmes and also to 83% for cultural programmes last year.

The most widely used follow-up and monitoring systems by the “la Caixa” Foundation’s projects and programmes were of a quantitative nature, with data being recorded and/or produced both as an ongoing process (throughout the project’s implementation) and as a single activity at the end of the project (applied by more than 90.9% of the projects for both systems). In this respect, when the frequency is not ongoing, the system or indicators resulting from the project are used both for follow-up and for the evaluation stage. The vast majority of the Foundation's projects and programmes also apply qualitative information systems throughout the implementation of the project (75.6%) and qualitative follow-up systems at the end of the project (72%).

The specific follow-up actions and/or activities carried out in 2013 were as follows: ongoing recording of data about the activity (63%) and follow-up visits (84%) for programmes. Moreover, most projects have their own monitoring committees (79%), perform audits and/or work with external expert consultants (48%), assess their activity by surveying specific groups and request audits of accounts (94%) and qualitative studies (75%). Lastly, the least frequently performed follow-up exercises in 2013 were still the auditing of processes (42%). During the evaluation stage, the assessment and analysis carried out by most of the Foundation’s projects took the following form: evaluation meetings (96% of the projects) and annual or assessment reports considering quantitative indicators and/or qualitative data (90.9% of the projects).
## NG03. System for programme monitoring, evaluation and learning

<table>
<thead>
<tr>
<th>Cases</th>
<th>%</th>
<th>Social</th>
<th>Educational</th>
<th>Research, Science and the Environment</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have monitoring, evaluation and learning systems</td>
<td>NG03</td>
<td>33</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Have follow-up and monitoring systems</td>
<td>NG03.1</td>
<td>33</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Carried out follow-up actions and activities in 2013</td>
<td>NG03.2</td>
<td>33</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Carried out assessments or analyses of results</td>
<td>NG03.3</td>
<td>31</td>
<td>93.75%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Introduced improvements and changes for 2013</td>
<td>NG03.4</td>
<td>28</td>
<td>90.32%</td>
<td>94.2%</td>
<td>100%</td>
</tr>
<tr>
<td>Projects</td>
<td></td>
<td>33</td>
<td>18</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

### Projects with follow-up and monitoring systems

<table>
<thead>
<tr>
<th>Have ongoing quantitative indicators (throughout the process)</th>
<th>Have final quantitative indicators</th>
<th>Have ongoing qualitative information systems</th>
<th>Have final qualitative information systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG03.1.1</td>
<td>96.97%</td>
<td>NG03.1.2</td>
<td>90.91%</td>
</tr>
</tbody>
</table>
Each project and programme manages its own monitoring, control and evaluation systems independently and in accordance with its own needs. For instance, the Social Entrepreneurism programme has identified personalised guidance and support for entrepreneurs as key factors for the programme’s success. For this reason, the programme provides all selected projects with the following:

- Customised training. The social entrepreneurs selected are given training focusing on entrepreneurship and company management, delivered by IESE Business School.

- Managerial guidance. Support for one year, aimed at:
  - Supporting entrepreneurs in their decision-making.
  - Identifying risks, threats and opportunities from an external point of view.
  - Providing a network of contacts to ensure the initiative is a success.

Entrepreneurs are supported by mentors with experience in entrepreneurship and social companies, as well as being given specialised support in technical areas of business management (finance, operations, marketing, communication, etc.) and/or a specific sector (textile, mass consumption, agriculture, etc.) in which the entrepreneur and/or the mentor have identified a need. Programme participants undertake to provide relevant information diligently and regularly so that initiatives can be supervised.

In this respect, after taking the training programme, social entrepreneurs present a business plan in which they have to demonstrate they have applied the strategy and management tools covered in the training programme to the business plan for their social company. Producing this business plan is a landmark in the process of assessing the viability of the project.

The “la Caixa” Foundation is also entitled to examine and audit, either directly or through other entities assigned to this task, the use of the subsidies granted to implement a project. To this end, programme participants must provide access to the necessary documentation and must hold interviews and meetings with the auditors appointed. Consequently, the guidance, monitoring, follow-up and evaluation of the whole process are essential to the entrepreneurs’ learning process as they help them specify goals and achieve the targets set.

Currently, and through the International Cooperation programme, work is being carried out to create a platform to systematise the controls required for the audits that must be taken out by all NGOs holding agreements with Welfare Projects, to be able to carry out the financial review of the projects for which support has been provided.

As mentioned previously, some Foundation projects use satisfaction surveys as a means to get feedback from their beneficiaries. The surveys from a number of projects include questions aimed at assessing whether objectives are being met. In the Reincorpora project, for example, impact was measured via a survey on 1,384 participants from 89 projects in the previous year, with a questionnaire developed by a working group that included the beneficiaries themselves, those in charge of the collaborating organisations and prison management. This helps to include questions that identify the degree of improvement in participants’ skills, both professional and social, achieved by the project. In this way, real data are gathered from beneficiaries which can be used as a variable in evaluating the programme’s impact, in addition to the annual study of the programme’s impact.

Also of note in 2013 were the surveys carried out as part of the ICI project on social harmony and interculturalism in a wide range of areas. These surveys, also carried out in 2010 and 2012, have made it possible for the “la Caixa” Foundation to analyse the first phase of the project’s implementation (2010 to 2013) and the effect it’s having on the area in question. In 2013 the results were evaluated from the second survey, which gathered data from more than 9,000 personal interviews among the residents of 25 highly diverse areas and more than 2,500 telephone interviews with people throughout Spain. Another survey is planned for 2015 now that it has been decided to roll out the programme to a larger number of areas, adding these to the existing participants.

This survey will also help the “la Caixa” Foundation evaluate the project’s impact in addition to other standard evaluation systems used by the project itself, such as weekly, monthly, quarterly and annual reports.

One of the goals of these evaluation systems is the ability to assess the achievement of objectives by measuring three criteria: effectiveness, efficiency and impact. Measuring these three aspects allows the “la Caixa” Foundation to ensure its management is transparent,
as well as increasing the social value associated with its projects.

For example, the cultural programmes have developed a tool to monitor the efficiency and expenditure of participative concerts, and those in charge of the cultural programming at the CaixaForum centres are developing a similar tool aimed at the qualitative evaluation of the educational activities carried out at the Welfare Projects centres.

Effectiveness and impact can be measured in 84% of all projects and programmes, whereas efficiency can be measured in 88%. These three indicators vary depending on the area of action.

100% of the projects from the educational area and more than 94% of social programmes have systems to measure both effectiveness and efficiency while programmes from the area of science, research and the environment have progressed significantly, with 50% of the programmes measuring effectiveness and efficiency.

88% of the projects in the social area have systems to measure efficiency whereas this is only the case for 50% of the cultural programmes. Similarly, 88% of the social projects have systems to measure impact while the figure for research and environmental programmes is just 33%.

### NG03.5 Measuring effectiveness, efficiency and impact

<table>
<thead>
<tr>
<th>Total</th>
<th>Area of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td>%</td>
</tr>
<tr>
<td>Social</td>
<td>Educational</td>
</tr>
<tr>
<td>NG03.5</td>
<td>28</td>
</tr>
</tbody>
</table>

### NG03.5.1 Measuring effectiveness, efficiency and impact

<table>
<thead>
<tr>
<th>Social</th>
<th>Education</th>
<th>Science, research and the environment</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG03.5.1</td>
<td>94.44%</td>
<td>100%</td>
<td>50%</td>
</tr>
</tbody>
</table>

### NG03.5.2 Measuring effectiveness, efficiency and impact

<table>
<thead>
<tr>
<th>Social</th>
<th>Education</th>
<th>Science, research and the environment</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG03.5.2</td>
<td>88.89%</td>
<td>66.67%</td>
<td>66.67%</td>
</tr>
</tbody>
</table>

### NG03.5.3 Measuring effectiveness, efficiency and impact

<table>
<thead>
<tr>
<th>Social</th>
<th>Education</th>
<th>Science, research and the environment</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG03.5.3</td>
<td>88.89%</td>
<td>100%</td>
<td>83.33%</td>
</tr>
</tbody>
</table>
The CaixaProinfancia and the CiberCaixa Let’s meet after class programmes particularly stand out in measuring these aspects, carrying out pilot schemes to encourage networking.

In the case of the programme to redress child poverty, CaixaProinfancia, this measurement forms part of the programme’s aim to extend social action based on coordinated work involving all the public and/or private institutions working with the families in question; a formula that helps to improve the programme’s efficiency, effectiveness and impact. These pilot schemes encourage specific joint work, attending to a sample of families and involving four groups of social agents: municipal social services, local health services, educational centres and third sector organisations.

The pilot scheme carried out by CiberCaixa forms part of a programme to detect and develop talent, for which specific training has been developed as well as guidance for educators.

The programme of Integral care for people with advanced diseases is another example of good practice. In 2013 it continued its work via its online follow-up platform in order to improve the quality of the teams’ care, as well as including new variables in the annual effectiveness study measuring the efficacy of the psychosocial care provided. Moreover, in 2013 a satisfaction survey was carried out on the patients attended through this programme.

Another relevant example is the improvements made to the Social Entrepreneurism programme to measure its efficiency. As part of this programme, at the end of the year the “la Caixa” Foundation carries out a qualitative assessment of the different processes to support those benefitting from the call for applications, asking the entrepreneurs to complete an annual evaluation survey on the support agents (trainers, mentors, programme coordinators and legal advisors).

Particularly of note is the measurement of the degrees of synergy created with a survey involving all the entrepreneurs, focusing on the relevance of the development of ties and collaboration between similar projects. The programme also carries out a six-monthly follow-up to check the degree of social and economic impact of the corporate projects. All this is complemented with annual visits to the project, at the beginning and the end, in order to compare expectations, needs and improvements that can be made to the programme. Finally there is an annual meeting between the coordination teams and mentors in order to apply improvements based on tangible results from the project’s evaluations.

Lastly, the Social Housing programme has developed an evaluation for procedures, started at the end of 2012 and implemented in 2013, carried out by an external consultancy firm, Everis, with the aim of improving the quality and response time in processing the rents, assigning and managing the flats and carrying out the administration and maintenance of the properties from the Accessible Housing and Solidarity Renting programmes.

**Integrating gender and diversity**

The “la Caixa” Foundation considers factors regarding gender and diversity to be key components that must be integrated into their programmes in order to ensure their purposes are met, to assess the level of consistency and strength of its policies and to evaluate the performance and results of its programmes. The heads of each programme are in charge of setting the criteria for diversity and equality with the aim of enhancing not only the project’s efficiency but also the equality among its participants. 93% of the projects include the component of gender and diversity. The most commonly used mechanism to ensure gender and diversity is the application of the principle of non-discrimination, followed by 87% of the Foundation’s projects.

A further 86% also keep track of to what extent different groups have an equal opportunity to be chosen by the programme. 63.3% of the projects apply positive discrimination, guaranteeing a specific presence and/or participation of the groups in question. Lastly, it should also be noted that 33% of the Foundation’s projects directly address specific problems regarding gender; i.e. the actual purpose of the project is to resolve a gender issue. In addition to the gender component, the Foundation’s projects (87%) also include other factors to address diversity and ensure equal opportunities. Among the most frequently included factors, the following stand out: disability, age (childhood, young people, the elderly) and foreign issues and/or immigration. As with gender but to a lesser extent, the most commonly used method to apply these factors is the principle of non-discrimination (84% of all the Foundation’s projects). It must be stressed that 54% of the Foundation’s projects deal directly with diversity issues; i.e. the actual purpose of the project is to resolve issues related to diversity and equal opportunities.
## NG04. Integrating gender and diversity

### Total

<table>
<thead>
<tr>
<th>% of projects including a gender and/or diversity component</th>
<th>Cases</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of projects including a gender component</td>
<td>NG04</td>
<td>30</td>
</tr>
<tr>
<td>% of projects including a gender component</td>
<td>NG04.1</td>
<td>27</td>
</tr>
<tr>
<td>% of projects including a gender component</td>
<td>NG04.2</td>
<td>29</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projects</th>
<th>Cases</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>

### Area of activity

<table>
<thead>
<tr>
<th>% of projects including a gender component</th>
<th>Cases</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>94.44</td>
<td>66.67</td>
</tr>
<tr>
<td>Educational</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research, Science and the Environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### NG04. Integrating gender and diversity % Programmes including gender component (NG04.1) and/or other diversity factors (NG04.2)

<table>
<thead>
<tr>
<th>% Programmes including a gender component</th>
<th>Gender component (NG04.1)</th>
<th>Other diversity factors (NG04.2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principle of non-discrimination</td>
<td>87.10</td>
<td>84.85</td>
</tr>
<tr>
<td>Principle of non-discrimination and monitoring of equal opportunities</td>
<td>87.10</td>
<td>72.73</td>
</tr>
<tr>
<td>Apply positive discrimination</td>
<td>64.52</td>
<td>60.61</td>
</tr>
<tr>
<td>Tackle gender problems directly</td>
<td>35.48</td>
<td>54.55</td>
</tr>
</tbody>
</table>
Several of the “la Caixa” Foundation programmes are noteworthy with regards to the measures implemented in 2013 to ensure integration of the gender and diversity component. In general, gender and/or cultural diversity are included in all the Foundation’s programmes that take place in educational environments (for example School CiberCaixa and CaixaProinfancia) and are constantly present throughout the day-to-day activity of the project/programme.

