Tangible results of our programmes

9,562,191 Beneficiaries

13,956 People with advanced diseases attended

763,250 Beneficiaries of programmes for the elderly

930 Social initiative projects

13,000 "la Caixa" volunteers

9,562,191 Beneficiaries

19,000,000 Invested in research

219 Projects to restore natural areas

49,200 Visitors to the Palau Macaya

2,014,289 eduCaixa users

19,000,000 Invested in research

219 Projects to restore natural areas

56,875 Children attended CaixaProinfancia

116,477 (estimate) Children vaccinated

2,407,199 Visitors to CaixaForum

1,500,000 Visitors to travelling exhibitions

739,649 Visitors to CosmoCaixa

31,237 Spectators of participatory concerts

101,183 Children at the Hospital CiberCaixa

98,236 Participants in community activities

18,405 Social homes

13,000 "la Caixa" volunteers

49,200 Visitors to the Palau Macaya

13,237 Job placements

2,014,289 eduCaixa users

739,649 Visitors to CosmoCaixa

83,000 People with advanced diseases attended

739,649 Visitors to CosmoCaixa

739,649 Visitors to CosmoCaixa

2,407,199 Visitors to CaixaForum

116,477 (estimate) Children vaccinated

2,014,289 eduCaixa users

219 Projects to restore natural areas

56,875 Children attended CaixaProinfancia

13,000 "la Caixa" volunteers

49,200 Visitors to the Palau Macaya
## 110 years of the Foundation

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1904</td>
<td>Francesc Moragas founds the Caja de Pensiones para la Vejez</td>
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<td>1907</td>
<td>Construction of Cheap Housing</td>
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<td>1915</td>
<td>First homage to the Elderly</td>
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<tr>
<td>1917</td>
<td>Maternal Works set up</td>
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<tr>
<td>1918</td>
<td>“la Caixa” sets itself up to promote charitable actions. This is the start of the “la Caixa” Foundation Integration of civil social organisations</td>
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<tr>
<td>1920</td>
<td>Santa Lucia shelter for the blind Acquisition of Montepio de Santa Madrona Montepio turned into the Catalan Institute for Women</td>
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<tr>
<td>1921</td>
<td>The Cambó Act to organise banks Educational Institute for the Deaf &amp; Dumb and Blind Merger between Congregación de la Esperanza and Caja de Pensiones, bringing the Casa de Receso and Monte de Piedad</td>
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<tr>
<td>1922</td>
<td>Torre Bonica Sanatorium Catalan Institute of Rehabilitation for the Mutilated</td>
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<tr>
<td>1923</td>
<td>1st library in Santa Coloma de Farners</td>
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<tr>
<td>1926</td>
<td>“la Caixa” acquires the Palau Meca</td>
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<tr>
<td>1927</td>
<td>The Popular Library in Vielha opens Guardian Angel Association for children’s holiday camps</td>
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<td>1928</td>
<td>1st public library Sabadell</td>
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<tr>
<td>1929</td>
<td>Start of Cultural Projects</td>
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<tr>
<td>1932</td>
<td>Francesc Moragas Anti-Tuberculosis Institute</td>
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<tr>
<td>1934</td>
<td>Extension of Agricultural projects</td>
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<tr>
<td>1935</td>
<td>42 libraries in Catalonia and the Balearic Islands</td>
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<tr>
<td>1937</td>
<td>“la Caixa” acquires the Palau Macaya</td>
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<tr>
<td>1947</td>
<td>Educational Institute for the Deaf &amp; Dumb and Blind at Palau Macaya</td>
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<tr>
<td>1949</td>
<td>Inauguration of the Caja de Pensiones School First social housing developments</td>
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<tr>
<td>1955</td>
<td>Network of 20 libraries in the Balearic Islands</td>
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<tr>
<td>1959</td>
<td>Stock of 25,000 rented flats Maintenance and management of 91 libraries</td>
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<tr>
<td>1963</td>
<td>Caja de Pensiones nursery school</td>
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<tr>
<td>1972</td>
<td>1st centre for the elderly in Barcelona</td>
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<tr>
<td>1973</td>
<td>1st exhibition of work by Miquel Barceló at the “la Caixa” centre in Felanitx</td>
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<td>1974</td>
<td>First public lottery for rented flats</td>
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<tr>
<td>1975</td>
<td>1st use of the name “la Caixa” to sum up the brand</td>
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<tr>
<td>1976</td>
<td>Redefinition of the Foundation’s work: “la Caixa” in schools and day centres for the elderly</td>
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<tr>
<td>1977</td>
<td>Palau Meca loaned to the Picasso Museum A Royal Decree establishes the regulations for the governance bodies and functions of savings banks</td>
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<tr>
<td>1978</td>
<td>1st Festival of Ancient Music</td>
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<tr>
<td>1979</td>
<td>The Palau Macaya opens as a cultural centre</td>
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<tr>
<td>1980</td>
<td>The Serrano-60 hall opens in Madrid</td>
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<tr>
<td>1981</td>
<td>The star of Joan Miró, the new logo for “la Caixa” The Sala Montcada opens Inauguration of the Science Museum 1st Festival of Ancient Music of the Pyrenees</td>
</tr>
<tr>
<td>1982</td>
<td>Start of the “la Caixa” Scholarship programme</td>
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<tr>
<td>1985</td>
<td>Start of the Contemporary Art Collection</td>
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<tr>
<td>1986</td>
<td>“la Caixa” helps to integrate former inmates</td>
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<tr>
<td>1989</td>
<td>New CaixaForum in Lleida Management of almost 100 libraries</td>
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<tr>
<td>1990</td>
<td>Caja de Ahorros y Pensiones de Barcelona is founded</td>
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<tr>
<td>1991</td>
<td>“la Caixa” Foundation” is set up, resulting from the merger between the two older foundations</td>
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<tr>
<td>1993</td>
<td>New CaixaForum in Palma de Mallorca First family concerts</td>
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<tr>
<td>1994</td>
<td>Start of a programme of domestic care for the sick Start of the educational programme Aids, knowing how to help</td>
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<tr>
<td>1995</td>
<td>Creation of IrsiCaixa 1st participative Messiah concert</td>
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<td>1996</td>
<td>1st Festival of World Music Start of the Babysitter Families programme</td>
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<tr>
<td>1997</td>
<td>IT classes for the elderly Support for Biomedical Research 1st International Cooperation programme</td>
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<tr>
<td>1999</td>
<td>1st training course for NGO managers Start of the first programme focusing on Immigration Educalia, virtual educational community</td>
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<tr>
<td>2000</td>
<td>Stage 2000, music training Grants for socio-cultural projects 1st programme of social microcredits CosmoCaixa Madrid opens</td>
</tr>
<tr>
<td>2001</td>
<td>EspacioCaixa Madrid opens New CaixaForum in Tarragona</td>
</tr>
<tr>
<td>2002</td>
<td>The first Hospital CiberCaixa opens Marginalisation 2002 programme 1st grants for environmental projects</td>
</tr>
</tbody>
</table>
2003
- The Foundation becomes the 1st Private Foundation in Spain
- Start of the occupational insertion programme for the disabled

2004
- First centenary of “la Caixa”
- First microcredits for entrepreneurs
- Start of the Accessible Housing programme
- EspacioCaixa Murcia opens
- Creation of the portal www.integrateXXI.es
- CosmoCaixa Barcelona opens

2005
- Start of the Violence: zero tolerance programme
- Start of the Programme to Support and Encourage volunteer work
- Creation of the “la Caixa” Chair
- First scholarships for inmates and journalism
- Support and aid for CNIC in cardiovascular research
- Start of the Conservation of Natural Spaces and Social Rehabilitation programme
- Start of the Diversions programme

2006
- Start of the Incorpora programme
- Start of the Young people with values programme
- Start of the care for dependents programme
- Start of the “la Caixa” Sealife Support programme
- Science boat: The route of the Vell Marí
- HIVACAT. AIDS Vaccine Research Programme is set up

2007
- MicroBank is set up
- Start of the CaixaProinfancia programme
- Start of the Let’s talk about drugs programme

2008
- Start of the Advanced Diseases programme
- Start of the Biomedicine scholarships
- Support and aid for advanced research into oncology, cardiovascular genetics and degenerative diseases
- Support and aid for research into Alzheimer’s with the Pasqual Maragall Foundation
- Start of the Zero Ageing research project

2009
- The Incorpora programme spreads to Morocco
- Start of the programme of help to young people on probation
- 1st Great Food Collection
- 1st “la Caixa” Social Studies award
- Start of the ReeCaixa programme
- Alliance with the Prado Museum
- iGGlobal is set up

2010
- Start of the Intercultural Community Intervention programme
- The programme of Care for people with advanced diseases spreads to Hong Kong
- Aid for the cancer research unit at the Vall d’Hebron Oncology Institute - VHIO
- Support and aid for the Foundation for research into lung cancer
- Support and aid for the Josep Carreras Research Institute against Leukaemia
- 1st FECYT summer science campus
- Alliance with MACBA
- 1st participative Messiah by CaixaProinfancia

2011
- CaixaBank is set up
- Start of the Reincorpora programme
- Start of the Social Rent programme
- Start of the Social Entrepreneurism programme
- EspaiCaixa Girona opens
- FASVOL is set up
- The first EspaiCaixa opens to care for people with advanced diseases
- The Care for people with advanced diseases programme spreads to Mexico
- New KitCaixa Ingenium
- Agreement with the Generalitat to support victims through the Violence: zero tolerance programme

2012
- “la Caixa” takes over Banca Civica
- The Incorpora programme spreads to Poland
- 3 EspaiCaixa centres open, for people with advanced diseases
- The Palau Macaya opens as a social think tank
- 30th anniversary of “la Caixa” scholarships
- New KitCaixa Young Entrepreneurs
- Start of Research into relatives and carers of Alzheimer suffers
- Start of the Science City programme
- LaboCosmoCaixa
- The 1st Climadat station opens
- 10th anniversary of CaixaForum Barcelona
- Agreements with the IDB and CEB

2013
- The Fundación de la Esperanza is set up
- 14 municipalities sign the first Municipal Commitment to Social Harmony
- New call for aid applications for Temporary housing to promote social inclusion
- Start of collaboration between the Banking Foundations of Banca Civica and “la Caixa”
- Club de Roma opens its head office at the Palau Macaya
- Start of the Young Entrepreneurs programme
- Start of the Severo Ochoa scholarships
- New KitCaixa Healthy Habits
- The Foundation leads the European programme RRI Tools
- The Climadat network is fully implemented
- The Contemporary Art Collection travels to Mexico
- The Guggenheim hosts the exhibition The Inverted Mirror
- Start of the programme Comisart: New views on the “la Caixa” Collection
- Agreement to support the bi-annual Joan Miró award
- Agreement with the World Savings Bank Institute
- Educare social entrepreneurship project in Morocco
- CooperantesCaixa, an example of good practice of EU Aid Volunteers
2014
Annual Report
“la Caixa” Foundation
“la Caixa” Foundation started a new period in 2014, a new phase in its 110 years of history as an organisation dedicated to the progress of people and to promoting social, cultural and educational actions. Adapting to the new legal situation meant that a kind of “made-to-measure suit” had to be produced, resulting in “la Caixa” Banking Foundation. Remaining faithful to a commitment rooted in society since 1904, each new step, each change and adaptation has provided us with the chance to renew the Institution’s founding values and to reflect, once again, on who we are, what we do and how we do it.

In our long century of history, the Foundation has become a driver of change, of transformation and of improvement in society. The combination of many factors has helped to make our story one of shared and sustained success, and one of the key factors has been the capacity of everyone to keep their eyes firmly on people’s needs.

Knowing how to see, understand and interpret the demands, needs and challenges, both of individuals and groups, beyond the particular situation at the time has been essential to comprehending how the Foundation has changed and adapted to each circumstance but without giving up any of its essential spirit or principles.

Based on this prompt, anticipatory approach, the Foundation’s project has gradually developed from an institution concerned primarily with assistance and planning for the future; an institution infused with the utilitarian spirit of Jeremy Bentham who proposed ways for the most disadvantaged in society to be able to advance with dignity. This early founding spirit made it possible to create “la Caixa” and to quickly expand its work in the field of medicine and health, culture, education, assistance and agriculture.

This spirit will evolve over the years and will uphold the premise of achieving more effective and more efficient social action that is as universal as possible. The Foundation will be a pioneering organisation in meeting this demand, striving to focus on new horizons and new scenarios but always with the commitment to safeguard and improve people’s living conditions.

Thanks to its desire to constantly innovate, the Foundation has carried out and promoted the study, investigation and analysis of the strategies to be followed with each target group, be they children or families at risk of poverty and marginalisation or the elderly or those with difficulty in finding a job or a home, the priority groups of the population to whom we devote our social action.