In 2013 the programme Violence: zero tolerance took part in the programme by the Ministry of Health, Social Services and Equality, “Companies for a society free from gender-based violence”.

At the same time, the aim/mission of the International Cooperation programme concerns and includes both components of gender and diversity and these are therefore taken into account in the different development stages of the programme. The programme’s rules also contain the requirement that proposals include the necessary measures to promote decisive factors in development policies, such as supporting more vulnerable sectors and groups and those affected by poverty, as well as a gender focus. Moreover, projects are prioritised that include explicit measures concerning gender equality. Integration of the gender and diversity component is also present continuously in awareness-raising content (exhibitions, talks, etc.), since the aim is to familiarise visitors to these centres with the reality of the most vulnerable groups in developing countries.

Other projects, because of their aims and universe of beneficiaries, apply positive discrimination in the area of gender, such as the Reincorpora programme where the share of women participants (10%) in the programme is higher than the share of female inmates in prisons.

Regarding the consideration of gender and diversity factors, the Incorpora programme includes, in its definition of goals and in all stages of the programme, the job placement of people in a vulnerable situation as one of its essential values. In this respect, 67.5% of all the job placements carried out in 2013 were for people who were marginalised, principally young people, those over 45, female victims of gender-based violence, immigrants, etc., and 32.5% were people with some kind of disability (physical, intellectual, sensory or mental). In the case of job placements for disabled people, the share has increased by 40% compared to the number of placements carried out in 2012.

The programme of Subsidies for Social Initiative Projects includes, in its call for applications, explicit references to lines of action with particular attention to the components of gender and diversity. The priority of Social Action includes the prevention of different forms of violence, with the possibility of providing support for projects related to gender-based violence. The aim of the call for applications for Intercultural and Social Cohesion is to support projects that promote equal treatment among people and intercultural harmony between citizens.

The diversity component is essential to the Intercultural Community Intervention project and is therefore fully integrated as from its design stage.

This project encourages collaboration between social agents in a specific area where there is significant cultural diversity, from both international immigration and internal migration, and/or with immigrants or local minorities (gypsies, etc.), which poses new challenges and new opportunities for social cohesion.

The project encourages equal opportunities for everyone living or working in the community in question so that they can take part in the work areas or actions carried out through the project. The teams also ensure the presence of minority groups.

Regarding the gender component, it should be noted that the intervention teams ensure there is gender balance within the team. The project also attempts to ensure that there is a balance between men and women at the work areas and in the actions carried out, as well as in each stage of the project’s development.

This is also the case with the Child Vaccination programme, whose beneficiaries are boys and girls aged under five from Honduras and Nicaragua.

Lastly, the diversity component was one of the key aspects for the community theatre project MIGRALAND, developed as part of the Temporada Alta Festival, and the projects in collaboration with the Intercultural and Social Cohesion and CaixaProinfancia programmes for the music creation project Let’s sing the Messiah, with the participation of more than 200 children at risk of exclusion, as well as the video-art workshops for the homeless and music workshops for the intellectually challenged.

Coordination with the activities and programmes of other actors

One of the main principles of action of the “la Caixa” Foundation is to create alliances and networks among the Foundation’s programmes and its external collaborators so as to fully capitalise on existing synergies. In turn, this approach lays the groundwork for the Foundation to fulfil its vocation to transform and to multiply its impact, which is highlighted in its mission statement:
«To contribute to the advancement of people and society, […], through our own programmes, through strategic alliances or collaborative efforts with third parties, […] the results of which can be evaluated and utilised by other entities.»

That's why the “la Caixa” Foundation considers coordination and collaboration to be essential in order to prevent or reduce overlaps between programmes, as well as to identify opportunities for other actors (from within the Foundation or external) to participate, or to improve the efficacy of programmes themselves.

98% of the Foundation’s projects are linked to other initiatives (be it to other projects by the Foundation or to external initiatives). Specifically, 84% of the Foundation’s projects are directly linked to other internal projects and 90% of them also participate in external initiatives. Out of all the Foundation’s projects, 69% have a stable collaborative relationship with these external initiatives, on a continuous or regular basis.

Among some of the alliances of note is the one that, in 2013, promoted the creation of the Observatory of Employability and Employment of Graduates, managed by Welfare Projects, the UNESCO Chair of University Management and Policy of the Polytechnic University of Madrid (UPM) and the Conference of Deans of Spanish Universities (CRUE). Also remarkable is the strategic agreement with Alianza 4 Universidades, bringing together the campuses of Barcelona for the Autonomous University and the Pompeu Fabra University, and those of Madrid from the Autonomous University and the C3, an alliance that will produce a degree qualification that is new to Spain.

44% of all projects also took part in initiatives at a European and/or international level. For example, Reincorpora took part in the first phase of the Enterprise 2020 project, an initiative presented at the level of the European Union that represents a line of action for the European strategy of Corporate Social Responsibility, promoted by the European Commission and led by CSR Europe.

We should also note the projects of Science in Society, RRI Tools, to promote the implementation of the concept of Responsible Research and Innovation in society in 30 countries of the European Research Area, and the consolidation of the European project Xplore Health to generate benchmark modules in biomedicine research; the CooperantesCaixa programme, which has joined the European Union’s Aid Volunteering initiative in the discussions to start up the programme, providing the view of corporate volunteers, and also as founding partners of the Employee Volunteering European Network, working to increase the number of companies and workers from these foundations that carry out volunteer actions and programmes and, finally, also in collaboration with the World Savings Bank (WSBI), improving banking establishments associated with the Entity in Peru. Also in the international sphere, the “la Caixa” Foundation has helped to create the MED Confederation with different banks (World Savings Bank Institute-WSBI, the Institut Europeu de la Mediterrània-IEMED, Caisse de Dépôt et de Gestion (Morocco), Casise des Dépôts et Consignations (Tunisia), IPEMED (France), TEPAV (Turkey) and Al Barid Bank (Morocco), encouraging dialogue and collaboration to improve the development opportunities of the Mediterranean basin. The Social Entrepreneurism programme has also presented several initiatives to the European Commission as part of the Social Business Initiative and is working on a Europe-wide project together with the Fundação Calouste Gulbenkian.

The “la Caixa” Foundation also participates in a range of projects and programmes carried out by other organisations. It’s worth noting the programme by Spain’s Ministry of Health, Social Services and Equality, “Companies for a society free from gender-based violence”, where
participation is through the Gender-based Violence project. The Ministry’s project aims to create a network of companies and organisations committed to combating gender-based violence by signing agreements to promote actions to raise awareness and help victims find employment. As part of this programme, the “la Caixa” Foundation also took part in the European project Daphne III: Circles, helping those who have served prison sentences for sexual crimes find a place in society again once they have been released. Another aim is to encourage the positive, complete insertion of people who have committed sexual crimes and reduce the rate of repeat offences among this group.

Also in 2013 an agreement was signed with the regional government of Andalusia to start up the pilot scheme Incorpora Joven, aimed at helping young people find employment and improving their training, focusing particularly on helping those who have abandoned education to take up training again and improve their employment skills.

Whenever possible the “la Caixa” Foundation also attempts to coordinate the projects it carries out with other Foundation projects, improving efficiency as it can distribute resources and take advantage of synergies between different programmes. A good example of this is the CiberCaixa: Let’s stay after class. In some towns this project is coordinated together with activities related to the CaixaProinfancia programme.

### Table: Processes to take into account and coordinate with the activities of other actors

<table>
<thead>
<tr>
<th>Total</th>
<th>Area of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Social</td>
</tr>
<tr>
<td>Cases</td>
<td>%</td>
</tr>
<tr>
<td>% of projects linked to other internal or external activities</td>
<td>NG06</td>
</tr>
<tr>
<td>% of projects coordinated with the Foundation’s internal projects</td>
<td>NG06.1</td>
</tr>
<tr>
<td>% of projects participating in programmes or initiatives</td>
<td>NG06.2</td>
</tr>
<tr>
<td>Projects</td>
<td></td>
</tr>
</tbody>
</table>
Institutional positioning and communication in raising awareness

Considering the activity of Welfare Projects, its strategy and communication and marketing campaigns are very important as they raise awareness of Welfare Projects and its work among its stakeholders (particularly beneficiaries) and society at large. "la Caixa" Welfare Projects designs its communication and marketing campaigns with a three-fold objective:

- Raise citizen awareness of people's foremost needs and problems, encouraging all receivers to become involved and committed to addressing these needs and problems. Overcoming child poverty, helping those with difficulty find work, active ageing and the full participation of the elderly in society, preventing the consumption of drugs, etc. are some of the causes requiring everyone's commitment. Awareness-raising is therefore one of the ultimate reasons for Welfare Projects’ external communication, advertising and marketing.

- Information is the second major objective. By publicising all its initiatives, Welfare Projects aims to extend the number of beneficiaries, attempting to reach more people.

- The third objective is to highlight the importance of “la Caixa” customers and employees as an essential part of how Welfare Projects works.

With their trust and daily work, these people are ultimately responsible for "la Caixa" being able to continue providing Welfare Projects with its budget of 500 million euros (for the seventh year running in 2014), used to carry out social, educational, cultural and environmental programmes.

In management terms, communication actions are carried out according to criteria of respect for sustainability and the environment, from planning through to implementation. Actual beneficiaries are also involved in their development.

Actions are guided by the objective of efficiency, perceived as the maximum return possible on the investment in terms of raising awareness and increasing the number of beneficiaries. The impact of these actions is duly measured and audited by companies specialising in media tracking.

The economic value of free news items and reports for the Entity published or issued by the press, radio and television concerning the initiatives and programmes carried out by “la Caixa” Welfare Projects (focusing on criteria of circulation/audience, advertising value of the space/time occupied, institutional presence in the news item, etc.) has increased moderately in the press, radio and television and more so in online media. The economic value of impacts in the first case in 2013 was 72.13 million euros, while for online media it was 55.7 million. The total value was 127.83 million euros, while in 2012 this impact totalled 114.75 million euros. Investment in advertising has remained stable, totalling 14 million euros in 2013.
COMMITMENT TO PEOPLE
Improving the welfare and skills of our employees and suppliers
Human capital of the “la Caixa” Foundation

One of the main concerns that guides the strategy of the “la Caixa” Foundation’s activity is that its policies and actions must promote the welfare and generation of new skills of its employees and suppliers. The policies and measures that define and govern the management of human capital at the “la Caixa” Foundation are inherent to the organisation and, at the same time, result from its values and vision. The performance and promotion of good practices in terms of work and gender equality, encouragement to balance work and family life, respect for human rights and Spanish law all underpin this management.

The organisation has its Own Collective Bargaining Agreement (hereinafter OCBA), which applies to all work centres located in Spain within the operational scope of the “la Caixa” Foundation. 100% of the employees of the “la Caixa” Foundation come under this agreement, including those who have been expatriated overseas. The OCBA came into force on 1 January, 2012 and is the seventh Collective Bargaining Agreement to be drawn up and approved. It expires after two years, which means that its clauses will be effective until 31 December, 2013. In January 2014, this agreement was renewed and extended for two more years, to 31 December 2015.

A Joint Committee was set up, comprising representatives of the workforce and the institution, and is responsible for conciliation, mediation and arbitration in those cases when the parties deem this appropriate.

The workers’ representatives are made up of the following: 1 Central Services committee (9 members), 1 committee for the centres in Barcelona province - CaixaForum Barcelona and CosmoCaixa Barcelona (5 members), 1 personnel delegate for CaixaForum Palma and 1 personnel delegate for CaixaForum Madrid. This group represents and manages the queries received directly from workers in the organisation and is responsible for passing on to the Human Resources Area, at the monthly or bi-monthly meetings established, those requirements and/or situations proposed by employees they deem appropriate. Any incident of an urgent nature that might arise is dealt with immediately together with the Human Resources Area.

One important action in 2013 was the implementation of a pilot scheme to promote flexitime, called the “Hour Bank”. This scheme has helped to adapt employees’ timetables to the requirements of their work-life balance and has been used by part of the workforce without any significant disruption to labour interaction or employee productivity. Due to the positive reception given to this system, it has been extended both in terms of time and also its areas of application.

Health and safety

Health and safety constitute another relevant topic in terms of impact on the “la Caixa” Foundation and on the stakeholders’ influence on decisions and analysis. This is an important issue for the “la Caixa” Foundation since prevention is a good indicator of the extent of the organisation’s involvement in the control of processes and this aspect is completely integrated at all levels. The first stage is risk assessment, followed by the application of preventive measures, the training of the corresponding employees and the effective implementation of emergency plans.

Consequently, the “la Caixa” Foundation works with a management system that allows it to continuously analyse the preventive health measures within the organisation.

The “la Caixa” Foundation currently works with an external prevention service that supports the organisation in the implementation of preventive measures related to the Foundation’s activity. The risks affecting the employees of the “la Caixa” Foundation are obviously different depending on their location and position (branches, single centres, travelling exhibitions, etc.). As well as this external prevention system, the “la Caixa” Foundation also has its own management structure led by the “la Caixa” Foundation’s Head of Prevention, who works with the prevention delegates. Their main mission is to keep in regular contact with company at all its organisational levels.

The personnel of the “la Caixa” Foundation are also represented on the health and safety committee for the whole of the organisation, set up to help control and assess the company’s health and safety programmes. 100% of the Foundation’s employees are represented on by this committee, which holds four ordinary meetings per year. The health and safety aspects covered by formal agreements established with the unions are as follows: personal protective equipment; joint health and safety committees; worker representative participation in inspections, audits and investigations of accidents related to health and safety; training and education; procedures for complaints, the right to reject dangerous work and regular inspections. The formal agreements reached at a global level also cover the following aspects: compliance with the International Labour Organisation (ILO), agreements or structures to resolve problems and commitments related to targets or the level of practical training to be applied.

It should also be noted that the stipulations of the Foundation’s health and safety plans also include the need for coordinating actions with the
different contract workers who work at the “la Caixa” Foundation sites on a daily basis and whose conditions concerning occupational hazards are diverse depending on their jobs – whether they are drivers, workers hired for itinerant exhibitions or workers based permanently at each centre.

Lastly, another key issue in the matter of health and safety deals with the health of the everyday visitors to the individual sites and travelling exhibitions of the “la Caixa” Foundation. The Foundation has specific procedures aimed at ensuring an appropriate level of care for visitors in terms of safety. It also constantly works with all employees and suppliers from the different sites in order to implement any necessary measures to make their sites safer for visitors.

In 2013 an external audit was carried out on the occupational hazard prevention system in order to improve its efficiency. The “la Caixa” Foundation also implemented the platform CTAIMA.CAE for business coordination. This software uses a powerful document management system that enables the “la Caixa” Foundation to verify that its suppliers and partners meet all documentation requirements to carry out any activity. Among other things, this online tool automates and optimises documentation flow, the method of assessment and the storing of vast amounts of data, including information related to Law 31/1995 on the prevention of occupational hazards. In this way, the “la Caixa” Foundation can make sure that its suppliers and partners establish preventive actions in terms of occupational risks, and is able to check the work methods they use and the kind of occupational risks they face at the workplace.

In 2014, the “la Caixa” Foundation has set itself several challenges that will improve its occupational hazard prevention system as well as systematically integrating and involving all its employees. The Foundation’s aims in 2014 are as follows:

- Increase training on the prevention of occupational hazards via the Virtaula website. This aims to ensure that training is carried out at all levels of the company.
- Pursuant to Law 31/1995, offering all employees a free health check.

G4-LA6. Type of injury and rates of injury, occupational diseases, lost days and absenteeism and total number of work-related fatalities, by region and by gender

<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th>Men</th>
<th>Women</th>
<th>Men</th>
<th>Women</th>
<th>Men</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Work Accidents</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Common Contingencies</td>
<td>63</td>
<td>16</td>
<td>58</td>
<td>7</td>
<td>58</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Absenteeism</td>
<td>65</td>
<td>17</td>
<td>59</td>
<td>18</td>
<td>59</td>
<td>23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Injury rate</td>
<td>1.1</td>
<td>0</td>
<td>2.2</td>
<td>0</td>
<td>2.2</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lost day rate</td>
<td>n/a</td>
<td>0.2</td>
<td>0</td>
<td>0</td>
<td>0.2</td>
<td>n/a</td>
<td></td>
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</tr>
<tr>
<td>Incident rate</td>
<td>5.7</td>
<td>2.8</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(1) Total common contingencies: number of people on temporary sick leave due to disease during the year. Total absenteeism: number of people absent from their workplace due to any kind of incapacity, not only as a result of an occupational accident or disease. Authorised absences are not included under absenteeism, such as those for holidays, studies or parental leave. Injury rate: (number of accidents with sick leave / number of hours worked) x 10^6; Lost day rate: (number of days lost / number of hours worked) x 10^3; Incident rate: (number of accidents / number of workers) x 10^3.

(2) Includes accidents both in itinere and not in itinere.

(3) The total hours worked has been estimated based on the total hours established in the agreement multiplied by the total number of employees (female and male)

Equality Plan

The “la Caixa” Foundation advocates equal opportunities and the equal treatment of men and women.

The Equality Plan 2012-2015, which takes the place of the 2009-2011 plan, embodies the commitment of the “la Caixa” Foundation to its employees and its respect for diversity. It is part of its corporate philosophy and seeks to comply with current legislation and, more specifically, with the provisions of Law 3/2007 of 22 March on the effective equality of women and men. The main difference between both plans lies in their objective. Whereas the 2009-2011 plan consisted of a set of measures seeking to guarantee the equality of treatment and opportunities for men and women, the 2012-2015 plan focuses more on consolidating the results that have been achieved rather than promoting new measures. Specifically, it aims to help improve the work environment, work relationships,
employee satisfaction, quality of life and health at work. Also, one of the main objectives of this Plan is to promote and consolidate equal opportunities in the workplace through training and raising awareness of this issue among employees. This is especially aimed at executives and middle management, given the broad and autonomous decision-making powers they hold concerning the development of their staff.

The plan covers all employees of the “la Caixa” Foundation and is in force for four years, after which time it is reviewed to determine new lines for improvement. It is also intended to become an effective tool for working towards equality between men and women within the organisation. For this purpose, an Equality Committee has been set up, whose main role is to guarantee the observance of the provisions of the Equality Plan. At the same time this Committee must participate actively in all the organisation’s processes, acting as a channel for any incidents or queries regarding non-discrimination related to gender. The Equality Committee meets every six months and is made up of two society representatives and two representatives from the company. The Equality Committee also carries out an annual evaluation of the Plan by assessing the achievement of its objectives, the implementation of measures and the sampling of diagnostic indicators.

In 2013, the second year the Plan had been implemented, several measures were promoted in the area of equality:

- A pilot scheme was set up for a new flextime system called the “Hour Bank” to make work timetables more adaptable (more information in the section Human Capital of the “la Caixa” Foundation).
- Extension of the measures to ensure work-life balance via paid leave, unpaid leave and flexible start and finish times. The organisation’s new variable remuneration policy was monitored via indicators and an analysis, in order to ensure equality in the variable remuneration of men and women.
- The flexible remuneration plan was completely rolled out, allowing each professional to design their remuneration package in line with their personal needs.
- Lastly, various indicators were also observed in order to strengthen and monitor the success of measures for gender equality within the Foundation. These indicators include: percentage of women within the entity; percentage of women in decision-making positions; percentage of employees taking part in training sessions dealing with equality; percentage of men hired for executive and general positions; among others.

The “la Caixa” Foundation has also continued to implement its Protocol for the prevention, management and eradication of sexual and workplace harassment. Since its creation and to this date, the organisation is not aware of any cases of moral, sexual, gender or discriminatory harassment. Also in 2013 the organisation continued its dissemination and training of good practices by employees through the Manual of Good Practices, written in 2011. This manual was written and published by the Human Resources area in conjunction with the Environmental and Organisation and General Services areas. The main purpose of this manual is to raise awareness of good work practices among employees. It includes sections such as “Situations requiring special attention” and “Integration to diversity”, which aim to make employees aware of the issue of equal treatment of women and men while promoting management for the effective integration of diversity.

As a result of all these efforts, in 2012 the Ministry of Health, Social Services and Equality renewed its excellence award for “Equality in the company” for the “la Caixa” Foundation. This distinction acknowledges the organisation’s innovative character as well as its commitment and involvement in policies fostering equal opportunities between men and women.

Lastly, it should also be noted that, prior to developing the 2012-2015 and 2009-2011 Equality Plans, the Foundation had already carried out several initiatives in this field, many of them predating the Law on Equality. Specifically, it had conducted several actions and projects at different times, all aimed at promoting and raising awareness on this particular issue both internally and externally. A good example of this would be the Violence: zero tolerance and the Incorpora programmes.

**Key indicators in the field of human resources**

In 2013, the workforce of the “la Caixa” Foundation consisted of 350 professionals. 99.7% of these employees were on a permanent contract and 97.43% of them were employed on a full-time basis. Women account for 69.15% of the organisation’s total workforce compared with 30.85% for men, while 99.71% of the employees of the “la Caixa” Foundation work in Spain.
G4-10. Breakdown of the workforce by gender, employment contract and employment type

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th></th>
<th>2012</th>
<th></th>
<th>2011</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>(% total</td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
<td>(% total</td>
</tr>
<tr>
<td></td>
<td></td>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td>employees</td>
</tr>
<tr>
<td>Total number of employees</td>
<td>350</td>
<td>100.0</td>
<td>30.9</td>
<td>69.15</td>
<td>381</td>
<td>0</td>
</tr>
<tr>
<td>Indefinite or permanent contract</td>
<td>349</td>
<td>99.71</td>
<td>30.7</td>
<td>69.6</td>
<td>379</td>
<td>99.5</td>
</tr>
<tr>
<td>Contracts of a specific or temporary duration</td>
<td>1</td>
<td>0.29</td>
<td>100.0</td>
<td>0.0</td>
<td>5</td>
<td>0.5</td>
</tr>
<tr>
<td>Full-time employees</td>
<td>341</td>
<td>97.43</td>
<td>30.5</td>
<td>69.5</td>
<td>372</td>
<td>97.6</td>
</tr>
<tr>
<td>Part-time employees</td>
<td>9</td>
<td>2.57</td>
<td>44.4</td>
<td>55.6</td>
<td>9</td>
<td>2.4</td>
</tr>
<tr>
<td>Men</td>
<td>108</td>
<td>30.85</td>
<td>–</td>
<td>–</td>
<td>119</td>
<td>31.2</td>
</tr>
<tr>
<td>Women</td>
<td>242</td>
<td>69.15</td>
<td>–</td>
<td>–</td>
<td>262</td>
<td>68.8</td>
</tr>
<tr>
<td>Spain</td>
<td>349</td>
<td>99.71</td>
<td>31.0</td>
<td>69.1</td>
<td>379</td>
<td>99.5</td>
</tr>
<tr>
<td>Outside Spain</td>
<td>1</td>
<td>0.29</td>
<td>0.0</td>
<td>100.0</td>
<td>2</td>
<td>0.5</td>
</tr>
</tbody>
</table>

As shown by the breakdown of indicators by contract and employment type, the promotion and provision of stable employment, the quality of jobs and their maintenance all form part of the “la Caixa” Foundation’s corporate culture.

Nonetheless, the “la Caixa” Foundation saw a significant reduction in its workforce in 2013 due to the implementation of the restructuring programme called “Fair Resizing”. The main aims of this programme are to simplify the organisation, reduce the number of people in the Foundation’s different departments and improve institutional productivity. This restructuring was based on a new voluntary early retirement scheme offered by the “la Caixa” Foundation to its employees and which was warmly welcomed by the people in question; a participative procedure was employed to implement this plan including, among other actions, individualised interviews for organisational improvements with 170 people, 40% of the workforce.

Another relative fact affecting the workforce in 2013 was the termination of activities at the CosmoCaixa in Madrid, located in Alcobendas and devoted to spreading science in the Community of Madrid. The entire workforce affected, 23 people, were offered another job within the Foundation. Most of these relocations, 70%, were at other Foundation centres in Madrid; the rest received proposals to relocate to other Foundation centres in other Spanish cities.
Indicators assessing employee turnover, seniority within the organisation and absenteeism, as well as the rate of returning to work and retention of employees after parental leave also reflect the level of stability of the workforce and to what extent employees are committed to the results achieved by the organisation. The values obtained for these indicators are an example and reflection of the importance of human capital to the “la Caixa” Foundation and the effort the organisation puts into maintaining and improving the work environment, as well as the satisfaction and motivation of its employees.