Based on the specific characteristics of each of these groups, we’ve conceived, designed and established approaches for our work that are now proving their worth and can be exported to cultural contexts very different to our own. Some obvious examples are the...
Incorpora programme’s approach to socio-occupational insertion, the psycho-social attention provided through the programme of care for people with advanced diseases and the series of actions to enhance social cohesion in communities with a wide range of cultures.

“la Caixa” Foundation is therefore a philanthropic organisation that aspires to be a benchmark for action beyond the volume of resources it dedicates. 110 years after the birth of “la Caixa” we can now see how far ahead of its time this institution was, with experts in philanthropy from all over the world coming to one of our centres, the Palau Macaya, a venue for thought and reflection, to theorise and debate issues which the founder of “la Caixa”, Francesc Moragas, was very clear about so many years ago: the cohesive role of social intervention for vulnerable people and groups.

Social action through philanthropic organisations must be perceived as closely associated with the future formation of society, as proposed by the Americans Peter Frumkin and Robert Payton, two analysts of social policy and of the world’s social and philanthropic organisations. From a contemporary perspective, these analysts claim that acts resulting from social or philanthropic action have deep roots and a democratic component. Inequality, entrenched social stratification and the risk of marginalisation that require socialisation tools and new models for managing the planet are just some of the most pressing challenges now faced by philanthropic organisations, although I prefer to call them social organisations, such as our own. If these organisations can also become tools to defend social integration and cohesion, they substantially help to increase the “social” life expectancy of the welfare state.

After eleven decades, organisations such as “la Caixa” Foundation have become systemic in today’s world. And this fills us with pride but it must also make us wary because we cannot merely aspire to continue as organic institutions that serve and will serve, ad infinitum, by correcting the inequalities and imbalances created by the system. It is vital to look up, to look further and never give up resolving problems at their root. For this reason we also see ourselves reflected in and identify with global challenges, such as the Millennium Development goals and the fundamental principles of the United Nations Global Compact.

That’s why I like to think that our symbol, created by the universal artist Joan Miró, reminds us that we must go on looking up and looking ahead. The horizon may seem far off and impossible but since when has humankind given up on its dreams? The symbol of the star reminds us that aspirations such as those promoted by “la Caixa” Foundation may be ambitious and may be far, far above, touching the heavens, but that doesn’t mean they’re unattainable.

Isidro Fainé  
Chairman of “la Caixa” Banking Foundation
The Fundación Bancaria Caja de Ahorros y Pensiones de Barcelona, "la Caixa" is an independent, privately held, nonprofit, charitable and social institution whose founding purpose is to promote and carry out social, welfare, assistance, educational and cultural work. It is governed by Act 26/2013, of 27 December, on Savings Banks and Banking Foundations and by Act 50/2002, of 26 December, on Foundations.

The Foundation is the result of the transformation of Caja de Ahorros y Pensiones de Barcelona "la Caixa" into a banking foundation in 2014 in line with that established by Act 26/2013 which required savings banks to become banks.

Adaptation to the new legal framework has led to the "la Caixa" Group being reorganised with the aim of increasing its operational capacity and reinforcing its social commitment. As a consequence of this reorganisation, the "la Caixa" Banking Foundation manages its participation in CaixaBank indirectly by holding 100% of the capital of Criteria CaixaHolding, a firm that also holds other corporate shares in strategic sectors such as energy, infrastructures, services and the real estate industry. As a result of integrating the assets and liabilities of the "la Caixa" Foundation after it was dissolved in October 2014, the entity's work for society is now directly managed by the Banking Foundation.

The new Banking Foundation is therefore a witness and heir to the spirit and tradition that have made it possible to carry out such work for the last 110 years, returning to society part of the profits from the financial business of "la Caixa". This step has involved formal changes in the Institution's architecture but, in changing from a Savings Bank to a Banking Foundation, the Foundation's has been preserved and remains a priority.

"la Caixa" Banking Foundation manages this work by promoting programmes, actions, studies, aid and equipment, both individually and collectively, to carry out social, assistance, charitable and educational work as well as encouraging culture and scientific knowledge. Activities whose aim must be to reach the largest number of people as efficiently as possible, whilst prioritising those who are particularly vulnerable.

This transformation into a Banking Foundation also led to the dissolution of the previous governing bodies, setting up a Board of Trustees (made up of 15 members) and approving new statutes.

The Board of Trustees is the highest governing body of "la Caixa" Banking Foundation and is responsible for its governance, administration and overall representation, as well as ensuring the achievement and fulfilment of its founding aims, the protection of its funds and the management, preservation, custody and defence of the Foundation's assets.

"la Caixa" Banking Foundation has been set up with 5,868 million euros in equity corresponding to 23,168,578 shares of Criteria CaixaHolding, S.A.U. and, since 31 December 2014, its net assets have totalled 20 billion euros. Such figures make it the first foundation on the European continent and the third largest in the world.

To carry out the work for which it was created, "la Caixa" Banking Foundation is funded primarily by the resources earned from its assets and, if applicable, by other resources from any aid, subsidies or donations received from individuals or organisations, both public and private.
Board of Trustees of “la Caixa” Banking Foundation

Chairman
Isidro Fainé Casas

Deputy Chairman
Alejandro García-Bragado Dalmau

Trustees
Antonio Aguilera Rodríguez
Salvador Alemany Mas
César Alierta Izuel
Maria Teresa Bassons Boncompte
Josefina Castellví Piulachs
Eugení Gay Montalvo
Javier Godó Muntanéola
Francesc Homs Ferret
Jaime Lanaspa Gatnau
Juan-José López Burniol
Carlos Slim Helú
Javier Solana Madariaga
Xavier Ventura Ferrero

Secretary (not member)
Óscar Calderón de Oya

Deputy Secretary
Alejandro García-Bragado Dalmau

CEO of “la Caixa”
Banking Foundation
Jaume Giró Ribas
Mission

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.
Offering opportunities to the most vulnerable

12 Introduction

14 Fighting child poverty. CaixaProinfancia

16 Employment Integration, Incorpora and Reincorpora

18 Social Housing

20 Comprehensive Care for People with Advanced Diseases

21 Programmes to promote active, healthy ageing among the elderly

23 Programme of Grants for Social Initiative Projects

24 Volunteers

25 Intercultural Community Intervention

27 Fundación de la Esperanza

28 Social Entrepreneurism

29 Violence: zero tolerance

29 Let’s talk about drugs

30 Hospital CiberCaixa

30 CiberCaixa: Let’s stay after class
In 2014 “la Caixa” Foundation culminated the process of becoming the “la Caixa” Banking Foundation, a transformation that was necessary due to the Savings Bank and Banking Foundation Act of 27 December 2013. This structural change, which has entailed the dissolution and transfer of work and resources from the “la Caixa” Foundation to the new Banking Foundation, came into effect at the same time as the programmes were being carried out so as not to interfere with the Institution’s normal operations.

The Foundation’s purpose and essential commitment, intrinsic to the Institution since the Caja de Pensiones was set up in 1904, have been further strengthened in this new incarnation of “la Caixa” Banking Foundation. The Banking Foundation’s goals are still to act on and maintain the Foundation’s work throughout its broad spectrum: from social, welfare and assistance work to educational and cultural actions, research, etc., as well as broadening and increasing this range of actions, as decided by the Board of Trustees, to adapt them to the specific circumstances and needs of the time. The Foundation’s work as a whole is still capable of being flexible, adapting to and anticipating needs as part of its innate attributes.

Such adaptation and changes in the Foundation’s organisation have also strengthened the solidity and utter validity of its social commitment as a contract taken out with society that focuses particularly on the most vulnerable. This aspect and focus on service for the common good, to provide new opportunities to those who are most fragile and to attend to problems both old and new in order to prevent marginalisation and the fracturing of society still form the mainstay, backbone and priority for action of the new “la Caixa” Banking Foundation.

**Sustained budget**

This essence, which makes the Foundation’s work the soul and spirit of “la Caixa”, is also expressed in the fact that the resources allocated to carrying out the programmes have remained unaltered. In 2014, and for the seventh consecutive year, “la Caixa” allocated a budget of 500 million euros to the Foundation’s work. This figure is identical to one in 2015, keeping the Banking Foundation at the forefront of private foundations in Spain. The Foundation’s work is a worldwide benchmark both in terms of the number of beneficiaries and activities and also for its constant quest for efficiency and improvements in managing the economic, material and human resources.

**Priority actions**

The structural changes have not altered the priorities or lines of action embodied in the programmes. Fighting child poverty through the CaixaProinfancia programme, promoting access to decent social housing for young people, families and the elderly through the Accessible Housing and Social Rent programmes, providing jobs in ordinary companies via the Incorpora and Reincorpora programmes and fostering active, healthy ageing among the elderly are still at the top of the actions contained within the social programmes. In 2014 these programmes attended 56,875 children at risk of marginalisation, placed 26,300 social homes on the market, promoted 18,405 new employment opportunities and encouraged 763,250...
people aged over 65 to take part in more than 16,500 activities programmed at the centres for the elderly.

Some of social area programmes grew substantially in 2014. This is the case of the Comprehensive Care for Very Ill People programme, which has gone from 29 teams providing assistance to a total of 42, helping us to involve 104 hospitals and 130 domestic care teams in the programme.

Another of the programmes that has seen significant growth is that of Intercultural Community Intervention which, since 2014, has been extended to 39 areas with highly diverse cultures.

2014 also saw the consolidation of the Fundación de la Esperanza as a place to tackle the direct social action within the Foundation’s programmes. A total of 519 families were attended throughout the year via the Community Centre of Social Action, benefitting an estimated 1,600 people. In the same year the Foundation started up initiatives to relate the participation of volunteers to the supervision and support for these families so that they could become mentors and help to reinforce the work carried out by professionals supporting these families through programmes, with the overall aim of speeding up their inclusion within society.

Volunteering takes off

Volunteers are becoming increasingly important for the Foundation’s work as a means of amplifying and reinforcing the results of the actions carried out through the programmes. That’s why, in 2014, the Foundation decided to extend and open up this volunteer work to the whole of society.

In 2014 the “la Caixa” Foundation’s Ambassador, Xavi Hernández, supported the Institution’s priority areas such as assistance for disadvantaged children, encouraging employment among people at risk of exclusion, the elderly and combating infant mortality. The popular footballer and captain of FC Barcelona provided his backing for the collaboration with the Cruyff Foundation to encourage sport among those at risk of marginalisation and also disabled children. Thanks to this agreement, “la Caixa” Foundation and the Cruyff Foundation will build a sports facility, a football pitch popularly known as Cruyff Court, in the home town of Barça’s midfield player, the district of Can Tusell in Terrassa.

This pitch will be the ninth Cruyff Court in Spain. These facilities provide small football pitches that are open to everyone in order to encourage sport among children and young people and educate them in values such as responsibility, integration and team play. Such facilities are also useful to prevent a sedentary lifestyle and child obesity. There are currently more than 185 Cruyff Courts all over the world.

Lastly, social action also has a necessary ally in the form of social organisations. The aid given to social initiative projects has established a network of solidarity in the country with a direct impact on people and groups at risk of marginalisation. In 2014 this aid was given to 930 projects, amounting to 20 million euros, and it’s calculated that the potential beneficiaries total 321,930 people.
Fighting child poverty. CaixaProinfancia

An evaluation of the results achieved by the 25 teams working in 25 pilot zones, in neighbourhoods and towns throughout Spain that are particularly sensitive or where there are larger numbers of vulnerable people, has helped the Fighting child poverty programme to endorse the approach taken by the CaixaProinfancia programme with the aim of acting on priority areas and achieving greater coordination and efficiency to implement this model of comprehensive care for children in poverty and extend the work to their families.

One of the objectives of the CaixaProinfancia programme for 2014 was to preserve the model of comprehensive care for children and their families living in situations of poverty through the coordinated and efficient work carried out by all agents involved in helping such people. The sum of all this effort, coordination between both public and private agents working with these children and their family environments as well as a thorough and detailed analysis and monitoring of cases, has resulted in such actions becoming more effective. This has also helped to spread the culture of teamwork and collaboration among social organisations, NGOs, the education community and healthcare professionals, as well as representatives of public administration, especially the social services provided by councils.

In 2014 the programme attended a total of 56,875 children and 36,853 families. CaixaProinfancia is implemented in 11 towns and cities and their respective metropolitan areas by 371 third sector organisations, of which 45 act as coordinators, also working with other collaboration networks.

Comprehensive care

Evaluations carried out by pilot teams showed the advantages of collaboration between the different agents involved with children and families; coordination which has served to interrelate the different aspects and degrees of involvement that may occur in each case. In conclusion, there have been improvements in efficiency, quality and the extent of attention provided for families and this action has benefitted from the comprehensive and integrated approach taken by the programme.