The statistics for seniority and gender in the workforce can be seen in the table and graph below:

### Other indicators of diversity and equality of opportunities

<table>
<thead>
<tr>
<th>Length of service</th>
<th>2013 (at 31/12/2013)</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men (%)</td>
<td>Women (%)</td>
<td>Men (%)</td>
</tr>
<tr>
<td>Under 5 years</td>
<td>45</td>
<td>55</td>
<td>31</td>
</tr>
<tr>
<td>Between 5 and 9 years</td>
<td>33</td>
<td>67</td>
<td>37</td>
</tr>
<tr>
<td>Between 10 and 14 years</td>
<td>20</td>
<td>80</td>
<td>22</td>
</tr>
<tr>
<td>Between 15 and 19 years</td>
<td>31</td>
<td>69</td>
<td>36</td>
</tr>
<tr>
<td>Between 20 and 24 years</td>
<td>34</td>
<td>66</td>
<td>39</td>
</tr>
<tr>
<td>Between 25 and 29 years</td>
<td>40</td>
<td>60</td>
<td>47</td>
</tr>
<tr>
<td>30 years</td>
<td>20</td>
<td>80</td>
<td>17</td>
</tr>
</tbody>
</table>

Regarding the turnover rate, an indicator that provides relevant data on employee satisfaction, potential imbalances that might arise due to age, gender, etc., and the company’s capacity to attract and retain skilled people, the “la Caixa” Foundation has lower turnover rates than in 2012, both in general terms and by field of activity and, going into more detail, by age and/or gender. In fact, the values obtained for the turnover rate are still negative, given that the number of hired people was lower than the number of people leaving the company, mainly due to the reorganisation process that the “la Caixa” Group is currently undergoing, consistent with the current economic context. It is within this context that the workforce has been restructured, now totalling 350 people, 31 fewer than in 2012 when the restructuring programme started. The rate of new hires was 2.57%, up by 1.7 points in 2013 on the previous year.
### G4-LA1. Total number and rates of new employee hires and employee turnover by age group, gender and region

<table>
<thead>
<tr>
<th></th>
<th>2013 (workforce at 31/12/2013)</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total turnover (%)</td>
<td>New hires (%)</td>
<td>Total turnover (%)</td>
</tr>
<tr>
<td>Total number of employees</td>
<td>-3</td>
<td>2.57</td>
<td>-4.46</td>
</tr>
<tr>
<td>Turnover rate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rate of new hires</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td>-1</td>
<td>0.57</td>
<td>-0.52</td>
</tr>
<tr>
<td>Women</td>
<td>-2</td>
<td>2</td>
<td>-3.94</td>
</tr>
<tr>
<td>Aged &lt; 30</td>
<td>0</td>
<td>0</td>
<td>-0.26</td>
</tr>
<tr>
<td>Aged 30-40</td>
<td>0</td>
<td>0.86</td>
<td>-0.26</td>
</tr>
<tr>
<td>Aged 41-50</td>
<td>0.1</td>
<td>1.43</td>
<td>-0.26</td>
</tr>
<tr>
<td>Aged &gt; 50</td>
<td>-3.1</td>
<td>0.28</td>
<td>-4.72</td>
</tr>
<tr>
<td>Spain</td>
<td>-3</td>
<td>2.57</td>
<td>-4.46</td>
</tr>
<tr>
<td>Outside Spain</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### G4-LA3. Return to work and retention rates after parental leave, by gender

<table>
<thead>
<tr>
<th></th>
<th>Workforce at 31/12/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Total number of employees</td>
<td>350</td>
</tr>
<tr>
<td>Total number of employees entitled to parental leave</td>
<td>21</td>
</tr>
<tr>
<td>Number of employees that took parental leave</td>
<td>21</td>
</tr>
<tr>
<td>Number of employees who returned to work after parental leave</td>
<td>16</td>
</tr>
<tr>
<td>Number of employees who returned to work after parental leave and who were still employed twelve months after their return to work</td>
<td>16</td>
</tr>
</tbody>
</table>
Women predominate at most of the Foundation’s organisational levels. 51% of executive and senior positions at the “la Caixa” Foundation are held by women (Area Directors, Deputy Directors and Centre Directors). This is a significantly higher percentage than the national figure established by the research conducted by the Isotés group in 2012, which estimated that only 20% of functional departments are managed by women.

The different professional categories and levels of employees are defined and described in the OCBA. It also states the tasks expected for each level and the skills, knowledge and experience (professional profile) required to carry them out.

A skills appraisal is carried out regularly with more than 85% of the workforce. The next skills assessment is planned for 2015. However, although there are not skills assessments every year, employees must meet annually with their supervisors in order to establish objectives and actions that to improve their performance. The extent to which these objectives and actions have been achieved is revised and evaluated during the first few months of the year.

### Remuneration Systems

The “la Caixa” Foundation employees enjoy a remuneration system consisting of a fixed and a variable part, as well as other corporate benefits. The fixed pay of employees is established by the OCBA and is determined by their aptitude, responsibilities, degree of autonomy and the professional tasks required by their position as defined in the system of professional groups and categories.

Regarding variable remuneration, in 2013 a new system of variable pay by objective was implemented for all “la Caixa” Foundation employees. This new objective-based variable remuneration system seeks to:

- Direct the employee’s time and effort towards specific objectives that are in line with the organisation’s strategic objectives.
- Increase the degree of objectivity of the variable pay, moving from a bonus based on subjective reasons to a variable pay system based on the achievement of concrete objectives set in advance.
- Acknowledge and reward those individuals that achieve efficiency and high performance so as to encourage their colleagues to achieve the same.
- Ensure that employees are given feedback from their supervisors regarding their performance so they can make improvements in those cases where this is deemed necessary, thereby complementing the feedback given at the skills assessment.

Area directors are responsible for informing employees about the objectives for the area and for assigning an estimated amount for the bonus of each of their collaborators, according to the annual targets. They then set the deadlines and criteria for evaluating the objectives, which must be approved by the HR department. At the end of the year, the achievement of these objectives is assessed and the objectives and bonus for the following year are set.

In 2013, the “la Caixa” Foundation also completely implemented the Flexible Remuneration Plan in order to offer employees the chance to voluntarily choose how to receive part of their wages. This remuneration includes a range of products such as training, employee health insurance, family health insurance, nurseries, transport tickets and the purchase of computers. Each of the products is governed by specific requirements which allow employees
To choose the most suitable product for their personal and family requirements at any time.

As a result of all these measures, no differences exist between genders at the same level in the remuneration policies of the “la Caixa” Foundation; in other words, the basic salary of men and women in the different professional groups/levels is the same. It should also be noted that the minimum pay (standard entry salary) of the Foundation’s employees, which is established by the OCBA, is approximately 2.5 times higher than the Spanish annual minimum wage for 2013.

### G4-LA13. Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation

<table>
<thead>
<tr>
<th>Workforce at 31/12/2013</th>
<th>Total number</th>
<th>Number of men (M)</th>
<th>Number of women (F)</th>
<th>Ratio of basic salary [BS] (F/M)</th>
<th>Remuneration ratio [R] (F/M)</th>
<th>Ratio between [R/BS] Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employees</td>
<td>350 100.0</td>
<td>108 30.9</td>
<td>242 69.1</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Directors (level D)</td>
<td>14 4.0</td>
<td>11 3.1</td>
<td>3 0.9</td>
<td>1</td>
<td>1.30</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Heads (level C)</td>
<td>82 23.4</td>
<td>32 9.1</td>
<td>50 14.3</td>
<td>1</td>
<td>1.00</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Managers (level B)</td>
<td>221 63.1</td>
<td>57 16.3</td>
<td>164 46.9</td>
<td>1</td>
<td>0.96</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Management support (level A)</td>
<td>33 9.4</td>
<td>8 2.3</td>
<td>25 7.1</td>
<td>1</td>
<td>1.35</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

### Training

The “la Caixa” Foundation considers training to be an essential factor in the professional and personal growth of its workforce. Throughout 2013, 69.41% of all employees from the different professional categories received training, with the investment in training totalling approximately 168,739 euros. All the different types of training employees are provided with are coordinated by the HR department, which also manages all training requests. The number of courses assigned to each employee and their content depends on the employee’s position and duties.

In general, the workforce has a high level of training in line with its functions and tasks. Approximately 73% of “la Caixa” Foundation employees have a minimal level of training equivalent to degree and/or diploma studies, of which 27% have also taken postgraduate courses and 5% a doctorate.

The “la Caixa” Foundation identifies the needs of its employees by means of different methods. On the one hand, there is the skills assessment system, which allows supervisors to assess the skills of their employees individually through conversation. Then both parties rate the worker’s professional skills and decide on the best course of action to develop these further. This can involve specific technical training, the training of certain skills or mentoring or individual support activities. There is also a form on the corporate intranet to request specific training which employees can apply for, if they want and the management approve it.

Specific development and skill-focused programmes are also designed at the request of Area Directors in order to address any needs that may arise from the implementation of changes.

In 2013 work continued on the universal development and training of all employees via the virtual interactive learning platform “Virtaula”, holding two training classes with 35 employees and three learning groups in the area of scholarships, the international area and the international exchange programme entitled “Tiepolo”. In the future, this platform aims to be the main development tool for employees at the Foundation as they can access it from any computer irrespective of their location.

The following training was particularly significant in 2013, out of the 161 actions carried out: training at CaixaForum Madrid (with the participation of 21 employees), training in attending to visitors (with 11 employees), training of social managers (10 employees), and specific training for managers in leadership, transformation and coaching. Also of note is the first postgraduate course in social management using a “blended” methodology; i.e. alternating face-to-face classes with learning via the virtual platform of Virtaula. The postgraduate course totals 60 class hours in social
management, organised by the Pompeu Fabra University together with the Foundation to boost training in this field among its employees. This course has continued for a second year and currently has 157 students. As in previous years, training has also continued in equality within the Postgraduate Programme.

Similarly, and as a continuation of the commitment of the “la Caixa” Foundation to continue advancing its model of work-life balance for its employees, it has taken part in a workshop organised by the Ministry of Health, Social Services and Equality in order to strengthen and apply new equality and co-responsibility measures, as well as share and get to know new practices that can be applied to the “la Caixa” Foundation.

Also, with the aim of encouraging continuous training and the improvement of skills, the “la Caixa” Foundation offers training and/or support courses to its employees so they can improve their skills through internal training courses (office IT and languages); funding for external training and/or education; and facilitates the attendance of congresses and seminars.

Company benefits

The “la Caixa” Foundation provides all its employees with the same social benefits, regardless of the duration of their contract or working hours. These benefits were reviewed as part of the publication of the seventh OCBA in 2012.

The main corporate improvements are as follows:

• Payment of 100% of salary in cases of parental leave or temporary incapacity.
• Contribution to the pension scheme.
• Life insurance and permanent total disability insurance.
• Healthcare insurance.
• Subsidies for training and language courses, advances, nursery vouchers for children aged 0-3 and education aids for children aged 4-23, family allowances.
• Retirement bonus, childbirth/foster care/legal adoption allowance, bonuses when reaching 25 and 35 years of service within the organisation, collective workplace accident insurance, provision of uniforms whenever necessary, compensation for the use of the employee’s own vehicle.
• Restaurant vouchers and parental leave.

The only exception is the subsidy for workers using their own vehicle, as this concept is related to the specific position; it is the Territorial Action managers and personnel with a level lower than C1 who might use their own vehicles to carry out work tasks on a regular basis.

The coverage of the organisation’s obligations due to its corporate benefit plans is shown in the table below:

<table>
<thead>
<tr>
<th>G4-EC3. Coverage of the organisation’s defined benefit plan obligations</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions to pension plans</td>
<td>520,739</td>
<td>490,000</td>
<td>481,000</td>
<td>431,000</td>
</tr>
<tr>
<td>Contributions to life insurance</td>
<td>9,849</td>
<td>11,560</td>
<td>10,801</td>
<td>10,000</td>
</tr>
<tr>
<td>Contributions to medical insurance</td>
<td>–</td>
<td>160,000</td>
<td>160,000</td>
<td>140,000</td>
</tr>
</tbody>
</table>
In relation to the pension fund, all active employees of the “la Caixa” Foundation are entitled to join a collective, defined contribution pension scheme. Contributions are split between the company and the employee. In the years 2010, 2011, 2012 and 2013, the organisation’s contribution rose from 3.75% to 4.25% of the basic salary and the personal dedication supplement. This figure excludes all other supplements existing in the “la Caixa” Foundation, regardless of their origin. There was also a rise from 1.25% to 1.5% in the contribution by the employee to the same scheme. The conditions of this fund are regulated by the Pension Scheme of the “la Caixa” Foundation.

The principles of the scheme are:

1. **Non-discrimination**: all employees working for associate sponsors are granted access to the plan as long as they meet all the requirements, although service of over two years cannot be a requirement to join the plan.

2. **Capitalisation**: the pension scheme uses financial and actuarial individual capitalisation systems and benefits will be strictly adjusted according to the calculation derived from these systems.

3. **Allocation of rights**: the contributions made by the participants and the capitalisation system used grant the participant certain financial rights related to the enjoyment of the benefits provided.

4. **Integration within a pension fund**: all contributions and any other assets assigned to the plan are compulsorily integrated into a pension fund.

The programmes implemented by the “la Caixa” Foundation to support its employees in managing the last steps of their professional career should also be mentioned. These include a retirement bonus, which is given to all members of the “la Caixa” Foundation’s workforce (which equals the sum of three months’ wages from their gross annual salary), and improved flexibility of working hours for those who are close to retirement. In addition to the latter, employees aged 63 and above can have shorter workdays for a specific period of time prior to their retirement, if their position allows. Alternatively, they can enjoy 15 extra days off, including 2 Saturdays.

Active employees with a minimum service of one year at the “la Caixa” Foundation can benefit from life insurance with an insured capital sum of €36,060.73, which covers contingencies of death from illness and permanent total disability, regardless of whether this has been caused by a common illness or accident. The insured sum adds up to €72,121.45 in the event that death is caused by an accident. 70% of the insurance fee is paid by the “la Caixa” Foundation with the remaining 30% being paid by the employee. Taking out the life insurance regulated by this clause is voluntary and employees are therefore required to express in writing their willingness to take it out.

Lastly, the “la Caixa” Foundation provides free health cover for all active employees who have been with the company for at least six months through collective healthcare insurance run by ADESLAS.

**Work-life balance**

The “la Caixa” Foundation is committed to the welfare of its employees and that’s why striking a balance between work and family life is so profoundly important to the organisation. The “la Caixa” Foundation, through the Óptima programme and its Equality Plan, has undertaken a commitment to constantly improve the conditions affecting this balance. The culmination to this commitment was when the Foundation was awarded the Equality Distinction, given by the Ministry of Health, Social Services and Equality. The “la Caixa” Foundation applies measures and initiatives that go beyond the provisions of the law on this matter and which are aimed at helping its employees to balance their professional and family life. In 2012, the “Hour Bank” was implemented as a new flexibility measure within the framework of the negotiation of the Foundation’s seventh OCBA. One new aspect of this measure in 2013 was that it was applied to all Foundation employees irrespective of the length of their working day.

The Hour Bank means that employees of the “la Caixa” Foundation have a certain number of flexible hours available every quarter that can be distributed within the
Foundation’s standard working day. More specifically, these hours and periods are organised as follows: from January to March: 15 hours; April to beginning of the intensive timetable (mid-June): 15 hours; from the end of the intensive timetable (mid-September) to December: 18 hours.

Employees at the “la Caixa” Foundation can make their working hours more flexible on a quarterly basis using the number of hours specified above. Workers make up for these hours within the same quarter and always within the limits of the current schedule of the “la Caixa” Foundation – between 8am and 7.30pm from Monday to Thursday and 8am to 3.45pm on Friday.

In addition to the Hour Bank and retirement programmes mentioned above, the Foundation also carries out the following actions and initiatives:

- School aid (nursery voucher).
- Aid for caring for dependent relatives.
- Possibility to use flexi-time for starting and finishing times.
- Availability of an intensive work timetable on Fridays.
- Adopting an intensive work timetable during the three summer months.
- Ensuring supplements to receive Social Security up to 100% for maternity.
- Increasing maternity leave by two days.
- Increasing the breastfeeding period.
- Improving the work timetable during the 20 month period after the birth of a child. Providing parents with a flexible work timetable during the first two months after the birth of a child.
- Giving all those working at the Foundation with children a school subsidy per child.
- Giving family aid in cases of dependence.
- Providing parents with disabled children with a reduced work timetable.
- Leave for voluntary work.

**Evaluation survey on current corporate improvements and work-life balance measures**

As part of its commitment to improve work-life balance, the “la Caixa” Foundation has carried out an evaluation survey on the corporate improvements and work-life balance measures currently in place. The survey contained 41 questions that evaluated and rated the degree of satisfaction from one to five, one being “not very satisfactory” and five being “highly satisfactory”. Employees were asked about different aspects such as the working day (continual, flexible, intensive); paid leave (for getting married, parental, death, personal matters, etc.) and unpaid leave; subsidies for studies, training in languages and other areas; pension plans, insurance and healthcare, among others, making up a list of 41 aspects to evaluate.

The survey was completed by 222 employees (151 women and 71 men), representing 61.55% of the workforce. The overall average score for the answers was 3.7. The following were the most highly rated aspects: healthcare with 4.5, subsidies for studies with 4.25 and paid leave for getting married or a civil partnership, with 4.05. The “la Caixa” Foundation values both the participation and the results obtained very highly and has therefore decided to make this consultation a regular feature as a way of measuring satisfaction and getting to know the preferences and opinions of its employees regarding the existing measures and those that are going to be incorporated and implemented in the future.
COMMITMENT TO THE ENVIRONMENT

Minimising our impact on our environment
COMMITMENT TO THE ENVIRONMENT

Minimising our impact on the environment

The commitment of the “la Caixa” Foundation towards society and citizens includes the need to protect and respect the environment in which we live and carry out our work. This respect and protection of the environment is not only embodied in the work we do through our specific programmes of activity, such as the programme to conserve natural areas and social reintegration and the ClimaDat programme, the worldwide network for climate and climate change research and education, but our commitment towards the environment and sustainable development is also confirmed by constantly improving the environmental management at our own organisation.

Environmental policy

“la Caixa” Welfare Projects, with the goal of increasing its commitment to society and citizens in the area of the environment, publicly states that it has decided to implement an Environmental Management System at its headquarters and also CosmoCaixa Madrid, CaixaForum centres (Barcelona, Madrid, Palma, Lleida and Tarragona) and EspacioCaixa centres (Madrid and Murcia), CosmoCaixa Barcelona being the first centre to be granted an ISO 14001 certificate and certified under the EMAS European Regulation in 2009.

To this end, the proposal is to assume the commitment to carry out its activities with maximum respect for the environment and applying particular care and sensitivity to protecting the environment and, aware of its importance, the Foundation accepts this challenge for the future, undertaking the following:

- To adapt our environmental management to our situation and organisational culture, implementing the necessary processes to continually improve our environmental performance.
- To adopt the necessary measures to guarantee compliance of all environmental regulations applicable to the activities carried out at our centres (both at a local level and also the level of autonomous community, state and Europe), as well as regarding any agreements taken out by Welfare Projects.

To regularly define and revise the objectives and targets to be met by our environmental policy.

To train, raise awareness and involve each worker, engaging them in our environmental management, and to pass our environmental guidelines on to suppliers and subcontracted firms.

To protect the environment and prevent contamination by sustainably using natural resources, efficiently using water and energy and encouraging the practices of reducing, reusing and recycling waste.

To encourage communication applying criteria of transparency and informing all stakeholders (workers, clients, suppliers, subcontractors, institutions...) in order to familiarise them with our environmental policy and establish cooperative relations with them.

With all this, “la Caixa” Welfare Projects aims to contribute to improving the environment for the benefit of all society and so that it can enjoy it.

This policy was reviewed and approved in December 2010. The “la Caixa” Foundation is currently working on its dissemination.

Environmental Management System

The “la Caixa” Foundation structures its objectives and commitments to the environment based on its environmental policy, as well as its Environment Manual, drawn up in 2011 and reviewed in 2013. The Manual sets the structure for the Environmental Management System (EMS) of the “la Caixa” Foundation, managing the maintenance of “la Caixa” Foundation centres.

In 2009, the Environmental Management System of the CosmoCaixa Barcelona centre was granted certification according to UNE-EN ISO 14001: 2004 and European Regulation EMAS. Following the work done by CosmoCaixa Barcelona, in March 2012 the “la Caixa” Foundation was granted certification for its Environmental Management System, which is based on the ISO 14001:2004 standard, for its main work centres included within its functional sphere, which are: the headquarters of the “la Caixa” Foundation (Central Services), CaixaForum (Barcelona, Madrid, Palma, Lleida and Tarragona), as well as the EspacioCaixa Madrid and Murcia.

The “la Caixa” Foundation has established a plan for the System, which meets the requirements of the ISO 14001: 2004 standard, as the organisation, in line with its strategy, carries out the following actions:

- Identifies those processes that are necessary for the EMS and for its application within the organisation.
- Identifies all requirements, both legal and any other, concerning the system and the implications these requirements have on environmental factors.
COMMITMENT TO THE ENVIRONMENT

• Identifies all environmental concerns generated by its processes.
• Determines all necessary criteria and methods that will ensure the operation and control of these processes are efficient.
• Guarantees the availability of all necessary resources and information to support the operation and monitoring of these processes.
• Monitors, measures and analyses these processes.
• Implements all necessary actions to achieve the results planned and to continuously improve these processes.

Every year the “la Caixa” Foundation develops and documents the planning of environmental goals through its Environment Committee. These planned goals include common objectives for all centres.

The Environment Committee, created on 29 October 2008, is made up of the heads of different organisational areas related to environmental management. Specifically, at 31 December 2013, it was made up of:

• Director of the Area of Science, Research and the Environment
• Director of the Communication Area and Marketing
• Director of Organisation and Information Systems
• Director of the Regional Area and Centres
• Director of the Technical Area

The Environment Committee is in charge of the following: implementing, maintaining and evaluating the effectiveness of the EMS, analysing the results and progress achieved and annually defining the environmental goals and action plan to achieve these in accordance with the significant environmental aspects of the activities.

The implementation of the EMS has helped to identify the consumption of natural resources and emissions as the most relevant environmental aspects related to the Foundation’s activity (and with those of its visitors, users and suppliers). The system also ensures regulatory compliance in the environmental area and enables systematic and regular monitoring of consumption with a view to continuously improving the management of all environmental aspects.

As part of the continual improvement process, the “la Caixa” Foundation regularly evaluates the effectiveness of the system through the Environment Committee and internal audits. Several audits, both internal and external, are carried out every year. These audits ensure the reliability and correct management of the data obtained concerning each of the “la Caixa” Foundation centres. In October 2013, internal audits were carried out at CaixaForum (Madrid, Lleida and Tarragona), EspacioCaixa (Madrid and Murcia), CaixaForum (Palma and Barcelona), CosmoCaixa Madrid and the headquarters, while in March 2013 external audits were carried out at the centres of ComoCaixa Madrid, CaixaForum (Madrid, Tarragona, Lleida, Palma and Barcelona), EspacioCaixa Madrid and the headquarters. In fact, at the time of publishing this Report, the 13 audits for 2014 had already been carried out.

Since 2011 the “la Caixa” Foundation has also managed the Gardens of Cap Roig as a result of the “la Caixa” Group acquiring Caixa Girona in November 2010. Currently, CaixaForum Girona does not hold any environmental certification. However, the Cap Roig Gardens are being managed according to the special plan for the protection of the natural environment and landscape of the Cap Roig Castle. Specifically, the main aim of this Special Plan is to ensure work continues to conserve heritage and to carry out cultural activities in a way that is compatible with the overall objectives to preserve the natural environment and countryside established therein.

The environmental commitment made by external suppliers should also be highlighted. This has been entered into voluntarily by the suppliers of “la Caixa” Foundation centres with an EMS or where its implementation is in progress. The services provided by these suppliers fall within the scope of the regulations governing the maintenance of these centres. By undertaking this commitment, suppliers demonstrate their willingness to carry out their activity complying with the environmental requirements established by the “la Caixa” Foundation.

Minimising environmental impact: indicators, actions and initiatives

The environmental action of the “la Caixa” Foundation is not only focused on the responsible management of its consumption of resources but also on the management of the waste it generates while carrying out its projects. The main aim of this is to minimise and, as far as possible, neutralise the environmental footprint of its work.
COMMITMENT TO THE ENVIRONMENT

Main consumption
The most significant environmental impacts generated by the “la Caixa” Foundation, given the nature of its activity and considering its volume, are those resulting from paper and printing consumables, water and electricity.

G4-EN1. Materials used by weight or volume
G4-EN2. Percentage of materials used that are recycled input materials
G4-EN3. Energy consumption within the organisation
G4-EN8. Total water withdrawal by source

<table>
<thead>
<tr>
<th></th>
<th>U 2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Paper</strong>&lt;sup&gt;(1)&lt;/sup&gt; (kg)</td>
<td>13,175</td>
<td>14,467</td>
</tr>
<tr>
<td>Total paper consumed (kg)</td>
<td>13,175</td>
<td>14,467</td>
</tr>
<tr>
<td><strong>Paper bags</strong>&lt;sup&gt;(2)&lt;/sup&gt; (kg weight 100 g)</td>
<td>200</td>
<td>440</td>
</tr>
<tr>
<td><strong>Publications–Catalogues</strong> (kg weight 35 g)</td>
<td>10,432</td>
<td>25,800</td>
</tr>
<tr>
<td><strong>Publications–Leaflets</strong> (kg weight 35 g)</td>
<td>260,750</td>
<td>294,490</td>
</tr>
<tr>
<td><strong>All recycled materials used</strong> (kg)</td>
<td>9,400</td>
<td>10,985</td>
</tr>
<tr>
<td>Recycled material used (paper) (%)</td>
<td>71.3</td>
<td>75.9</td>
</tr>
<tr>
<td><strong>Total energy consumption within the organisation</strong> (GJ)</td>
<td>87,742</td>
<td>91,230</td>
</tr>
<tr>
<td>Natural gas (non-renewable energy)&lt;sup&gt;(3)&lt;/sup&gt; (GJ)</td>
<td>2,433</td>
<td>3,643</td>
</tr>
<tr>
<td>Electricity (GJ)</td>
<td>85,309</td>
<td>87,587</td>
</tr>
<tr>
<td><strong>Water</strong>&lt;sup&gt;(4)&lt;/sup&gt; (m³)</td>
<td>52,905</td>
<td>56,537</td>
</tr>
<tr>
<td>Total water consumed (municipal supply) (m³)</td>
<td>52,905</td>
<td>56,537</td>
</tr>
</tbody>
</table>

Consumption included from the following centres: Headquarters, CosmoCaixa (Barcelona and Madrid), CaixaForum (Barcelona, Madrid, Palma, Lleida, Tarragona and Girona), EspacioCaixa (Centre for the elderly Madrid, Centre for the elderly Murcia, Palau Macaya and Girona), and the Esplais, unless otherwise specified.