Sharing experiences, opinions and proposals has also helped to offer new perspectives regarding how to tackle such cases, while overlaps were avoided in services with the consequent savings and improvement in efficiency and progress was made in changing professional cultures.

On the other hand, the programme’s impact has also become more concentrated since the work carried out by the pilot teams included the priority of care with a territorial variant; i.e. focusing actions on specific areas, zones and neighbourhoods with a larger number of families living on the borderline of poverty and exclusion.

This has led to a resizing of the teams, adapting them to such urban environments but without reducing the attention provided to the children and their home environments. With a view to 2015, CaixaProinfancia plans to extend the work of these pilot teams so that they can attend to as large a number of children as possible, as the pilot scheme was limited to a specific number of cases.
Summary of the results

The results of evaluations carried out in 2013 were published throughout 2014. These assessments included parameters to measure the incidence and impact of actions such as indicators for the academic development of the children attended. In 67% of the cases evaluated the children improved their school performance. This has a direct effect on data related to school leaving and failure rates. Primary school education was completed in 92.3% of the cases analysed and 72.9% completed their secondary education. Lastly, the achievement of educational goals was also measured, according to the opinion of the organisations. 70% of these organisations rate the outcome as highly satisfactory or satisfactory.

The second level of evaluation focuses on families and groups, obtaining qualitative data that also endorse the programme’s successful approach. The organisations involved believe that comprehensive, integrated social and educational action ensures greater professionalism and promotes changes in the models and procedures of the social work carried out.

On the other hand, the families involved believe that the programme improves their parenting skills and they feel they receive more support from society. Lastly, with regard to the children attended, apart from their school performance there are also signs of progress in personal development, with improvements in aspects such as self-esteem and behaviour.

Support for parents

Other instruments within the CaixaProinfancia programme that have proven to be highly effective are the workshops to improve and acquire parenting skills: Learning together, growing as a family. This workshop provides specific support aimed at providing tools and guidance for parents, although the specific involvement and participation of the whole family is required.

The workshop consists of seven modules, each one lasting two hours. Work is carried out with the parents and children separately in the first hour while the second hour is shared by the whole family together. Some of the issues dealt with in these sessions are how to resolve conflicts, relationships with the school and relational skills.

This workshop focuses directly on empowering parents in their role and improving and enhancing their skills. It therefore has an effect on the parents who benefit from the programme, making them jointly responsible with other instruments that go beyond the aid and support provided by the programme.
In 2014 the employment integration programmes experienced a significant increase with regard to their objectives to create new employment opportunities for groups and people with particular difficulty in finding a job. The work carried out to improve coordination with social organisations, companies and the public administration have developed into specific programmes such as Incorpora Joven and, as in the case of Incorpora training points, the start of a pilot programme. Thanks to these initiatives, 18,405 people were able to find work in one of the 4,426 new companies involved in the project in 2014. The programme also extended its Incorpora awards to the whole of Spain.

The Incorpora awards recognise those companies promoting work placement and job creation among those people with particular difficulties in finding work. The awards, which saw their sixth call for applications in 2014, have been extended to all autonomous communities in Spain. Consequently, unlike previous occasions when only one award existed for the entire country, 75 socially responsible companies received awards in 2014, standing out as a result of the number of vulnerable people they employed. The awards were made up of four different categories: micro firms, small and medium-sized companies, big businesses and business groups. The winners received a sculpture symbolising two hands reaching out to embrace, representing the gesture of solidarity of mutual assistance. The trophy is a design by André Ricard (the artist who designed Barcelona’s ’92 Olympic torch) and it was made at the Fundación Autismo Mas Casadevall workshop.

Throughout 2014 the programme ran training and motivation activities. Such activities were carried out at the programme’s 15 training points where, on average, 45 youngsters per site were trained, 625 in total. The programme also promoted activities to enable young people who had previously left education early to take up training again. These “second-chance” activities helped to guide and motivate a further 375 young people. As a result of an agreement set up with the Spanish Football Association, a number of activities were launched aimed at improving the employment hopes of young people in Andalusia with sports skills training to act as referees and sports coaches, reaching a total of 350 youngsters at risk of exclusion.

Incorpora also has collaborative agreements with the Secretariado Gitano (representing the gypsy population), the Spanish Red Cross and the Aprende y Trabaja programme (Learn and Work).
Training points

One of the main innovations created as a result of the programme in 2014 was the launch (as a pilot scheme) in four main Catalan cities and Madrid (and specifically aimed at young people from Andalusia) of the Incorpora Points. An Incorpora Point is a physical site located in the very building occupied by the social organisations Incorpora is working with.

The Incorpora Points that have been operating as an experiment during 2014, four in Barcelona, one in Tarragona, one in Girona, one in Lleida and five in Madrid, laid the foundations to roll out a national network of training sites in 2015. At each site the participating social organisations are helped by an advisor and job developer. Every stage of the course within the programme is carried out at the training point. New participants and individuals from other social organisations have access to different training resources including specific courses, skills training and employment accreditation, as well as training for professional skills, a category which provides a wider range of disciplines such as training in job-searching techniques and courses on how to acquire useful skills for future employment. The focus is on skills related to areas such as teamwork, time management, emotions, personal image, health and safety, as well as training in values such as responsibility, adaptation and conflict resolution. The training also includes work experience within a company. The programme envisages a total of 300 hours’ training for each person on a training course. Upon completion, the job developers responsible for monitoring the training also mediate with the different companies which ultimately conclude the process, integrating individuals in the world of work by offering an employment contract.

Reincorpora

2014 was a fantastic year for the Reincorpora programme in terms of creating mixed groups with people from the Incorpora programme and the gradual implementation of improvements resulting from the studies and assessments carried out in 2013. The only difference between the programmes was the specific nature of the individuals being reinstated in the workplace given that they were inmates completing the final stages of their sentence. However, the activities they were required to do in order to find their place again in society and the workplace were the very same activities promoted by the Incorpora programme. In fact, the Incorpora Points pilot scheme was carried out with training for these mixed teams. The foundation training group was made up of 20 people from both the Incorpora and the Reincorpora programmes. At the pilot training points in Madrid alone, 24 training cycles were implemented, comprising 300 hours, with the participation of 480 individuals (192 inmates and 288 from Incorpora).

Reincorpora encourages employment integration for prison inmates. During 2014 some of the additional changes such as the role of job developers and the new training points contributed to a considerable increase in the number of work placements achieved for individuals completing their itineraries for socio-occupational insertion.

These itineraries are a roadmap that must be adhered to in the process of helping inmates to regain their independence and enter employment. The aforementioned six-month itineraries include training in professions outside the prisons which include volunteer work in conjunction with the training itself and with the added component of providing individuals with the chance to get involved in the community. Community service strengthens bonds with society and paves the way for developing volunteering experience, helping to reinforce learning and improve attitudes towards work, as well as having a positive effect on self-esteem and acquiring a set of values.

The final stage of the itinerary involves the inclusion of the Incorpora programme by means of an occupational insertion channel with the aim of finding employment. These itineraries are adapted to suit each individual who receives advice and guidance in each and every one of the stages in the process. The aim is to facilitate change through a comprehensive approach to activities, consequently helping people to overcome emotional hurdles as well as problems inherent in looking for work.

The results of the exercise confirm that a total of 1,023 prisoners, out of the 1,703 who completed the socio-occupational itineraries, managed to find work. This represents a 60% share of insertion, four times the number of recruitments since the programme started, when the percentage of employment integration stood at 20%.
Social Housing

Three different programmes were carried out in relation to Social Housing: Centralised Social Rent, Decentralised Social Rent and Accessible Housing. Centralised Social Rent has placed 1,600 homes in circulation, with 6,000 being available for the programme, of which, 4,798 were delivered at the end of 2014. Decentralised Social Rent, which is managed through the “la Caixa” branches, released a first consignment of 2,000 homes at the beginning of 2014 and a further 2,000 towards the end of the year, representing a cumulative total of 6,000 via the programme, of which 3,698 were released at the end of 2014. Equally, throughout 2014, in Santander and Hospitalet del Llobregat, the Accessible Housing programme undertook two new housing developments aimed at young people, families and the elderly. With these two developments, comprising 54 homes, the programme has reached its target in terms of the rental market, namely 4,000. In 2014 the total number of flats delivered by the Social Housing programmes was 26,300.1

The number of rented homes made available by means of the Social Rent programme increased significantly in 2014. Social Rent began in 2011 as a way of providing the market with a number of subsidised rented flats, the purpose being to provide decent housing for those people whose income had been affected as a result of the difficult and complex economic situation.

In 2014 Centralised Social Rent expanded its supply by 1,600 units, which up until then had totalled 4,400.

1The total number of housing units delivered via the “la Caixa” Banking Foundation’s Social Housing programmes and other social housing units managed by the “la Caixa” Group.
the total number to 3,698 since the programme started in 2012. This housing stock consists of homes due to be repossessed so that, in many cases, families have been able to continue living in their own home thanks to the programme. In such cases the subsidised rental contract is for a period of two years. In 2014 the option to renew the contract for a further two years was approved for situations in which the family’s economic situation has not altered.

**Accessible Housing**

Accessible Housing fulfilled its commitment of providing 4,000 homes in cities and metropolitan areas with a severe shortage of rented accommodation. In 2014 construction began on two new social housing developments in Santander comprising 37 housing units and, in the case of Hospitalet del Llobregat, an additional 17 flats. These two developments are expected to be finished towards the end of 2015.

Accessible Housing has continued to manage and rent out the 4,000 homes that have been allocated since programme began in 2004. The programme was started as a way of offering rented social housing to help young people become independent, as well as providing access to housing for the elderly. Latterly in 2009, this was also extended to families. Rental contracts are for periods of 7, 10 and 25 years at prices below the rate for state-subsidised homes and market prices.

**Improved website**

Following an on-going assessment of the management and operations of the Social Housing programmes, in 2014 improvements were made to the programme website in order to enhance the search for available properties, so that users would have better access to information and availability regarding available housing and developments.
Comprehensive Care for People with Advanced Diseases

2014 saw the confirmation by the health system of the work carried out by the programme of Comprehensive Care for People with Advanced Diseases over its six years of history. Since 2009 the scheme has complemented the work carried out by hospitals, palliative care teams and domestic care teams by offering psychological and social support to people with advanced diseases who are nearing the end of their lives.

This comprehensive approach to patients and their families at a particularly difficult and sensitive time has brought about tangible improvements in the quality of the care offered: improvements in emotional support such as suffering and distress as well as broadening care in previously underdeveloped areas such as the sense of loss and grief. This wealth of tried and tested knowledge has enabled the growth of the psychological and social support teams, now offering the service to a larger number of health centres and domestic care teams.

As a result, the 29 Psychosocial Care Teams (EAPS) grew in numbers to 42, now offering a service to 104 hospitals and 130 domestic care teams. Also of note is the expansion of three of the original 29 EAPS at the San Camilo and San Rafael health centres, both situated in the Community of Madrid, as well as Mutuam in Barcelona. It has therefore been possible to expand the service to more health centres in these two cities and, in the case of Barcelona, support is now offered to all palliative care teams in the city.

During 2014 the programme provided social and psychological support as well as assistance to a total of 13,956 patients in the final stages of life, support that was also widened in 2014 to 19,630 families. In total 65,515 patients and 96,639 families have been helped since the start of this programme six years ago.

Research is also encouraged and promoted by this programme through its scientific management, the Catalan Institute of Oncology which annually surveys patients’ degree of satisfaction with their care and the support offered by their teams, as well as the healthcare professionals working alongside these psychological and social care teams.

In 2014 the programme gave new impetus to the work carried out by volunteers also associated with the programme and their involvement has doubled the effectiveness of the teams, with volunteers meeting up in Madrid in October. Volunteers are helped by the programme in the form of specific training, support and monitoring in order to optimise the teams’ performance. These volunteers assist patients and their families essentially by accompanying them and helping to boost the human element of the care provided.
Programmes to promote active, healthy ageing among the elderly

Active and healthy ageing programmes serve as a preventative measure with the aim of providing the elderly with the necessary tools and resources for a better quality of life. The *Less pain, more life* workshop was one of the innovations of 2014 as part of the programme’s strategic plan aimed at promoting health and wellbeing among the elderly. These activities aim to provide people with the knowledge and resources to live as healthy and active life as possible.

The *Less pain, more life* project was rolled out to 609 centres for the elderly, geared towards dealing with issues such as chronic pain. Workshops of this kind are not meant to provide therapeutic care or provide solutions for those diseases and illness that cause pain but rather to offer tools in order that sufferers are able to adapt better to such situations. Learning to live with pain and providing tools to manage this situation better helps in our understanding of pain, of how we face up to it and accept it, as well as learning how to express emotions and feelings and ultimately changing our routines and habits so as not to allow pain to compromise the time left for both patients and their loved ones. The activities promoted by the workshop and others related to health and wellbeing reached a total 50,691 users in 2014.

One of the other strategic plans, namely familiarising the elderly with new information and communication technologies (ICTs), had a huge response during 2014 from users in different centres. The activities and workshops related to this area totalled more than 5,000 in 2014 with the participation of 75,501 people, consolidating its position as training designed, from the outset, to lessen the digital divide among the elderly.

During 2014, the scheme promoted the creation of community-workforce networks in which different institutions, associations and public services from the care sector have come together to adapt to their own areas different plans of action to detect and attend to people in situations of loneliness. These community frameworks make it possible to establish action protocols that can be evaluated at a later stage with the aim of establishing approaches and models of care that can be rolled out in other regions.

Support for carers of relatives with Alzheimer’s

In 2014 a new phase began in the research project aimed at carers of patients affected by Alzheimer’s which began in 2011 in collaboration with

### New Community Areas

In 2014 the elderly care centres continued to progress in the process of becoming areas for training, involvement and promotion of local environments, thereby encouraging a more active role on the part of the elderly. In 2014 more than 763,000 people took part in the 16,500 activities carried out.

The latest innovation has been the Local Action activity which encourages the elderly to engage more with society, promoting the creation of a joint project with an institution, association or group from their immediate surroundings, neighbourhood or district with the aim of sharing knowledge and experience. 1,069 varied projects took place in 2014, ranging from encouraging people to read with the elderly in residential homes to storytelling in schools and even intergenerational allotments, with a total of 41,139 beneficiaries.

### Loneliness

Regarding the prevention of situations in which the elderly can feel vulnerable or marginalised, further progress was made with the *Always Accompanied* project with advice on how to deal with the phenomenon of loneliness. This project is carried out thanks to the alliance between “la Caixa” Banking Foundation and the Catalan Red Cross and is being implemented as a pilot scheme in three of Catalonia’s regions: Girona, Terrassa and Tortosa.
the Fundación Pascual Maragall – Barcelonabeta Brain Research Center.

A pre-selection of participants was carried out during this new phase, resulting in 231 carers of relatives affected by the disease being chosen.

The criteria required in order to be able to take part in this new phase included: being the sole non-professional carer of a relative with Alzheimer and having received no therapeutic support during the whole of the previous year. Furthermore, the severity of the condition in those relatives living with the disease, assessed using the Global Deterioration Scale or GDS, had to be above three and less than seven, equal to a deterioration level of between moderate and acute.

The outcome of the social-demographic analysis of participants yielded some interesting information. The average age of the 231 carers taking part was 60.7, of which 75% were women and 25% men. In half the cases a carer had been looking after a sufferer from between one to four years while 28% have been carers for more than six years, all of them spending in excess of 12 hours a day caring for sufferers. As regards family involvement, in nearly 50% of the cases the responsibility fell to the children of those affected by the disease.

**Subjective and cognitive assessment of participants**

2014 was notable for the creation of therapeutic groups in the new phase of this project, in which participants had already gone through three assessments established in the protocols. The original assessment took place in January 2014, the second in June 2014 and the third was completed in December.

It’s important to understand what parameters were assessed in the participating carers: the feeling of being overburdened, levels of anxiety and depression, quality of life in those people affected and independence. All the participants were assessed using these parameters and the survey was repeated on three occasions throughout the year. The carer’s subjective feeling of being overburdened was measured using the Zarit questionnaire, one of the most appropriate. A second tool, the Goldberg Anxiety and Depression Scale (GADS), measures the participant’s state of mind. In order to evaluate the cognitive state, a series of tests were used including the Mini-Mental Sate Examination (MMSE) while three different tools were used to measure participants’ perceived quality of life: a quality of life in adults questionnaire (Casp-19), a questionnaire on quality of life related to health (SF-36) and the Duke-UNC scale which assesses the participant’s perceived support received from society. Finally, in order to record functional state, the AD-8 questionnaire was used, analysing perceived subjective changes in the carer’s everyday life. The findings of the three assessments will be released throughout 2015.

One of the programme’s objectives was to observe and analyse the effects of this specific therapy on carers. The findings should help to detect any improvements in the emotional and functional condition of the participants and consequently if there is any physical progress.

The overall aim of this research is to establish measures to provide support for carers of Alzheimer sufferers in such a way that the applied methodology can be used to implement actions to improve their quality of life. The possible repercussions in terms of prevention that may be obtained from such findings will be highly significant given the progressive increase in life expectancy and number of people affected by degenerative diseases such as Alzheimer’s.
Programme of Grants for Social Initiative Projects

The Programme of Grants for Social Initiative Projects helps third sector organisations to carry out projects with a direct impact on vulnerable people and groups. From the beginning of the programme in 1999, support and finance has been awarded to 13,839 projects with a total investment of 246.9 million euros. In 2014, the first “la Caixa” Awards for innovation and social transformation were held to recognise innovative contributions to dealing with social problems and the effects of social change carried out by different institutions.

Calls for applications were aimed at organisations with projects in five areas of priority action: socio-occupational insertion, assistance for disability and dependency, combating poverty and social marginalisation, social and intercultural action and finally temporary housing. 758 projects relating to the six general calls for applications were approved, with a total investment of 16.15 million euros. The social impact alone from these initiatives was estimated at 270,051 beneficiaries.

As regards regional calls for applications carried out in the provinces of Burgos, the Canary Islands, Andalusia and the Community of Valencia, the number of projects chosen was 172 with a total investment of 3.5 million euros. It is estimated that the number of beneficiaries from these projects totals 51,879 people.

In 2014, 930 projects were funded, receiving an average of 21,890 euros and implemented in 216 locations.

As in previous calls for applications, one of the criteria stipulated by “la Caixa”

In the case of the award for innovation, the jury made up of experts from third sector organisations, universities, the government and media groups placed particular value on those organisations introducing new practices to respond to social problems and challenges. As regards the awards for social transformation, these emphasised organisations being able to tackle social problems in a sustainable way. The award also involves the production and release of a video highlighting the contributions made.

1 These figures do not include calls for applications for Social Entrepreneurism projects or Art for social improvement projects, whose information can be consulted in specific chapters (pp. 28 and 50).
The work carried out by volunteers is a clear example of how individuals can play a significant role in a group. “la Caixa” volunteers have made and continue to make a decisive contribution to amplifying the actions carried out through “la Caixa” Banking Foundation. After years of experience in promoting actions and supporting programmes, volunteers now want to go a step further and involve society as a whole.

Today the work carried out by the volunteers of “la Caixa” has achieved a level of maturity that allows them to open up volunteering to the whole of society and “la Caixa” Banking Foundation aims to provide them with the necessary tools to make this possible. To this end, work is being carried out to unify the organisational models of the groups involved, as well as to make management more efficient and improve the training of volunteers, supporting them from the very beginning until they become fully integrated within the activities programmed. In this way, actions previously carried out separately (by corporate volunteers on the one hand and volunteers involved in the Foundation’s programmes on the other) can be brought together to reinforce the more general work carried out in the community and more specific work related to the Foundation’s different programmes.

This will be made possible by the Strategic Plan for Volunteers, approved just before the end of 2014. Volunteers related to the “la Caixa” Banking Foundation are organised into approximately 40 associations belonging to the “la Caixa” Federation of Volunteer Associations (FASVOL) but there is also a large number of volunteers involved in programmes such as Comprehensive Care for People with Advanced Diseases, with 423 volunteers, those working within the Elderly programme, numbering 4,324, CiberCaixa volunteers, 1,383 people in total and those involved with the recent Young Entrepreneurs programme, totalling 546 people, providing a potential total number of 12,890 volunteers.

**Enhancing cohesion and involvement**

The Strategic Plan aims to establish channels to ensure this potential in terms of resources, abilities and knowledge result in links and relations between these volunteer groups and thereby make them stronger.

In 2014 “la Caixa” Banking Foundation, through FASVOL and with the collaboration of the Catalan government and Barcelona City Council, helped to organise two important events related to the designation of Barcelona as European Volunteering Capital by the European Volunteer Centre (CEV).

The first was the second Market Place event which places the country’s social organisations in contact with companies in order to discover synergies and ensure their potential can result in initiatives and activities. The second event was the Ibero-American Congress on Volunteering which aimed to become a means of encouraging dialogue and sharing knowledge and experiences between social organisations, institutions and companies to analyse the role of volunteers in firms.

**1,185 actions carried out**

Finally, in 2014 the corporate volunteers of “la Caixa” carried out 1,185 actions benefitting an estimated 148,111 people. Among the activities repeated every year are Volunteer Day, mobilising 800 “la Caixa” volunteers at a sports events in which 4,500 children at risk of social exclusion took part, as well as accompanying 1,800 vulnerable children to Basketball World Cup matches and the food collection campaign which, in 2014, collected over 550 tonnes.
Intercultural Community Intervention

Throughout 2014 work continued on building a model of social intervention in areas with multicultural contexts carried out by the Community Intervention programme, achieving a significant improvement in quantitative terms. This project, which focuses on prevention, promotion and enrichment and had been implemented in 17 different areas, was extended in July 2014 to a total of 39 locations.

These 39 areas have taken on a commitment to cooperative and collective work and leadership in developing and building models to manage cultural diversity to promote social harmony and community development. These new locations have been able to join the programme thanks to the results achieved during the first three years of implementing the model in the 17 initial locations.

This work has helped to initiate local participation processes with public administrations, experts and professionals and also citizens to develop social actions focusing on education, health and citizen relations aimed at promoting intercultural harmony. An evaluation of the resulting impact has also helped to detect areas for improvement in citizen relations and in people’s identification with their neighbourhood. Finally, local administrations have incorporated these targets within their strategic lines of action and initiatives to improve social harmony and cohesion, and have become institutionally committed to continuing such work to achieve greater levels of citizen harmony and prevent possible scenarios of social confrontation and conflict.

The programme also continued to evolve in 2014 based on results of the work carried out, leading to around 1,000 activities and benefitting an estimated 98,236 people. These activities have been promoted and suggested by the communities themselves, focusing on education, health and citizen relations...
with particular emphasis on actions benefitting children, young people and families.

The new locations will incorporate work methodologies, team structures and a more efficient distribution of resources. The programme encourages a new way of working to create a shared responsibility to improve procedures and actions affecting local development, stimulating capacities and discovering collective skills and tools that can identify and take advantage of challenges, new opportunities and problems. The overall aim is to prevent potential situations of conflict and social fragmentation through actions carried out for and by the community itself.

Empowering communities in the implementation, creation and consolidation of the programme is the hallmark of this proactive approach in tackling social harmony and, completely in line with the principles of action of “la Caixa” Foundation, the programme’s preventative work enhances the principle of anticipation and other principles such as proximity, flexibility and innovation.

Lastly, one decisive factor in terms of the direction taken by the programme has been the involvement both of citizens and social groups (organisations, associations) and also the public administration, helping to optimise resources, for instance reducing the number of team members.

The impact on those areas recently joining the programme will be evaluated via a survey on intercultural harmony at a local level, both at the start of the programme and during its implementation, thereby evaluating the results of the work carried out in the respective locations and helping to establish a model of intervention, the programme’s ultimate aim, on a scientific basis provided by various indicators of social harmony (diversity, tolerance, involvement, respect, etc.).
Offering opportunities to the most vulnerable

**Fundación de la Esperanza**

In 2014 the Fundación de la Esperanza (Foundation of Hope) continued its work as a centre of intervention and direct social and community action in the Gothic quarter of Ciutat Vella in Barcelona.

Throughout the year the Foundation particularly concentrated on working together with social organisations local to the neighbourhood. This networking has led to collaboration agreements with entities such as the social housing organisation of Cáritas (Fundación de Promoción de la Vivienda Social), as well as L’Hora de Déu which specialises in distributing food to disadvantaged families, and the Fundación Roure which manages a social canteen for families, among other organisations. The Foundation’s Community Centre for Social Action attended a total of 519 families in 2014, providing personalised assistance in line with the particular situation and needs of each person. It’s estimated that such action has benefitted around 1,600 people.

**A comprehensive venue and support**

This direct social action begins with the experts, educators and social workers who represent the first line of contact with users of the services. Their professional diagnosis and assessment provide a personalised analysis of the different situations to be able to carry out action plans, educational initiatives and the most efficient follow-up possible, either through the resources of the Foundation’s programmes (fighting poverty, socio-occupational training itineraries, educational support, occupational insertion, etc.) or by passing on such work to social organisations in the neighbourhood to ensure it is carried out as effectively as possible.