(1) The data reported in the 2012 Report for 2012 have been recalculated as an error was detected in the calculation. For 2013 the paper consumption of all centres is included, apart from CosmoCaixa Madrid. The differences between the data obtained for both years are mainly due to the improvement in the ability to monitor and manage data.

(2) For 2013, the consumption during the last six months has been calculated based on the data from the first six months as the real data were not available at the time of publishing this Report.

(3) The CosmoCaixa and CaixaForum, both in Barcelona and Madrid, are the only Foundation centres that consume natural gas. The data reported in the 2012 Report for 2012 have been recalculated as an error was detected in the calculation. For 2013, at the time of publishing this Report, the consumption data for CosmoCaixa Madrid were not available. Calorific values have been updated in accordance with the file “España, Informe Inventarios GEI 1990-2010 (2012)”.

(4) For 2013 and 2012, data were not available for CaixaForum Girona, EspacioCaixa (Centre for the elderly Madrid, Espacio Macaya, Espacio Girona) or Esplais. For 2013 and 2012, the consumption of CosmoCaixa Madrid has been estimated based on the average consumption for the period 2009-2011, as the real data were not available.

Some examples of measures that the “la Caixa” Foundation has been constantly promoting for several years are double-sided printing by default and the reuse of single-sided printed paper, as well as the increase in the electronic management of documentation. In line with this, the Foundation uses 98% recycled paper with the FSC distinction (Forest Stewardship Council) or PEFC (Programme for the Endorsement of Forest Certification) for all its publications, communications and advertisements. Also, the wood used by the Production Area in the set-up of its exhibitions is purchased from a supplier certified by the Programme for the Endorsement of Forest Certification (PEFC).

The “la Caixa” Foundation is also firmly committed to stop using plastic bags, replacing plastic bags with potato starch bags in 2010, although in 2012 these were replaced by recycled paper bags for reasons of durability.

Water consumption at the “la Caixa” Foundation comes from the use of restrooms by the employees and visitors to the centres, as well as from cleaning services, restaurants and irrigation, depending on the centre. The water consumed is withdrawn from the municipal supply network and is discharged into the public sewage system, since it is comparable to urban effluent. There is therefore no concern regarding the effect it might have on water sources.

The overall consumption of energy at the “la Caixa” Foundation and the subsequent greenhouse gas (GHG) emissions are mainly generated by the lighting and air conditioning systems at
the facilities, the use of electronic and computer equipment, office and transportation activities and the running of electric generators, which are basically only used in the event of emergency stops. Similarly, in those centres that offer catering services, namely CosmoCaixa Barcelona and Madrid, CaixaForum Barcelona, Madrid and Palma, energy is also consumed by using industrial machinery (fridges, coffee machines, dishwashers, etc.) and natural gas to operate the cookers.

In 2013, the “la Caixa” Foundation deemed it necessary to continue controlling its energy consumption and identify new ways to reduce this with the aim of improving the efficiency of one of the types of consumption with the most impact generated within the “la Caixa” Foundation. To this end, worked is being carried out to obtain up-to-date data and study possible methods to reduce consumption that can be implemented at each centre. This goal has also been deemed a priority for 2014. One of the significant actions carried out has been the outsourcing of electric meter reading.

**Emissions**

The aim of the “la Caixa” Foundation is to reduce its emissions of greenhouse gases and therefore reduce its carbon footprint. Consequently, the Foundation strives to improve environmental management at its centres by implementing measures to identify and quantify their electricity and energy consumption so that trends in consumption and emissions can be described and measures identified and implemented to improve their emission rates. The direct and indirect GHG emissions for 2013 and 2012 are contained in the following table:

<table>
<thead>
<tr>
<th>Description</th>
<th>2013 tCO₂eq</th>
<th>2012 tCO₂eq</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural gas (1)</td>
<td>136.2</td>
<td>204.1</td>
</tr>
<tr>
<td>Electricity</td>
<td>5,876.9</td>
<td>8,028.8</td>
</tr>
<tr>
<td>Business travel by plane (3)</td>
<td>1,223.8</td>
<td>1,571.3</td>
</tr>
<tr>
<td>Business travel by train (4)</td>
<td>3.3</td>
<td>7.2</td>
</tr>
<tr>
<td>Paper (5)</td>
<td>34.7</td>
<td>46.1</td>
</tr>
</tbody>
</table>

Consumption included from the following centres: Headquarters, CosmoCaixa (Barcelona and Madrid), CaixaForum (Barcelona, Madrid, Palma, Uleida, Tarragona and Girona), EspacioCaixa (Centre for the elderly Madrid, Centre for the elderly Murcia, Palau Macaya and Girona) and the Esplais, unless otherwise specified.

1. The main difference between the emissions for 2013 and 2012 is due to the implementation of measures to reduce consumption, as well as 2013 data not being available for CosmoCaixa Madrid. Direct emissions of natural gas calculated according to the emission factors contained in “España, Informe Inventarios GCI 1990-2010 (2012)”.

2. Indirect emissions due to electricity consumption calculated according to the emission factors contained in the different Electricity Labelling Reports of the National Energy Commission (CNE) and Main Grid.

3. Indirect emissions resulting from business travel by plane and individual trips by car calculated according to the emission factors contained in the document “2013 Guidelines to Defra/DECC’S. GHG Conversion Factors for Company Reporting” [http://www.ukconversionfactorscarbonsmart.co.uk/]. At the time of publishing this Report, the consumption data for private vehicles in 2013 were not available.

4. Indirect emissions resulting from business travel by train calculated according to the emission factors contained in the document “Defra Guidelines, 2012 (version 28/05/2012)”.

5. Indirect emissions from managing paper, paper bags and publications calculated in accordance with the emission factors contained in the Life Cycle Analysis (LCA) of the “Environment Defence Fund”.

6. Emissions resulting from water treatment calculated based on emission factors obtained from the publication “Manual de uso de la hoja de cálculo de las emisiones de CO₂ asociadas a un Plan de Ordenación Urbanística Municipal”.

n/a: not available.
Both scope 1 and scope 2 emissions have decreased. Scope 1 emissions have decreased due to the reduction in the consumption of natural gas by equipment, while scope 2 emissions have decreased due to the reduction in the electricity consumed by the main facilities; CosmoCaixa (Barcelona and Madrid), CaixaForum (Madrid and Barcelona), the headquarters and Esplais. It should be noted that the emission factor for the electricity mix in 2013 was 23.1% lower than in 2012, directly affecting the results obtained.

The following table presents the trend in the carbon footprint for scope 1 and 2 by centre:

<table>
<thead>
<tr>
<th>Centre</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>CosmoCaixa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CosmoCaixa Barcelona</td>
<td>2,493.49</td>
<td>3,381.14</td>
</tr>
<tr>
<td>CosmoCaixa Madrid(1)</td>
<td>347.35</td>
<td>522.90</td>
</tr>
<tr>
<td>CaixaForum Barcelona</td>
<td>799.04</td>
<td></td>
</tr>
<tr>
<td>CaixaForum Madrid</td>
<td>568.48</td>
<td>806.27</td>
</tr>
<tr>
<td>CaixaForum Palma</td>
<td>426.26</td>
<td>434.30</td>
</tr>
<tr>
<td>CaixaForum Lleida</td>
<td>111.51</td>
<td>155.40</td>
</tr>
<tr>
<td>CaixaForum Tarragona</td>
<td>114.62</td>
<td>140.75</td>
</tr>
<tr>
<td>CaixaForum Girona</td>
<td>53.70</td>
<td>94.78</td>
</tr>
<tr>
<td>Headquarters</td>
<td>259.63</td>
<td>362.42</td>
</tr>
<tr>
<td>EspacioCaixa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Esplais</td>
<td>591.55</td>
<td>948.55</td>
</tr>
</tbody>
</table>

(1) Only scope 2 emissions are considered as, at the time of publishing this Report, no data were available for the consumption of natural gas.

Regarding scope 3 emissions, and considering the lack of data available at the time of publishing this Report, of note is the reduction in the consumption of material, principally paper, and the reduction in emissions from business travel, as can be observed in the trend for emissions by source. This has been possible thanks to the promotion, as part of the “la Caixa” Foundation’s strategy, to use video-conferencing instead of business trips so that only essential business travel is carried out and emissions into the air are therefore controlled.

The “la Caixa” Foundation carried out several awareness initiatives in 2013, such as publishing several news articles on the corporate intranet reminding employees of Environmental Good Practices, and participating in the WWF’s Earth Hour on 30th March, when all exterior lighting at all the centres was switched off.

Environmental expenditure and investment

In 2013, the “la Caixa” Foundation allocated a budget of 77,389 euros entirely to environmental management costs. In 2013 there were no actions or improvements that could be considered to be an environmental investment.

<table>
<thead>
<tr>
<th>Environmental expenditure and investment</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste disposal, emissions treatment, and remediation costs</td>
<td>euros (£)</td>
<td>77,389</td>
<td>73,214.4</td>
</tr>
<tr>
<td>Prevention and environmental management costs</td>
<td>euros (£)</td>
<td>51,770</td>
<td>51,811</td>
</tr>
<tr>
<td>Environmental expenditure and investment</td>
<td>euros (£)</td>
<td>25,619</td>
<td>21,403</td>
</tr>
</tbody>
</table>
DATA ON “LA CAIXA” WELFARE PROJECTS 2013

[“la Caixa” Foundation Budget]  
Breakdown of the budget

[“la Caixa” Foundation Expenditure in 2013]  
In thousand euros

<table>
<thead>
<tr>
<th>Programmes</th>
<th>In thousand euros</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social programmes</td>
<td>236,349</td>
</tr>
<tr>
<td>Environmental and scientific programmes</td>
<td>42,038</td>
</tr>
<tr>
<td>Cultural programmes</td>
<td>55,551</td>
</tr>
<tr>
<td>Educational and research programmes</td>
<td>29,927</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>363,865</strong></td>
</tr>
</tbody>
</table>

By type

| Investment in property, plant and equipment     | 7,435             |
| Programme maintenance costs                    | 356,430           |
| **Total**                                       | **363,865**       |

[“la Caixa” Foundation Budget for 2014]  
In thousand euros

<table>
<thead>
<tr>
<th>Programmes</th>
<th>In thousand euros</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social programmes</td>
<td>334,860</td>
</tr>
<tr>
<td>Environmental and scientific programmes</td>
<td>66,086</td>
</tr>
<tr>
<td>Cultural programmes</td>
<td>64,359</td>
</tr>
<tr>
<td>Educational and research programmes</td>
<td>34,695</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>500,000</strong></td>
</tr>
</tbody>
</table>

By type

| Investment in property, plant and equipment     | 12,530            |
| Programme maintenance costs                    | 487,470           |
| **Total**                                       | **500,000**       |
**“la Caixa” Welfare Projects Budget**

**Breakdown of the budget**

**Breakdown of the budget expenditure**

<table>
<thead>
<tr>
<th>Programme Type</th>
<th>2013</th>
<th>2012</th>
<th>Year-on-year change (2013-2012)</th>
<th>2011</th>
<th>Year-on-year change (2012-2011)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social programmes</td>
<td>236,349</td>
<td>233,464</td>
<td>1%</td>
<td>261,102</td>
<td>–13%</td>
</tr>
<tr>
<td>Environmental and scientific</td>
<td>42,038</td>
<td>42,780</td>
<td>–2%</td>
<td>59,129</td>
<td>–38%</td>
</tr>
<tr>
<td>Cultural programmes</td>
<td>55,551</td>
<td>52,620</td>
<td>5%</td>
<td>57,621</td>
<td>–10%</td>
</tr>
<tr>
<td>Educational and research programmes</td>
<td>29,927</td>
<td>32,151</td>
<td>–8%</td>
<td>30,806</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>363,865</strong></td>
<td><strong>361,015</strong></td>
<td><strong>–1%</strong></td>
<td><strong>408,658</strong></td>
<td><strong>–13%</strong></td>
</tr>
</tbody>
</table>

**Total budget**

- **2013:** 363,865
- **2012:** 361,015
- **2011:** 408,658

**Change**

- **2013:** –1%
- **2012:** –13%
Directory of “la Caixa” Foundation
Main services: Av. Diagonal, 621 - 08028 Barcelona

Centres

Barcelona

CaixaForum Barcelona
Ferrer i Guàrdia, 6-8
08038 Barcelona
Tel. 93 476 86 00
Fax 93 476 86 35
CaixaForum.com/agenda
Facebook.com/CaixaForum

CosmoCaixa Barcelona
Isaac Newton, 26
08022 Barcelona
Tel. 93 212 60 50
Fax 93 253 74 73
CosmoCaixa.com/agenda
Facebook.com/CosmoCaixa

Palau Macaya
Passeig de Sant Joan, 108
08037 Barcelona
Tel. 93 457 95 31

Centre Comunitari d’Acció Social de la Fundació de l’Esperança de l’Obra Social “la Caixa”
Palma de Sant Just, 4
08002 Barcelona
Tel. 93 270 39 73

EspaiCaixa Bruc
Bruc, 72-74
08009 Barcelona
Tel. 93 488 01 71

Girona

CaixaForum Girona
Ciutadans, 19
17004 Girona
Tel. 972 20 98 36
Fax 972 20 94 14
CaixaForum.com/agenda

EspaiCaixa Girona
Pl. Poeta Eduard Marquina, 10
17002 Girona
Tel. 972 21 54 08
obrasocial.lacaixa.es/ambitos/centros/espaciocaixa_en.html

Lleida

CaixaForum Lleida
Av. de Blondel, 3
25002 Lleida
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Fax 973 27 48 89
CaixaForum.com/agenda

Tarragona

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Fax 977 24 88 08
CaixaForum.com/agenda

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Fax 91 444 54 18
obrasocial.lacaixa.es/ambitos/centros/espaciocaixa_en.html

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Av. del Río Segura, 6
30002 Murcia
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Fax 968 22 63 18
obrasocial.lacaixa.es/ambitos/centros/espaciocaixa_en.html

Information Service of “la Caixa” Foundation: 902 22 30 40 (from Spain)
www.laCaixa.es/ObraSocial
http://prensa.lacaixa.es/obrasocial/
http://twitter.com/fundaciolacaixa
In accordance with best international practices in the area of annual reports, promoted principally by the International Integrated Reporting Council (IIRC), the “la Caixa” Foundation is publishing its first Integrated Annual Report for the year 2013. In order to provide a more complete view of the Entity’s situation and the results achieved, this report contains legal, economic and financial information complemented with information on aspects related to society, the environment and corporate governance.