The Centre for Social Action also manages part of the resources of the fighting child poverty programmes. In 2014 a total of 230 children from 143 families were attended via CaixaProinfancia.

The centre is also the venue for specific actions in the Incorpora programme. A job developer produces socio-occupational itineraries to create job opportunities for people with difficulties in finding work, while six training and preparation courses have also been given at the centre focusing on occupations such as client service and sales assistant. 360 people were attended in 2014, 70 of which have found since found a job. The Fundación de la Esperanza has also set up a self-employment point which attended 220 people. The service carried out 31 company plans and has supported the establishment of 11 entrepreneurial projects to extend businesses and secure financing. Lastly, guidance was also provided to create five companies among seven of the beneficiaries.

**Volunteers and mentors**

One of the most successful experiences in 2014 was the participation of volunteers and their contribution in reinforcing and amplifying the measures carried out via the programmes. The campaign to attract new participants provided volunteers with the chance to become involved in two different areas: firstly, those registered and trained as “la Caixa” volunteers could help to support various projects and services offered by the centre while others could also participate in a mentoring project.

Within this project, volunteers act as a reference for a beneficiary of one of the programmes, guiding and advising them throughout their social inclusion process. 10 such mentoring procedures were carried out in 2014 between volunteers and their beneficiaries who received help to regain and redirect their lives.

The Casa de Receso, which attends to young women in situations of extreme fragility, helped a total of 40 residents in 2014. The vast majority spend between 6 and 15 months at this home and 72% of the cases have suffered from some kind of domestic violence.
Social Entrepreneurism

In 2014 the Social Entrepreneurism programme held its fourth call for applications for aid for new social company projects. These are “seed” ideas with the added value of helping to create a fabric of social entrepreneurship, professionalising social organisations so that they can become financially independent. 2014 also saw the start of a training course in business administration, managerial guidance and project mentoring and promotion, a process in which companies go from the embryonic stage until completing a business plan that guarantees their future viability. With the experience garnered from previous calls for applications, the programme evaluated some of the impact achieved: almost half the companies from the first two calls are making a profit and 20% of those making a loss are close to break-even and reversing their negative cycle.

The projects evaluated are those that were fully operational at the end of 2013, a total of 36 of the 40 selected from the first two calls are making a profit and 20% of those making a loss are close to break-even and reversing their negative cycle.

Regarding the projects’ income statements, 44% of the social firms have recorded a profit and 20% of those recording a loss are about to achieve break-even with negative balances of less than 5,000 euros.

Social and environmental impact

This analysis and evaluation of results has not only looked at economic figures as the impact achieved on society regarding aspects such as occupational insertion, training and preparing staff and environmental impact has also been assessed. The 36 companies on the programme employ 237 workers and 72% of the staff come from occupational insertion programmes; i.e. they belong to vulnerable groups or those with particular problems in finding employment. In 83% of the cases the project employed workers who were previously unemployed or working in the black economy and in 38% of the cases these were either young people or aged over 50, two groups with specific problems in finding a job.

A total of 16 companies are carrying out employment-related training programmes benefitting 438 people; all are people at risk of social exclusion. In 14% of the cases training has represented a return to education and 20% of them found that their training helped them to secure employment. The study has even detected an impact in terms of improvements in participants’ health and wellbeing.

New perspectives

Among some of the important conclusions reached by this evaluation is the fact that there’s a niche of new activity and potential growth represented by purchases of raw materials and consumables. 39% of the projects buy from other social organisations although the total volume only represents 16% of all expenditure. This shows that there’s room for growth in this area by applying policies to promote purchases from social companies.

The 4th call for applications

The 4th call for applications took place in 2014, receiving applications from 287 projects, of which 265 met the requirements established. Out of these applicants, a total of 94 reached the interview phase, resulting in the selection of a shortlist of 30. Finally, as in previous years the process ended with the selection of the 20 projects to start the programme in 2015.

MicroBank

The social bank of “la Caixa”, MicroBank, which provides support for small businesses, personal and family projects and also to extend small firms related to social and environmental development, ended 2014 with a portfolio of outstanding loans totalling 671.9 million euros. 1,933 loans have been given via the different types of social microloans to promote self-employment among people at risk of financial exclusion. In the case of family aid and financial microloans up to 25,000 euros, the cumulative number of loans granted totals 99,002 and 41,641 respectively.
Violence: zero tolerance

Since the Violence: zero tolerance programme started in 2009 it has worked closely with the Justice Department and Home Office of Catalonia. This good relationship has helped those offices dealing with victims to refer individuals to the Foundation’s programmes, helping them to recover and overcome situations of abuse and violence. In total, 1,359 victims were attended throughout Spain in 2014, benefitting from workshops on recovery techniques and psychological and social support at the same time as creating support networks and also joining other Foundation programmes such as Incorpora to help them get their lives back on track.

The programme continues to work to prevent gender-based violence within the sphere of education. Together with teachers from education centres, work is carried out on prevention and awareness-raising among young people in our society, providing materials designed to prevent violence through education and guidance in training and implementing their centre’s project so that, ultimately, the young people themselves can transform their environment. In 2014 76 teachers were trained and 608 secondary students took part in educational workshops.

In 2014 this programme also continued its project entitled Treating the elderly well. After training professionals to improve detection and intervention in abuse of the elderly, an awareness-raising campaign was carried out in Catalonia.

644 professionals were trained in 2014, in addition to the 852 trained in previous years since 2012. This training is aimed at professionals whose work brings them into contact with the elderly: security forces (Guardia Urbana, the local and Catalan police force), healthcare personnel and chemists as well as social workers. The training aims to raise awareness and help professionals to detect situations of violence, as well as how to intervene once abuse has been detected, offering support to the victim.

The Treating the elderly well programme is carried out with the collaboration of the Family Secretariat of the Catalan government.

Let’s talk about drugs

The Let’s talk about drugs programme, which works to prevent, inform and raise awareness of drug consumption, has continued to focus on education, providing the teaching community and students with tools to learn about the mechanisms of addiction and its repercussions. The programme is implemented in several ways: on the one hand, via the exhibition Let’s talk about drugs and the programme’s website at www.hablemosdedrogas.org, an online source of all the programme’s resources and, on the other hand, awareness-raising campaigns aimed at families, educational materials to work on prevention in the classroom and training campaigns for professionals in health centres to ensure they have the resources to offer up-to-date and useful information to establish bridges and dialogue between parents, teenagers and healthcare professionals.

Another resource available is the guide for parents and tutors entitled “Hablemos de drogas: una realidad que debe tratarse en familia” (Let’s talk about drugs: a reality that should be handled in the family), which offers families strategies to create effective communicative environments on this issue, as well as a free helpline (900 222 229), developed in collaboration with the General Directorate for Families and Childhood of the Ministry of Health and Social Policy, which has already attended more than 9,000 families and has handled more than 20,000 calls since it first came into service.
Hospital CiberCaixa

Hospital CiberCaixa represent one of the most emblematic experiences within the mission to make healthcare and its system more human. In 2014, after renewing collaboration agreements with hospitals and health centres holding such spaces, the 66 Hospital CiberCaixa, 61 paediatric and 5 combined (attending to both adults and children) attended a total of 129,132 patients, of which 101,183 were children. In terms of indirect beneficiaries such as the relatives of hospital patients, the figure in 2014 was 62,868 families.

Hospital CiberCaixa provide assistance and support, helping to reduce the impact and repercussions for patients of the time spent in hospital. These spaces make it possible for patients to maintain the bonds and activities they would normally enjoy in their lives outside.

In this respect the CiberCaixa are inclusive tools offering options to continue education and training but they also provide a friendly setting for leisure activities, entertainment, communication and socialising with other patients and relatives, as well as volunteers and monitors and even the hospital staff. All this takes place in spaces that have been adapted and equipped with specific resources (furniture, materials, pedagogical kits, etc.) in an environment designed to minimise the emotional tension involved in staying at a hospital.

The work carried out by Hospital CiberCaixa spaces is supported by 1,334 volunteers including people from the corporate volunteer programme, elderly volunteers, the Red Cross and other local volunteer associations, reinforcing even further the main feature of CiberCaixa, namely their focus and insistence on personalising attention as a means of improving the satisfaction and also the health of users.

This goal is also shared by the KitsCaixa Ingenium, which incorporate the elements of Hospital CiberCaixa for paediatric patients who can’t leave their room or area due to the limitations imposed by their treatment or illness. The kits are adapted to different profiles and age groups (3 to 5, 6 to 9 and over 9). This initiative results from the project entitled Let’s look after their rights, with a child’s eyes, which started in 2011 and has gathered qualitative data on factors affecting the emotional wellbeing of hospitalised children based on their own accounts and those of their families. This project has produced a series of proposals and recommendations that should help to gradually improve the quality of care for these patients and make healthcare more human in general.

CiberCaixa: Let’s stay after class

The CiberCaixa programme Let’s stay after class, which has been working to improve educational opportunities since 2007, went a stage further in 2014 to adapt to today’s society. The CiberCaixa, which grew to 56 spaces in 2014, have started a pilot project entitled You’ve got talent, in which the three CiberCaixa of Badalona Sur, Bernat de Boil and the Fundación de la Esperanza have developed a design for what will be a new programme. This experience has benefited from the collaboration of the scientific management of the CaixaProinfancia programme and the consultancy Infonomia, helping to create this new tool.

The You’ve got talent programme makes use of new technologies and instruments such as tablets and Apps to encourage and detect new skills among the young people using the CiberCaixa spaces.

The target for 2015 is for the 16 Let’s stay after class CiberCaixa to incorporate this new approach as their monitors have already been trained in 2014.

To implement the programme, it was necessary to create a skills map to classify the different kinds of intelligence and ensure they can be identified, with the aim of helping young people to enhance the skills detected.

This map has placed emotional skills in the centre as, without these, it is very difficult to detect the rest of abilities. The other four groups are mental skills, corporal skills which are abilities related to physical condition and sport (elasticity, energy, strength, flexibility, etc.), social skills regarding how young people relate with the rest of society and, lastly, transcendence skills, showing an aptitude and capacity to connect with inner values.

To complete the programme, a set of materials has been produced which will be used at the CiberCaixa to spread the programme and help monitors understand what skills are and the different ways they can be identified, both one’s own skills and also other people’s, as well as how to work on developing the aptitudes detected.

In 2014, 1,608 children used the CiberCaixa every month on average. Of these, 10% were new users, so that a total of 1,959 children benefitted from this educational resource during the year.
Supporting progress

The “la Caixa” Banking Foundation promotes the progress of society, understood as both collective progress and also as individual advancement with an effect on one’s surroundings, through programmes that cover a wide range of areas. From several fronts, these initiatives provide formulas to help take advantage of opportunities to progress in areas such as quality education and university training, encouraging and promoting excellence in research and the transfer of knowledge and supporting initiatives to make development more sustainable.

Lastly, the Foundation also provides opportunities to reflect on and debate issues of particular importance for society.

Enhancing education and promoting talent has been a fundamental goal throughout the history of “la Caixa” Foundation’s work, in the belief that support for education at all levels, from infant and primary to higher education and training at centres of excellence, is essential to help construct solid foundations for research and innovation in the future. Education is therefore one of the key pillars that must be protected and preserved to ensure the wellbeing of future generations.

These goals are perfectly embodied by programmes such as eduCaixa, which has now accumulated almost 40 years of experience, and the “la Caixa” scholarship programme, another of the Foundation’s veteran programmes with a total of 32 annual calls for applications.

The educational proposals contained by the eduCaixa programme are also inherent in almost all the Foundation’s actions. Initiatives, workshops, exhibitions, shows, experiences and activities at the Foundation’s centres and extracurricular school visits constantly provide opportunities to learn, aimed at enhancing and increasing young people’s knowledge in the areas of society, culture and science, as well as more specifically through financial and business education.

All the educational resources just a click away

These educational proposals are now available on a single platform, the eduCaixa portal, containing all the educational services and pedagogical resources provided for students aged between three and eighteen.
This comprehensive library and service is available to the whole teaching community; in other words, not only students but also teachers, education professionals and parent associations. 2,014,289 people benefitted from the eduCaixa portal in 2014, representing an increase in the number of beneficiaries and users for all these activities, which can be carried out both inside and outside the classroom, online and also in face-to-face sessions thanks to the comprehensive range of activities on offer – an offer that is constantly being updated and enhanced with the inclusion of new proposals for all levels of education.

**Agreements for top level research**

This goal coincides with the research programmes the Foundation helps to develop via different agreements with research centres, laboratories and groups. The aim is to boost research that has a particularly significant impact on society, such as research into cancer, the fight against AIDS and heart disease. This research is mostly aimed at the areas of life and health sciences, social science and humanities.

In 2014, these agreements entailed investment totalling 19 million euros for research programmes and a cumulative investment of 113 million euros since 1993, the year when the “la Caixa” AIDS research institute was set up, IrsiCaixa.

Grants were also given out in 2014 for the fourth call for applications of the RecerCaixa programme which selects the best research projects from public and private universities out of the hundreds of candidates applying. Some of the projects from the first calls for applications came to fruition in 2014, such as studies of the emerging phenomenon of social agriculture, the economic impact of the crisis on different cities and neighbourhoods in the country and the development of a pioneering application in Europe to warn of potentially harmful audiovisual content transmitted by the media.

Year after year the IrsiCaixa Institute for AIDS Research continues to enhance its reputation as a global benchmark in the fight against AIDS, leading an international consortium to reproduce the conditions for curing infected patients via stem cell therapies, as well as studying and investigating the development of resistance to the virus in different types of patients. In 2014 it published two important studies with practical implications for hospital protocols and procedures.

Cancer research by the Hospital Vall d’Hebron Institute of Oncology (VHIO) and other institutions such as the Sloan Kettering Center, the Josep Carreras Foundation and the Hospital Germans Trias i Pujol have also benefitted from the Foundation’s support.

**Bringing knowledge to society**

Given the possibility that research findings may be of use to society; i.e. that they may effectively resolve truly essential and fundamental issues for society, in 2014 the Foundation worked along two specific lines. Firstly, it promoted projects whose knowledge can be passed quickly on to society in the form of new treatments, new instruments and tools to make people’s lives easier or to develop new drugs. Secondly, by leading the implementation of responsible research and innovation in Europe via the Europe-wide project, RRI Tools, to encourage a
new culture that brings advanced science closer together with this need to serve and be of use in resolving socially relevant issues and for a rapid transfer of the results achieved to society.

For this reason, in 2014 five projects were promoted with leading centres, each one being given 200,000 euros. This has made it possible, in the same year, to publish relevant studies on the mechanisms of breast cancer progression and for Catalonia to be chosen as the European Genome-Phenome Archive, an essential database to carry out research into cancer, diabetes, auto-immune diseases and neurological disorders.

Along the same line of supporting research with the greatest impact on society, in 2014 work continued on the Alfa study carried out by the Pasqual Maragall Foundation for the early detection of Alzheimer’s. This study initially had a broad spectrum covering 2,500 people but 300 new volunteers were recruited in 2014, the children of those affected by this degenerative disease.

2014 was also a prolific year in terms of findings from research promoted by the Foundation. The genetic cardiovascular programme by the Girona Biomedical Research Institute presented the findings of its research into sudden death while, in the field of heart disease, “la Caixa” Foundation also collaborates with the National Centre of Cardiovascular Research (CNIC) and the Spanish Society of Cardiovascular Thoracic Surgery.

Completing this panorama of top level research promoted by the Foundation is the support provided to the WIDER centre of research into experimental digestive endoscopy, as well as other research centres focusing on foetal pathologies, infantile diabetes, multiple sclerosis and neurosurgery.

**Sustainable human development**

The “la Caixa” Banking Foundation is highly aware that, together with education and research, preserving the environment is one of the best guarantees for the future development of society. That’s why it helps to ensure such development is truly sustainable and the programmes carried out in 2014 related to the preservation and analysis of the environment implemented several different strategies and instruments aimed at this goal, the most notable being the Ecoinnovation Laboratory and Medclic.
The Ecoinnovation Laboratory, promoted together with the Environmental Forum Foundation, studies business experiences that apply sustainable solutions and technologies or that produce such solutions or technologies in the form of products and services that include the vital attribute of respect for and preservation of the environment. The aim is to gradually extend these good practices and to boost business competition based on the incorporation of new technologies and cleaner solutions with less impact.

Medclic is an initiative to create a network to measure parameters in the Mediterranean Sea that affect climate change. The Foundation has already contributed by creating one such pioneering network to measure climate change parameters, namely ClimaDat, implemented in eight natural areas and biosphere reserves in Spain. Now it’s looking towards the sea to carry out ocean viability studies that analyse the behaviour of marine currents and how their variation and alteration, as well as the anthropic impact on the marine environment, affect ecosystems. Like ClimaDat, this new data recording network aims to be accessible and public.

What progress? The Palau Macaya responds

Working to promote progress in society involves having the necessary knowledge of where this progress is heading since this will help to establish clear lines regarding how we should act. This is the function of the Palau Macaya as a centre for debate and practical reflection on relevant social issues of global importance.

In 2014 the centre enhanced its reputation as a place for debate and a venue that attracts key international figures in different areas and disciplines such as economics, the environment, wellbeing and social cohesion, philanthropy, politics and international relations, philosophy and ethics. The centre’s facilities have held discussions on the role of science and technology in society via different cycles such as RecerCaixa dialogues, the Futures and Reflections cycles and debates under the auspices of the Club of Rome, whose headquarters are in the Palau Macaya. Among the exceptional guest speakers in 2014 were the Archbishop of Johannesburg and winner of the Nobel Peace Prize Desmond Tutu, as well as the Economics Nobel Prize-winner Reinhard Selten, among many other outstanding figures.
Scholarships

“la Caixa” scholarship programmes have been an indispensable tool in terms of promoting research excellence and social progress. Grants for quality education and the development of talent at leading university centres both at home and abroad underwent two changes in 2014. Firstly, there was an increase in the number of Severo Ochoa Doctorate Scholarships as well as the number of centres granted the seal of quality. Secondly, the programme opened up a new line offering scholarships for the Asia Pacific region to other disciplines, up until now restricted exclusively to the Master in Business Administration (MBA). The Scholarship programme has established a reputation based on excellence and quality and each year the selection processes mobilises experts and lecturers from all over Europe.

In 2014 the Severo Ochoa doctorate scholarships saw an increase in the number scholarships from the second call for applications. This was possible due to the rise in the number of centres obtaining the Severo Ochoa seal of excellence and quality, putting them in a position to welcome researchers who might benefit from this programme, dedicated to encouraging research and development. During the second call for applications the number of Severo Ochoa scholarships available rose to 52 and the eight accredited centres to 13. The five new centres being accredited as centres of excellence are: the Centre for Genomic Regulation in Barcelona (CRG), the Doñana Biological Station (EBD), the Institute for High Energy Physics (IFAE), the Institute for Theoretical Physics (IFT) and the Institute of Chemical Technology (ITQ).

The Severo Ochoa doctorate scholarships help centres to attract the best researchers in order to carry out research based on their prospective doctorate thesis at their premises. The scholarship is valid for four years and the aid given for each scholarship totals 113,500 euros.

Besides these doctorate scholarships, the programme has a further 25 annual scholarships for research studies at Spanish universities and 25 scholarship students were chosen in 2014 out of the 736 applications presented.

Asia Pacific scholarships

In 2014 the first call for scholarship applications to study at university centres in the Asia Pacific region was held. The area covered consists of campuses in six countries: China, Singapore, India, Australia, South Korea and Japan. This call for applications is a further development of the programme for scholarships to study a Master in Business Administration (MBA), initiated in 2005 and which now is open to other disciplines.
2014 also saw a call for applications for international scholarships, providing 120 grants with a total investment of 7.86 million euros. Since it began, this established programme has provided this opportunity to 2,857 students, investing a total of just over 126 million euros.

**An exacting and competitive selection process**

Throughout 2014 the programme involved almost 200 lecturers and experts from universities and research centres all over the European Union. This body of experts put together an independent assessment of each scholarship application presented.

One of the key aspects of the programme is its thorough process to select potential scholarship holders, which takes the form of a competition. These independent assessments of curriculums and research proposals, known as peer review assessments, screen candidates by checking their aptitudes, knowledge and training. The assessments are made following protocols set by the European Review Guide promoted by the European Science Foundation.

**Club for Excellence**

For the Association of “la Caixa” Scholarship Holders (www.becarioslacaixa.net), 2014 was a year of consolidating its programme of activities. This group of people who have received scholarships has formed a “club for excellence” to promote cultural, leisure and informative activities of varying types, as well as other activities aimed at disseminating and promoting more specialised subjects related to the members’ own area of expertise or resulting from their professional or academic links.

One of the activities which draw huge interest is the series of talks entitled **Horizons: Talks and Lectures** and, in 2014, a creativity and innovation event was launched. The gathering brought together the chef Ferran Adrià and the Vice President of MIT (Massachusetts Institute of Technology) and the “la Caixa” scholar, Israel Ruiz. The talk was chaired by the journalist Mònica Terribas, also a former “la Caixa” scholar holder.

The second of the dialogues at the CaixaForum auditorium in Barcelona brought together the director of the IrsiCaixa Institute for AIDS Research, Dr. Bonaventura Clotet, and the collector and patron Han Nefkens, who participated alongside “la Caixa” scholars Rosina Malagrida, head of the Public Engagement in Health Research unit and director of Xplore Health at IrsiCaixa, and Martina Millà, head of programming and projects at the Joan Miró Foundation in Barcelona.

Talks on a smaller scale but following the same arrangement of guest speaker and scholarship holder were also organised by the Association of Scholarship Holders. Taking part in this series of talks were the journalist Antoni Basses, the scholar and also journalist Eva Domínguez, Professor of Economics Germà Bel, the General Secretary of the International Chamber of Commerce, Jordi Sellarès, both “la Caixa” scholars, the mountaineer and cameraman Ferran Latorre and scholarship holder Oriol Solà-Morales. Two of these meetings took on a different format: the first with a talk and subsequent dinner together with the President and CEO of Telefónica R&D and Director of Product Innovation, David de Val, also a former “la Caixa” scholar holder, and the second a chamber music concert by violinist and “la Caixa” scholar Laura Gaya with pianist Isabel Fèlix.

The Association of “la Caixa” Scholarship Holders also produced a programme of activities for its members with guided tours of exhibitions, activities and concerts at the Foundation’s centres, CaixaForum and CosmoCaixa, as well as other events such as a guided tour of the Sagrada Familia.
eduCaixa

In 2014, eduCaixa experienced new growth in terms of the number of visitors and beneficiaries using the resources, projects and activities on offer, both in and outside the classroom. The consolidation of the portal as a prescriber of didactic material for all stages of education, both online and face-to-face, led to a total of 2,014,289 beneficiaries.

The eduCaixa portal saw an increase of nearly 38% in its number of beneficiaries, which totalled 652,563 in 2014. Among them were users of online resources concerning projects such as The sea in depth, CaixaEscena, Romanorum Vita, Let’s talk about drugs, Xplore Health and IrisCaixa-Dissemination, with a total of 228,004 beneficiaries. The remaining 424,559 used other resources available through the website.

The proposals used within the classroom correspond entirely to the range of material online which teachers can programme as part of the curriculum content for different subjects and levels, as well as the kits for use in the classroom, such as kitCaixa Values, LaboCosmoCaixa, kitCaixa A small glance at our world and Mobile Planet, one of the face-to-face resources with the highest number of users, totalling 199,992 in 2014.

Outside of the classroom the subject matter completed an educational package that could be enjoyed independently or led by a tutor. Both types of format entail attendance of events held at the CaixaForum Centres, with 188,008 school beneficiaries and CosmoCaixa with 162,242 beneficiaries. This offer also included school concerts, shows, visits to other venues and travelling exhibitions, with 112,000 students; the programme The Art of Educating, with 65,496 beneficiaries and summer camps. During 2014 this educational package was followed by 1,361,726 students, 12.42% more than in 2013.

As a result of all this, in 2014 eduCaixa had a total of 2,014,289 beneficiaries and 7,755 student centres used both the physical and online resources as part of their educational activities, an increase of 17.7% in centres using the resources compared to the previous year. It should be pointed out that, of the total number of users, 371,161 visited the portal online from abroad, mainly from countries in Latin America. Among the countries with the highest number of online visitors recorded are Mexico, Columbia, Ecuador, Peru, Venezuela, Argentina, the United States, Chile and Guatemala. With this approach, eduCaixa has become a learning tool with international reach that has broken down frontiers.

Enterprise Challenge Award

In 2014, the Young Entrepreneurs programme went a step further with its proposal, associated with kitCaixa Young Entrepreneurs, with a call for applications for the Enterprise Challenge Award. In this first call for applications, five teams of students were selected out of more than 1,000 teams from the 363 schools that, throughout the academic year, had worked with the kitCaixa Young Entrepreneurs at the centres.

In July, the five teams chosen travelled to Silicon Valley (San Francisco, United States). This was an educational trip designed to get to know some of the pioneering companies in innovation, entrepreneurship and technological development, as well as an opportunity to meet entrepreneurs and visit educational institutions such as Berkley and Stanford, aspects which the students had worked on in carrying out their respective projects.