This report has been drawn up in accordance with the standard international methodology: Sustainability Reporting Guidelines, G4 Version and following the Reporting Principles and Standard Disclosures, which explains what the G4 Guidelines are, and the Implementation Manual, which indicates how to implement the G4 (www.globalreporting.org). To report specific information from the sector, the GRI’s non-profit supplement (NGO Sector Supplement – NGOSS) has been used, version G4. The management approach and indicators from the sector supplement are included in the Index of the GRI Disclosures (identified as “sector specific”), referenced using the system from version GRI3.1.

The purpose of this report is to provide relevant information and to convey a precise, reliable, transparent and updated overview of the business approach, strategy and key aspects for the “la Caixa” Foundation due to their financial, environmental or social impact. In order to determine these aspects, the principles have been applied contained in Reporting Principles and Standard Disclosures and the recommendations contained in the Implementation Manual (see the chapter Determining material aspects and boundaries, G4-18 and G4-21).

The scope of the reported data corresponds essentially to the scope of the annual accounts of the “la Caixa” Foundation for 2013, referring to the Foundation’s people and work centres. It also includes specific information by area of activity. This report covers the programmes of action whose budget management and expenditure are handled by the Foundation. This report also discloses information on activities that: i) are managed by the “la Caixa” Foundation but whose expenditure is financed directly from the budget of “la Caixa” Welfare Projects (e.g. RecerCaixa); and ii) for which “la Caixa” Welfare Projects is entirely responsible, in terms of budget management and expenditure (e.g. Accessible Housing and Solidarity Renting). The main reason for including this information in this report is the aim to provide a reasonable, balanced view of the organisation’s performance, given the relevance and importance of these programmes within the current socioeconomic context and due to their connection with other activities carried out by the “la Caixa” Foundation. For further information, readers should consult the “la Caixa” Foundation sections and the sections related to the different social, educational, scientific, research and environmental and cultural sections of this report, as well as the Corporate Social Responsibility Report of “la Caixa”.

It should be noted that the data reported in section 2. The Generation of Value and Activities of “la Caixa” Foundation from the 2012 edition of the Sustainability Report, which correspond to the section Generating Value and Activities of the “la Caixa” Foundation in this report, cannot be compared as the scope is different, as was the methodology used to gather, analyse and report the information, as follows:

• Three projects have not been included due to a lack of information (Diversons and Social studies). These projects account for 0.1% of the total budget assigned by the “la Caixa” Foundation.

• Individualised information has been provided on the following programmes due to their volume of activity: CooperantesCaixa 2013, Palau Macaya, Corporate Volunteers, eduCaixa, Young Entrepreneurs, Universities, CaixaEscena and Romanic.

• Information has been included on the Scholarships project for which no data was available for the 2012 report.

For the design and analysis of this study, other sources were referred to and applied such as guidelines, manuals and standards regarding stakeholders (The Stakeholder Engagement Manual, volume 1 & 2, by The Stakeholder research associates, UNEP and AccountAbility; AA1000 Stakeholder Engagement Standard 2011. Final
Exposure Draft by AccountAbility), and regarding the design, formulation, evaluation and monitoring of the social programmes and projects and their integrated systems (principally the Social Development Division of the UN’s ECLAC organisation, and the Evaluation Department of MIDEPLAN 2001, Chile).

In accordance with the new G4 methodology, the report of the “la Caixa” Foundation has been self-declared as “compliant” with the “core” option.

**Principles for defining report content (G4-18b)**

The definition of the content and the subsequent writing of this report are in accordance with the strategic priorities of the organisation and the feedback provided by stakeholders. The principles included in G4 Reporting Principles and Standard Disclosures have been followed.

**Principle of stakeholder inclusiveness and relevance**

"The organisation should identify its stakeholders, and explain how it has responded to their reasonable expectations and interests."

"The report should cover aspects that reflect the organisation’s significant economic, environmental and social impacts; or substantively influence the assessments and decisions of stakeholders."

In relation to dialogue with stakeholders, and as has been highlighted by this report and the relevance study carried out, the organisation intends to work on constantly improving the processes of stakeholder inclusiveness of the previous year as a tool to gain greater insight into and understand better the expectations and interests of stakeholders and therefore be able to optimise the response to them.

The chapter Determining material aspects and boundaries (G4-18 and G4-21) contains the process carried out to identify, prioritise, validate and review the key issues that have helped to include in the report those aspects with the greatest impact, as well as those affecting the stakeholders of the “la Caixa” Foundation.

**Sustainability context**

“The report should present the organisation’s performance in the wider context of sustainability.”

This report presents the performance of the “la Caixa” Foundation in the economic, social and environmental area. One of the organisation’s objectives is the commitment to generate value while also being responsible to the environment and society. For this reason, this report includes the main challenges related to sustainable development faced by the organisation.

**Principle of completeness**

“The report should include coverage of material aspects and their boundaries, sufficient to reflect significant economic, environmental and social impacts, and to enable stakeholders to assess the organisation’s performance in the reporting period.”

The boundaries and scope of the information included in this report have been clearly defined. The facts considered to be relevant have been prioritised and all significant events occurring in 2013 have been included without omitting any kind of information that might be useful to the stakeholders of the organisation. With regard to the scope, the relevant information has been included related to the “la Caixa” Foundation as well as “la Caixa” Welfare Projects.
**Principles for defining report quality (G4-18b)**

**Principle of balance**
“The report should reflect positive and negative aspects of the organisation’s performance to enable a reasoned assessment of overall performance.”

With the aim of producing a reasoned assessment by the stakeholders, all positive and negative aspects are included as well as presenting an unbiased image of each aspect covered by the report.

**Principle of comparability**
“The organisation should select, compile and report information consistently. The reported information should be presented in a manner that enables stakeholders to analyse changes in the organisation’s performance over time, and that could support analysis relative to other organisations.”

The data have been compiled in a manner that enables stakeholders to interpret the changes implemented by the organisation over time. For most indicators, the trend in the data with respect to the previous year has been shown, being clearly indicated in those cases where this has not been possible.

**Principle of accuracy**
“The reported information should be sufficiently accurate and detailed for stakeholders to assess the organisation’s performance.”

Charts, graphs and diagrams have been included to facilitate the understanding of the data contained in the report.

**Principle of timeliness**
“The organisation should report on a regular schedule so that information is available in time for stakeholders to make informed decisions.”

The “la Caixa” Foundation is formally committed to inform its stakeholders on the company’s economic, social and environmental performance on an annual basis.

**Principle of clarity**
“The organisation should make information available in a manner that is understandable and accessible to stakeholders using the report.”

In drawing up this report, an attempt has been made to avoid technical terms which may not be known by the stakeholders.

**Principle of reliability**
“The organisation should gather, record, compile, analyse and disclose information and processes used in the preparation of a report in a way that they can be subject to examination and that establishes the quality and materiality of the information.”

The data on which this report is based have been gathered using the whole range of records employed by “la Caixa” Foundation. The Foundation regularly registers and controls data both on its programmes and projects and also on their environmental and social impact. The data on human resources and health and safety, given the particular importance this area has for the “la Caixa” Foundation, are all gathered, recorded and checked by the people assigned to these tasks in order to ensure their reliability and traceability.
[Participation in international and national initiatives]

The Foundation takes part in the following associations and initiatives at a national, European and international level:

- AIZA: Iberian Association of Zoos and Aquariums.
- AEF: Spanish Association of Foundations.
- CEV: Centre Européen du Volontariat.
- CIMAM: International Committee for Museums and Collections of Modern Art.
- CSIC: Higher Scientific Research Council.
- EAD: The European Action on Drugs Platform.
- EAZAs EZG: Zoo Horticulture Group of the European Association of Zoos and Aquaria.
- ECSITE: The European Network of Science Centres and Museums.
- EFC: European Foundation Centre and, in particular, the following working committees:
  - Environmental Funders Group.
  - European Forum on Philanthropy and Research.
  - Diversity, Migration and Integration Interest Group.
  - Children and Youth Funders Group.
- EPIM: European Programme for Integration and Migration.
- FUNDACULT: cultural actions by Spanish and Latin American financial institutions and firms.
- ICOM: International Council of Museums.
- IEO: International Exhibition Organisers.
- INAEM: National Institute of Stage Arts and Music.
- The Millennium Development Goals of the UN.
- Observatory of Corporate Volunteers (IESE).
- Network of Museums of Science, Technology and Innovation promoted by the Spanish Foundation for Science and Technology (FECYT).
- ROCE: Network of Educational Concert Organisers.
- The Intercultural City programme and Network of the Council of Europe and the European Commission.
- Gypsy Secretariate.
- FORÉTICA. Enterprise 2020 Programme.
- IECAH: Institute of Studies on Conflict and Humanitarian Action.
- Institute of Social Innovation of ESADE.
- EU AID Volunteering: humanitarian volunteering programme.
- IEMed: European Institute of the Mediterranean.
- GAVI Alliance.
- IDB: Inter-American Development Bank.
- Fondazione Cariplo.
- Fundação Calouste Gulbenkian.
- RACEF: Royal Academy of Economic and Financial Science.
- The Club of Rome.
- Caja de Burgos Foundation.
- Caja Canarias Foundation.
- Caja Navarra Foundation.
- CajaSol Foundation.
- Telefónica Foundation.
- National Natural Science Museum.
- Madrid Planetarium.
- TIEPOLO, international exchange programme.
- CEB: Council of Europe Development Bank.
- BIOCAT.
- UNESCO Chair of University Management and Policy.
- CRUE: Conference of Deans of Spanish Universities.
- Alliance 4 Universities.
For further information, please refer to:

Fundación Caja de Ahorros y Pensiones de Barcelona

Registered offices: Avinguda Diagonal, 621-629. 08028 Barcelona

Registered at the Registry of Private Foundations of the Catalan Government as number 512.

If you wish to send us any comments or have any queries about the content of this report, we refer you to our website, where you can fill in the form set up for this purpose: http://obrasocial.lacaixa.es/

Your query/request will be addressed to the corresponding department within the Welfare Projects of “la Caixa” Foundation. If you have not heard from us within five working days, please do let us know so that we can investigate the delay.