The award was for overcoming a challenge posed to each of the five winners by partners linked to the prize. The partners were the Everis Foundation, SegurCaixa Adeslas, Eurest, Príncep de Girona Foundation and Mediapro. The teachers accompanying the students also received a sixth challenge, posed by the Foundation. All these challenges were
related to resolving requirements related to business trends and aspects regarding society, technology and education, issues which are of particular interest to the partners proposing the challenges. Projects fostering proposals related to innovative, solidarity and sustainable products and services, aimed at resolving the proposed needs, were prepared and presented during the visit.

A wide range of diverse projects were submitted, such as an aquaculture farm connected with agricultural production at the greenhouses in Almeria. An smart plug which allows you to save energy, an application for smartphones for co-ordinating groups of volunteers, shoes with lights to aid safe movement around the home at night and a bicycle dynamo to charge mobiles.

The Young Entrepreneurs programme aimed to promote the students’ skills and abilities in terms of initiative and entrepreneurial potential, focusing on educational awareness in areas such as creativity, financial education and processes linked to the creation and formation of projects and ideas related to business, products and services. The programme specifically and directly emphasises financial education to encourage a greater presence of these specific educational subjects in the teaching curriculum.

kitCaixa Healthy Habits, designed to teach preventative behaviours in matters of nutrition, sport and future illnesses, was substantially expanded and increased in 2014. A total of 150,779 children enjoyed the kit’s proposed activities, based on the Comprehensive Health programme of the SHE Foundation (Science, Health and Education), directed by cardiologist Valentí Fuster.

The Foundation and the Barcelona Football Club Foundation collaborate in different projects such as Barçakids, FutbolNet, We are what we eat and Young Volunteers to encourage values in the young. This particular line of work, based on the values shared by the two foundations, takes the form of different pedagogical proposals. For five years these activities have contributed to reinforcing a universe of values in children and young adults, from sporting activities, play and active participation in learning processes, as well as serving the community and developing healthy eating habits. All these methodologies have the same goals and formats as the educational programmes also promoted by the Foundation via the kitCaixa Values (Identity, Living in Harmony, Responsibility, Healthy Habits, Young Entrepreneurs, Economy, A Small Glance at the World, Let’s talk about drugs and Gender Violence Prevention).

Up-to-date educational services and products

High user traffic means ensuring that the eduCaixa portal remains up-to-date as well as having a broad-ranging volume of material able to attract and foster loyalty among the users from the educational community, at whom it’s aimed. The aforementioned content is updated on a monthly basis and subsequently published following a predetermined schedule. At the close of 2014, the portal’s material contained 642 proposals to work on in the classroom, including 256 science activities, 173 cultural, 102 social, 59 related to international cooperation and finally 52 on financial and entrepreneurial education. It should be noted that the social resources associated with social-emotional learning and work are presented as a unified resource, as is the material related to financial and entrepreneurial education, developed specifically by the Foundation’s Commercial and Educational Action division.

The range of subject matter is varied and covers almost all the activities carried out through the Foundation’s programmes, whether exhibitions or the centre’s permanent installations or material generated through the activities carried out in the form of cycles of talks, workshops, etc. One such example is the material provided to work on literature by classic authors, based on cycles of talks held at the CaixaForum centres. In this way the resources are optimised, restarting a new itinerary in the form of open, pedagogical proposals that offer both a service to the educational centres as well as being useful to adults.
Research

The Foundation’s research programmes actively promote agreements with centres of excellence to boost top level research in the life, social and health sciences as well as humanities. Pioneering international research has become a reality in such fields as oncology, AIDS and cardiovascular disease.

In 2014 the Foundation allocated 19 million euros towards research programmes, a cumulative investment of 113 million euros since 1993, the year when the “la Caixa” AIDS research institute was set up; IrsiCaixa. Since then the Foundation has supported top level scientific research focusing on areas with the greatest social impact and need. Among the priority lines in biomedical research is investigation into AIDS, cancer, cardiovascular disease, the ageing process and degenerative diseases such as Alzheimer’s, multiple sclerosis and foetal pathologies.

Recercaixa

2014 saw the forth call for applications of the Recercaixa programme, offering grants to a total of 26 research projects chosen from 362 applications. Since 2010 Recercaixa has given support to 94 top level research projects from both public and private universities and research centres. Of the projects selected, 21 are related to social sciences and humanities and the remaining five to public health.

Some of the research findings published in 2014 were as follows: the investigation carried out by the Autonomous Universidade of Barcelona (UAB) and CEDRICAT Foundation on the emerging phenomenon of social agriculture and its contribution to the economy and to the occupational integration of people at risk of marginalisation; the results of the first study to analyse, in-depth, the effects of the economic crisis on different neighbourhoods, led by the UAB’s Institute of Governance and Public Policies; and a pioneering application in Europe which allows children and young people to report potentially harmful audiovisual material transmitted by the media, designed by researchers at the UAB.

Young Recercaixa researchers

Also in 2014, the second edition of the Investiga programme was implemented with Recercaixa, inviting 650 students from 5th and 6th year primary to learn how to study alongside the researchers guiding the projects funded by the programme. Pupils learned how apply scientific techniques while being supported by the scientists’ expertise.

Responsible innovation and research

In the areas of science and environment, the Foundation led the RRI Tools programme, a Europe-wide project to implement a new culture towards socially-responsible research and innovation, aimed at encouraging a new ethos in which research projects are carried out in line with the values, needs and expectations of today’s society. This commitment has brought about a new approach to research that entails contributions from several different areas such as education, institutions and society, in order to coordinate first class research and ensure it remains open, accessible and fair.

IrsiCaixa

The Foundation supported AIDS research more than ever in 2014 with an injection of 1.9 million euros. The “la Caixa” AIDS research institute, IrsiCaixa, under the direction of Dr. Bonaventura Clotet, reached several new milestones in its research.

Dr Bonaventura Clotet has directed an international research committee attempting to reproduce the only documented case of someone recovering from HIV so far. This is the so-called “Berlin patient”, a man who was treated in 2007 for leukaemia using stem cells from a donor with a natural resistance to the virus. Doctors and researchers from all over the world have tried to treat other patients under similar conditions but without success.

The centre has also consolidated its position as leader in research associated
with the development of HIV resistance in patients infected with the virus. The results of this research were published in the *Clinical Infectious Diseases* journal and work is also underway to include these tests in routine diagnostics in hospitals.

As regards therapeutic research, a study was also published in the *AIDS* journal identifying the most aggressive strains of HIV associated with the rapid spread of the disease. Finding the keys to fast identification is fundamental for early diagnosis. As far as an HIV vaccine is concerned, tests on animals of the new design are continuing and there is collaboration with a clinical trial to test efficacy as a therapeutic vaccine of a potential preventative vaccine designed by the University of Oxford.

**Cancer**

In 2014, 1.7 million euros were allocated to cancer research centres such as the Hospital Vall d’Hebron Institute of Oncology (VHIO), the Memorial Sloan Kettering Cancer Center, the Josep Carreres Foundation and the Hospital Germans Trias i Pujol. This is regarded as high priority research given that cancer has the second highest death rate globally and the highest among people aged 35 to 70.

The work carried out by the Cancer Molecular Therapy Research Unit (UITM) at the Vall d’Hebron Institute of Oncology has assisted 1,400 patients since 2008, mainly suffering from colon and breast cancer, by enrolling them in 303 clinical trials involving new drugs. These treatments entail 19,000 hospital visits and 27,000 outpatient visits each year.

**Transferring technology**

It’s of utmost importance for the Foundation’s Research programmes for the findings of research and innovation to be fast-tracked into the public domain and onto the market, in the form of new drugs, therapies and appliances.

In 2014 the Foundation promoted five projects by the Institute of Photonic Sciences (ICFO), the Institute for Bioengineering of Catalonia (IBEC), the Institute for Research into Biomedicine (IRB), the Centre for Genomic Regulation (CRG) and the Institute of Chemical Research of Catalonia (ICIQ), totalling 200,000 euros each one.

The Institute for Bioengineering of Catalonia (IBEC) published results of its research work in *Nature Materials* about key mechanisms responsible for the spread of breast cancer. In 2014 Barcelona was also chosen as headquarters for the European Genome-Phenome Archive (EGA) thanks to the project directed by the Centre for Genomic Regulation (CRG). This database collects information from more than 1,000 scientific studies on diseases such as cancer, diabetes, autoimmune and cardiovascular illness and neurological disorders and will serve as an unprecedented platform for scientists in the field of personalised medicine.

**Alzheimer’s**

The Alfa study carried out by the Pasqual Maragall Foundation and the Foundation for the early detection and prevention of Alzheimer’s began in 2013 under the direction of Dr. Jordi Camí, using cognitive assessments and DNA analyses from 2,500 people selected to take part. The study grew in 2014 with the expansion of the sample by 300 new patients, made up of healthy participants aged between 60 and 75 who are children of people affected by the disease. Until now the sample under study has been restricted to relatives of patients aged between 45 and 65. In 2014 the Foundation allocated 1.5 million euros to this project.

**Other research**

Throughout 2014 the Cardiovascular Genetics programme at the Girona Biomedical Research Institute presented the findings from its study into sudden death in Catalonia (MOSCAT). This research, which investigated 400 individuals who had suffered sudden cardiac death, revealed that hereditary genetic diseases play a major role in altering the heart’s electric activity and proposes specific treatments. Other centres involved in cardiovascular research that are supported by the Foundation are the National Centre of Cardiovascular Research and the Spanish Society of Cardiovascular Thoracic Surgery.

The WIDER centre for research into clinical and experimental digestive endoscopy is an international benchmark for introducing pioneering techniques such as endoscopic sphincterotomy. In 2014 this leading centre received 800,000 euros towards its research.

Other research projects on foetal pathologies, infant diabetes, neurosurgery and multiple sclerosis have also received grants.
The environment

The Foundation’s environmental programmes and initiatives are geared towards promoting instruments that ensure sustainable human development, whether it be contributing to the conservation of natural areas, the development of environmental companies creating new jobs or by supporting climate research as fundamental to tackling the effects of mankind on our surroundings. In 2014 two new initiatives were added to the Foundation’s environmental projects: the first experimental laboratory on eco-innovation and Medclic, an initiative to measure climate parameters in the Mediterranean.

The combination of technology, creativity and sustainability is creating a whole new scenario with opportunities to grow for businesses that provide more environmentally-friendly solutions, products and services as well as companies that directly deal with issues associated with environmental preservation. In 2014 the “la Caixa” Foundation and the Environmental Forum Foundation set up the first eco-innovation laboratory to analyse these entrepreneurial experiences associated with the application of sustainable solutions and technologies that improve people’s wellbeing.

The laboratory was set up as a pilot to encourage companies to apply innovation as a means of creating, producing and offering solutions that bring about savings in production and consumption processes and increases in efficiency and durability, thereby reducing the impact of products and raw materials on the environment.

The aim was to increase competitiveness among businesses, both with regard to production costs as well as savings generated by synergies and collaboration between companies in developing innovative technologies. In other words, to make innovation the norm in companies, incorporating this laboratory in their developments and strategies via collaboration, co-creation and the sharing of knowledge between firms.

Throughout 2014 the laboratory carried out practical case studies on both domestic and foreign companies applying these eco-innovation criteria to identify what competitive improvements were achieved. These studies led to the publication of 22 successful case studies, some of which were publicised throughout a series of four seminars and several workshops dealing with the different features identified: processes, product lifecycle, services and tools and eco-innovation indicators.

The result of all of this work has been summarised in an eco-innovation guide so that companies can “eco-innovate”, entitled, Ecoinnovar es fácil, aprende cómo y gana competitividad [Eco-innovating is easy, learn how and become competitive]. More information and resources can be found on the laboratory’s website: www.labarotorioecoinnovacion.com

Ocean variability studies

In recent years, the rollout of the ClimaDat project has set up one of world’s pioneering networks to measure parameters of the effects of climate change. This network operates via eight monitoring stations located in different areas such as nature parks and biosphere reserves, representative of the different models and types of climate present on the peninsula, creating a concentrated mosaic of climate models that, thanks to their diversity, can provide a large amount of relevant data regarding how the climate is evolving.

The network has begun to gather data which, in the future, will form the basis
of an investigation and study into climate behaviour. That’s why the Science area took a step forward and, in 2014, shifted its focus towards the study of our oceans. Consequently, the Foundation and the Coastal Ocean Observing and Forecasting System of the Balearic Islands (ICTS SOCIB) signed an agreement to carry out the project entitled “Medclic: the Mediterranean, just a click away”.

Under this agreement studies will be carried out on the behaviour of the currents in the Mediterranean Sea and their climatic impact and influence on ecosystems. This will be done via technology for real-time monitoring and measuring of the sea. As in the case of the ClimaDat project, the information will also be available in the public domain for climate researchers and the population in general.