Welfare Projects – “la Caixa” Foundation
## General Standard Disclosures

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<td>G4-6</td>
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<td>The geographical scope of action of the “la Caixa” Foundation is concentrated mostly within Spain with the exception of the programmes from the International Division, which operate in different countries worldwide.</td>
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<td>G4-7</td>
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<tr>
<td>The “la Caixa” Foundation carries out its work mainly in Spain. Practically all its revenue and expenditure are generated in this market.</td>
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<td>G4-13</td>
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<tr>
<td>In 2013, there were no relevant changes related to the size of the Foundation, the structure or chain of suppliers.</td>
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<tr>
<td>The financial accounts contain the entire budget of “la Caixa” Welfare Projects.</td>
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<td>G4-20 83 86</td>
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<tr>
<td>G4-21 83 86</td>
<td>Not externally assured</td>
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<tr>
<td>G4-22 There have been no substantial reformulations of data with respect to earlier periods.</td>
<td>Not externally assured</td>
<td></td>
</tr>
<tr>
<td>G4-23 In 2013, detailed information has been provided for the following projects: CooperantesCaixa 2013, Palau Macaya, Corporate volunteers, eduCaixa, Young Entrepreneurs, Universities, CaixaEscena and Romanic.</td>
<td>Not externally assured</td>
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<td>Stakeholder Engagement</td>
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<td>G4-25 80 101. Stakeholder engagement in the different project stages (design, implementation, monitoring and evaluation). (G4-25 and G4-26).</td>
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<td>G4-29 81 140-141</td>
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<td>G4-30 The “la Caixa” Foundation intends to publish a sustainability report every year.</td>
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<td>G4-31 144</td>
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<td>G4-33 145. Index of GRI Disclosures for the Core Option in accordance with the Guidelines.</td>
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<td>Governance</td>
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<td>G4-34 4. Governing bodies of “la Caixa” Welfare Projects.</td>
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<td>Ethics and Integrity</td>
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<td>G4-36 16</td>
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Specific Standard Disclosures

Material aspects | Information on the management approach and indicators (indicate which specific standard disclosures correspond to each material aspect; include the page number or link). | Omissions | External assurance
--- | --- | --- | ---

**Category: Economy**

**Management Approach**

**G4-EC1: DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED**

Most of the work of the "la Caixa" Foundation is carried out in Spain and this is therefore the region where the direct economic value generated and distributed are accrued.

**G4-EC3: COVERAGE OF THE ORGANISATION'S DEFINED BENEFIT PLAN OBLIGATIONS**

The "la Caixa" Foundation offers all its employees the same corporate benefits without any kind of distinction according to their type of employment contract; temporary/permanent or part or full-time. These benefits have also been reviewed as part of the publication of the 7th Collective Agreement, published in 2012.

**G4-EC4: FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT**

The "la Caixa" Foundation did not receive any significant financial assistance from governments in 2013.

**Market Presence**

**G4-EC5: RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE AT SIGNIFICANT LOCATIONS OF OPERATION**

Most of the work of the "la Caixa" Foundation is carried out in Spain and the standard entry level wage is the same for men and women.

**Procurement Practices**

**G4-EC9: PROPORTION OF SPENDING ON LOCAL SUPPLIERS AT SIGNIFICANT LOCATIONS OF OPERATION**

Most of the work of the "la Caixa" Foundation is carried out in Spain and the volume of purchase from local suppliers is not significant.

**Category: Economy. Sector specific**

**Resource Allocation**

**G4-EC: RESOURCE ALLOCATION (formerly NGO7)**

Not externally assured

**Sources of financing (ethical fundraising)**

**G4-EC: SOURCES OF FINANCING BY CATEGORY AND THE FIVE BIGGEST DONORS, AS WELL AS THE MONETARY VALUE OF THE CONTRIBUTION (formerly NGO8)**

Not externally assured
Specific Standard Disclosures (continuation)

**Material aspects**

**Information on the management approach and indicators (indicate which specific standard disclosures correspond to each material aspect; include the page number or link).**

**Category: Environment**

**Management Approach**

130. Environmental policy.
130. Environmental Management System.
133-134

**Materials**

G4-EN1: MATERIALS USED BY WEIGHT OR VOLUME
132

G4-EN2: PERCENTAGE OF MATERIALS USED THAT ARE RECYCLED
INPUT MATERIALS
132

Not externally assured

**Energy**

G4-EN3: ENERGY CONSUMPTION WITHIN THE ORGANISATION
132

G4-EN4: ENERGY CONSUMPTION OUTSIDE THE ORGANISATION
The most relevant consumption of energy outside the organisation is associated with employee transport, material consumption, waste management and water consumption. Work is currently being carried out to obtain appropriate conversion factors to determine the energy consumption corresponding to this indicator in units of energy. The data on CO₂ emissions caused by these activities are reported under indicator G4-EN17.

G4-EN6: REDUCTION OF ENERGY CONSUMPTION
Quantitative data have not been reported, only providing descriptions of the different initiatives carried out to conserve and improve efficiency in energy consumption.
132-133

Quantitative data are not reported under indicator G4-EN6. The "la Caixa" Foundation is currently working on quantifying and publishing these data. This is expected to be reported in 2015.

Not externally assured

**Water**

G4-EN8 TOTAL WATER WITHDRAWAL BY SOURCE
132

G4-EN9 WATER SOURCES SIGNIFICANTLY AFFECTED BY WITHDRAWAL OF WATER
The water consumed comes from the municipal supply and is discharged into the public sewage system as it is similar to urban waste water. It has therefore been considered as not affecting any water source.

Not externally assured
**Specific Standard Disclosures (continuation)**

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| **Emissions** | MANAGEMENT APPROACH  
130. Environmental policy.  
130. Environmental Management System.  
133-134  
G4-EN15: DIRECT GREENHOUSE GAS EMISSIONS (SCOPE 1), G4-EN16: INDIRECT GREENHOUSE GAS EMISSIONS ON GENERATING ENERGY (SCOPE 2), G4-EN17: OTHER INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 3)  
133  
G4-EN19: REDUCTION OF GREENHOUSE GAS EMISSIONS  
The “la Caixa” Foundation has implemented several initiatives to reduce emissions, both scope 1 and scope 2 and 3.  
133-134 | | Not externally assured |
| **Regulatory compliance** | MANAGEMENT APPROACH  
96-97  
G4-EN29: MONETARY VALUE OF SIGNIFICANT FINES AND TOTAL NUMBER OF NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS  
During 2013 the “la Caixa” Foundation did not receive any significant fines or sanctions for non-compliance of environmental regulations. | | Not externally assured |
| **Overall** | MANAGEMENT APPROACH  
134 | | Not externally assured |
| **Category: Social performance** | **Sub-category: Labour practices and decent work** | | |
| **MANAGEMENT APPROACH** | 118-119  
121-122  
G4-LA1: TOTAL NUMBER AND RATES OF NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE GROUP, GENDER AND REGION  
123  
G4-LA2: BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES, BY SIGNIFICANT LOCATIONS OF OPERATION  
The “la Caixa” Foundation offers all its employees the same corporate benefits without any kind of distinction according to their type of employment contract; temporary/permanent or part or full-time.  
126-127  
G4-LA3: RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE, BY GENDER  
123 | | Not externally assured |
### Specific Standard Disclosures (continuation)

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<td><strong>Sub-category: Labour practices and decent work (continuation)</strong></td>
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| **Occupational health and safety** | MANAGEMENT APPROACH  
118-119  
G4-LA5: PERCENTAGE OF TOTAL WORKFORCE REPRESENTED IN FORMAL JOINT MANAGEMENT–WORKER HEALTH AND SAFETY COMMITTEES THAT HELP MONITOR AND ADVISE ON OCCUPATIONAL HEALTH AND SAFETY PROGRAMMES  
118  
G4-LA6: TYPE OF INJURY AND RATES OF INJURY, OCCUPATIONAL DISEASES, LOST DAYS AND ABSENTEEISM AND TOTAL NUMBER OF WORK-RELATED FATALITIES, BY REGION AND BY GENDER  
Due to its activity, the “la Caixa” Foundation does not have any disease that can be considered as an occupational disease caused by the employment situation or activity. In 2013 there were no fatalities, as in 2012.  
119  
G4-LA8: HEALTH AND SAFETY TOPICS COVERED IN FORMAL AGREEMENTS WITH TRADE UNIONS  
118-119 | | Not externally assured |
| **Training and education** | MANAGEMENT APPROACH  
125-126  
G4-LA10: PROGRAMMES FOR SKILLS MANAGEMENT AND LIFELONG LEARNING THAT SUPPORT THE CONTINUED EMPLOYABILITY OF EMPLOYEES AND ASSIST THEM IN MANAGING CAREER ENDINGS  
125. Training.  
126. Company benefits.  
G4-LA11: PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY GENDER AND BY EMPLOYEE CATEGORY  
The “la Caixa” Foundation carries out skills assessments every two years. Another analysis of skills assessments is therefore planned for 2015.  
124 | | Not externally assured |
| **Diversity and equal opportunity** | MANAGEMENT APPROACH  
119-120  
122  
124  
G4-LA12: COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES PER EMPLOYEE CATEGORY ACCORDING TO GENDER, AGE GROUP, MINORITY GROUP MEMBERSHIP AND OTHER INDICATORS OF DIVERSITY  
124  
94 | | Not externally assured |
| **Equal remuneration for women and men** | MANAGEMENT APPROACH  
124. Remuneration systems  
G4-LA13: RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN BY EMPLOYEE CATEGORY, BY SIGNIFICANT LOCATIONS OF OPERATION  
125 | | Not externally assured |
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<td><strong>Sub-category: Society</strong></td>
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</table>
| **Local communities** | MANAGEMENT APPROACH  
The “la Caixa” Foundation works with the beneficiaries of its projects in order to assess the impact and involve them in the different stages of the project. All beneficiaries can be considered as groups related to a specific geographical area, corresponding to the name of local communities. Some programmes are also specific for local communities, focusing on responding to the needs of specific local communities.  
101. Stakeholder engagement in the different stages of the project (design, implementation, monitoring and evaluation) (G4-25).  
G4-SO1: PERCENTAGE OF OPERATIONS WITH IMPLEMENTED LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMMES  
101. Stakeholder engagement in the different stages of the project (design, implementation, monitoring and evaluation) (G4-25 and G4-26). | | Not externally assured |
| **Customer Privacy** | MANAGEMENT APPROACH  
The “la Caixa” Foundation develops its relations in accordance and within the framework described by Rule 028, Gathering and handling data of a personal nature, of the “la Caixa” Foundation. This rules governs the actions that must be taken into account to protect the confidentiality of personal data from programme beneficiaries and the activities of the “la Caixa” Foundation and its suppliers.  
The document Security of the Organic Law on Data Protection and in Rule 023 on Data Processing Security and Communications contain the obligations of the “la Caixa” Foundation and its employees related to the gathering and processing of personal data, ensuring data confidentiality and integrity.  
G4-PR8: TOTAL NUMBER OF SUBSTANTIATED COMPLAINTS REGARDING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA  
In 2013 no substantiated complaints were detected regarding privacy or the loss of customers’ personal data. | | Not externally assured |
| **Sub-category product responsibility: Sector specific** | | | |
| **Engagement processes (stakeholders)** | MANAGEMENT APPROACH PROCESSES FOR INVOLVEMENT OF AFFECTED STAKEHOLDER GROUPS IN THE DESIGN, IMPLEMENTATION, MONITORING AND EVALUATION OF POLICIES AND PROGRAMMES (formerly NGO1)  
101. Stakeholder engagement in the different stages of the project (design, implementation, monitoring and evaluation) (G4-25 and G4-26) | | Not externally assured |
| **Mechanisms for feedback** | MANAGEMENT APPROACH MECHANISMS FOR FEEDBACK AND COMPLAINTS IN RELATION TO PROGRAMMES AND POLICIES AND FOR DETERMINING ACTIONS TO TAKE IN RESPONSE TO BREACHES OF POLICIES (formerly NGO2)  
104. Mechanisms for feedback in relation to programmes and projects. | | Not externally assured |
## Specific Standard Disclosures *(continuation)*

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<td><strong>Sub-category product responsibility: Sector specific (continuation)</strong></td>
<td>MANAGEMENT APPROACH SYSTEM FOR PROGRAMME MONITORING, EVALUATION AND LEARNING (INCLUDING MEASURING PROGRAMME EFFECTIVENESS AND IMPACT), RESULTING CHANGES TO PROGRAMMES AND HOW THEY ARE COMMUNICATED (formerly NGO3) 107. System for programme monitoring, evaluation and learning.</td>
<td>Not externally assured</td>
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<td>** Integrating gender and diversity**</td>
<td>MANAGEMENT APPROACH MEASURES TO INTEGRATE GENDER AND DIVERSITY INTO PROGRAMME DESIGN AND IMPLEMENTATION AND THE MONITORING, EVALUATION AND LEARNING CYCLE (formerly NGO4) 111. Integrating gender and diversity.</td>
<td>Not externally assured</td>
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<td>MANAGEMENT APPROACH PROCESSES TO FORMULATE, COMMUNICATE, IMPLEMENT AND CHANGE ADVOCACY POSITIONS AND PUBLIC AWARENESS CAMPAIGNS (formerly NGOS) 116</td>
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<td><strong>Benefit to society</strong></td>
<td>99. Generating value and activities of the &quot;la Caixa&quot; Foundation.</td>
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<td><strong>Image of Welfare Projects</strong></td>
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<td>20. Social programmes. 48. Educational programmes. 56. Science, research and environment programmes. 66. Cultural programmes. 96 100</td>
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<tr>
<td><strong>Environmental projects</strong></td>
<td>56. Science, research and environment programmes.</td>
<td>Not externally assured</td>
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Lay-out and printing
www.cege.es

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D.L.: B 13629-2014

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Alberto Van Sotkkun Sanz

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Máximo García: p. 49, 51
Joan Tomas: p. 7
“la Caixa” Foundation: p. 30, 43

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