Ocean variability studies allow us to determine how such things as the effect of the climate, global warming and the rise in temperatures influence sea currents. It also demonstrates how this affects the intensity and chemical composition of marine flows (such as salinity, concentration of oxygen, suspended nutrients and isotopes), all of which end up having an effect on factors such as the strength and behaviour of the sea currents and winds, generating what is equivalent to atmospheric weather but in the oceans.

Medclic will implement these measures on a small scale and the behaviour of the Mediterranean Sea is perfect for observing the effects of climate change on aspects such as erosion, the loss of beaches and alterations in marine habits and ecosystems.

Nevertheless, the project is keen to be accessible to the general population and this multi-platform observing and forecasting system on the behaviour of the sea will therefore provide freely accessible data for the public and scientific community. This will be available via its website, by holding cycles of informative talks, audiovisual and multimedia material, for example a video on the phenomenon of undercurrents, as well as producing educational proposals.

Natural spaces

In 2014 the Natural Space and Social Reinsertion programme implemented 219 new projects aimed at the conservation, maintenance and restoration of natural areas, at the same time as offering job opportunities to 987 people with difficulties in finding work or at risk of marginalisation. Throughout the last 9 years this programme has proven that the environment-related job market is becoming an emerging source of employment.

Since the start of this programme in 2005, 3,430 projects throughout Spain have generated employment for 12,259 people with the involvement of government bodies at a local, provincial and autonomous community level. This programme covers a wide range of activities, adapted to the needs of each area, administration or organisation managing the location in question. They are mostly projects related to preventing forest fires, clearing woods and undergrowth in areas that are particularly vulnerable, as well as adapting forestry walkways and routes for new “greener” routes and maintaining existing pathways, creating routes designed for people with disabilities, improving their accessibility to the natural environment. Other projects focus on the preservation and conservation of endangered species or recovering crops and intensive farming, helping to rebalance the environment by improving the management of woods and biomass, as well as the preservation and conservation of the countryside and types of vegetation susceptible to deterioration as a result of the effects of human presence, such as riverside woods, marshlands and sand dunes.
2014 was a year of consolidation for the Palau Macaya as a centre for debate and practical reflection on social concerns with particular emphasis and attention on trends and predictions regarding issues of global interest and importance. This consolidation can be seen in the increase in the number of activities programmed, up by 48% on the previous year.

Over the year the Palau Macaya achieved its cruising speed with an extensive programme of events whose common denominator has been debate, reflection and the encouragement of critical thought regarding issues of relevance to society.

The Palau Macaya has also welcomed international figures of prestige as both speakers and participants in its debates and discussions. To name just a few of its outstanding visitors in 2014 there was the Archbishop of Johannesburg and winner of the Nobel Peace Prize Desmond Tutu, as well as the Economics Nobel Prize-winner Reinhard Selten; doctor and researcher Manel Esteller; political and social scientist Sami Naïr, and advisor to the International Monetary Fund, Paul Collier.

The different activities carried out can be grouped into four broad areas of human development and sustainability: economics, environment, social aspects and aspects related to thought.

As part of the first of these areas, regarding reflections on the role of economics, of note was the dialogue on ethics applied to companies and the workshop of the “la Caixa” Chair in Economics and Society, entitled Economic policies of development and conflict, as well as the official inauguration ceremony for academics joining the Royal Academy of Economic and Financial Sciences, this being one of the Palau Macaya’s permanent collaborations, along with the Club of Rome which also has its Barcelona offices at the centre.

Of note in the area of sustainability was the cycle Reflections. Growing without consuming led by Ramon Folch, as well as the five sessions programmed by the Club of Rome on energy efficiency and quality of life, the biosphere and human development.

Regarding the area of human development and social sustainability, the cycle of RecerCaixa dialogues encouraged the discussion of issues such as young people and the job market and strategies for finding employment, managing interculturality as an emerging need to improve social cohesion, the consequences of the progressive ageing of the population, the loss of quality of life in cities, the impact of the economic crisis and instruments to combat the break-up of society and marginalisation.

The cycle Reflections. Poverty through a child’s eyes, directed by Jaume Funes, consisted of different seminars with the aim of building a new discourse on poverty and inequality, also formulating proposals for sustainable initiatives.

Also of note in this area were dialogues on new forms of philanthropy and social transformation, bringing together sociologists, economists and specialists in the third sector. Lastly, the international seminar “Labour market and human capital”, with the participation of the EU commissioner László Andor, was another notable meeting.

Finally, in the area of thought, the cycle of dialogues organised in collaboration with Ateneo Barcelonés and entitled “Futures” helped to reflect, throughout seven sessions, on the challenges and problems faced by humanity in decades to come.

2014 also saw the 2nd Congress on Building Peace in the 21st Century and the cycle of dialogues organised by the Catalan Sociology Association entitled Understanding today’s society.

The programming offered in 2014 struck a balance between activities organised by the centre itself or by the “la Caixa” Banking Foundation together with other organisations and those activities carried out by renting the Palau as a venue. Out of the 483 sessions and activities held in 2014, 293 were organised by the Palau and 319 were possible as a result of renting out its rooms.

The Palau Macaya also serves as a tourist attraction. 25,438 visitors came to the Palau in 2014 to admire this emblematic building designed by Josep Puig i Cadafalch. For this reason, in June the Palau opened an exhibition space, “Modernisme and decorative arts. The history of the Palau Macaya”. This is located on the ground floor of the building, close to the inner patio, and is freely accessible, providing tables with different audiovisual materials.
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Bringing culture and science to the public

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Introduction

For over a century, the Foundation’s programmes have been attentive to the needs of people. Since the beginning “la Caixa” has been especially concerned with promoting and improving the spread of knowledge, culture and education; a willingness which has crystallised in the form of its centres (CaixaForum and CosmoCaixa), activity programmes, travelling exhibitions and collaborations with planetariums and online educational platforms. These tools are designed to offer activities of all types to audiences of all kinds. Bringing science and culture closer to the largest possible number of people has consolidated itself as a priority for the Foundation, contributing to personal growth and social progress through the spread of knowledge. In 2014 there were two significant events: the celebration of the tenth anniversary of CosmoCaixa Barcelona and the inauguration of the new CaixaForum Zaragoza.

In 2014 CosmoCaixa Barcelona celebrated a decade devoted to the mission of spreading scientific knowledge throughout society. This has been an intense decade during which 29 temporary exhibitions were organised and more than 2,100 activities were carried out, such as workshops, congresses, conferences, courses, shows, etc.

The success of the centre, a legacy of the previous Science Museum, has been endorsed by the more than seven million visitors it has welcomed over these ten years. CosmoCaixa has become an essential benchmark in Barcelona’s world of culture and knowledge. This has been possible thanks to the continuous and constant rethinking and reformulation of the methods used to exhibit and offer content, both for permanent and temporary displays. That is why CosmoCaixa has become a meeting point for citizens and scientific knowledge.

Thanks to this constant evolution, CosmoCaixa continues to grow and surprise in the integration and presentation of its content.

For example, in 2014 a new permanent space was added to the centre: the module of the Juan Carlos I Antarctic Base, ceded by the CSIC (Spanish National Research Council). In the area of temporary exhibitions, the Mediterranean. Our sea display has been a prime example of how shared cultural proposals can be produced. This exhibition complemented the Mediterranean. From myth to reason exhibition at CaixaForum Barcelona, presenting the Mediterranean as the cradle of civilisations by exhibiting elements from Greek and Latin culture.

New CaixaForum Zaragoza

The inauguration of the new CaixaForum Zaragoza centre in June 2014 was one of the most important announcements of 2014. In a little over six months, this new venue, designed by the Catalan architect Carme Pinós, has become the nerve centre of cultural activity in Zaragoza, both in terms of visitors and the quality of its cultural actions, as well as in the use made of the space by the city’s organisations and institutions which have carried out all types of activities in its different rooms and areas. This has made the CaixaForum an important cultural asset for Zaragoza and it has become a great catalyst and transmitter of cultural life in the city. This claim is backed by the over 258,000 visitors and users welcomed by CaixaForum Zaragoza in its first six months of activity.

The “la Caixa” Contemporary Art Collection was the protagonist of the first exhibition in CaixaForum Zaragoza. The two inaugural exhibitions, Sensitive planes and Narratives in image brought leading names in national and
international contemporary art to the Aragonese audience.

In 2014 the CaixaForum centres registered over 2.4 million visitors who enjoyed top-class exhibitions and an activities programme open to all audiences. The CaixaForum centres are the prime example of our aim to provide places where users and visitors can share experiences and interact with the displays. The exhibitions that stood out most in terms of visitor numbers in 2014 were those dedicated to Sebastián Salgado, Sorolla, Le Corbusier, the exhibition on the animation film studio Pixar, and a long etc., totalling 51 exhibitions in all. The success of some has led to their inclusion in the travelling exhibitions to provide access to an even greater audience.

Collaborations, stronger together

Strategic alliances with large museums and cultural institutions have continued to result in productions of a high standard, such as the exhibition by Roni Horn, Joan Miró award-winner, and the display Captive Beauty, with small format masterpieces from the Prado Museum’s collection. The Culture area’s aim is to encourage collaboration to produce exhibitions together with national and international museums. This is a formula that has raised the quality of the content displayed and increased our capacity to carry out more ambitious productions. Other exhibitions were dedicated to El Greco, together with the Francisco Godia Foundation, the MNAC (National Museum of Art of Catalonia), and the Cau Ferrat Museum in Sitges, and to Sorolla, together with the Sorolla Museum Foundation in Madrid.

It is worth highlighting that, as well as collaborations with national museums, the Foundation also maintains links and carries out specific actions with global benchmark institutions like the MoMa in New York, relationships that are reciprocal and contribute to the internationalisation of the Foundation’s cultural work. A clear example of this can be seen in the works we have borrowed from 120 international museums in 67 cities all over the world, which have enhanced the exhibitions produced throughout 2014. Works have also been lent from the Contemporary Art Collection to different international institutions including the Kunstmuseum in Bonn, the Lenbachhaus in Munich, the Stedelijk Museum in Amsterdam, and the Museo d’Arte Contemporanea Donnaregina (MADRE) in Naples.

Scientific alliances

These collaborations also extend to the Science and Research programmes that prioritise the spread of scientific knowledge and the promotion of a constructive dialogue between research, innovation and society, as well helping to encourage young people to study science-related disciplines. Alliances are also established at an international level such as those from the project RRI Tools, but also at a national level to spread this knowledge beyond the Foundation’s centres.

At an international level, the catalyst for these collaborations is the European project RRI Tools, led by “la Caixa” Banking Foundation and which, in 2014, created a network comprising more than 400 institutions from 30 European countries. The network is up and running and, in its first year of activity, organised 27 meetings in 22 countries with strategies to ensure the scientific knowledge generated by these European research and development centres has a real and more effective impact on society. The RRI Tools programme will last for three years and is supported by the European Commission, which will contribute 6.9 million euros in funding. The programme promotes a key concept for the European research system, namely socially responsible research and innovation.

In 2014, at a national level, the sum of the Foundation’s work with different organisations and institutions resulted in collaboration and activity agreements with the planetariums in Pamplona and Madrid as well as an agreement with the Spanish Foundation for Science and Technology (FECYT) to assign the building of the Science Museum with the aim of turning it into the site for the new National Museum of Science and Technology in Alcobendas (Madrid).
International recognition

With regard to awards and recognition, the Cooperative Wineries programme received one of the six prizes for Cultural Heritage from the EU and the cultural movement Europa Nostra in Vienna (Austria) in 2014. The project for the recovery and preservation of ‘wine cathedrals’ (Catalonia’s moderniste cooperative wineries) was chosen from among 160 candidates as a prime example of public-private partnership.

Mapping Taüll 1123, which allows us visualise how the paintings in Sant Climent de Taüll church were created and which was presented as part of the Open Romanesque programme, was considered the best audiovisual project in the world at the 18th Museums and the Web congress held in Baltimore (USA) in the category of multimedia projects. This project was also awarded the Laus d’Or for its contribution to the spread of cultural heritage.

Finally, the documentary Migranland, part of the community theatre productions launched in the High Season festival in Girona, was chosen as an example of good practice and is currently shown at the Philanthropy House of the European Foundation Centre in Brussels.

Exporting participative concerts

The formula for organising and planning the “la Caixa” Banking Foundation’s participative concerts has set a precedent and the model has been exported to Portugal where the Fundação Calouste Gulbenkian has organised its first participative concert; in this case the piece selected was not Messiah but Carmina Burana by Carl Orff.

With regard to 2014’s participative concerts, basically two programmes were included, the now traditional Messiah by Handel and The participative musical, with a repertoire of emblematic pieces from this genre. In total 17 concerts were programmed in 14 cities throughout Spain.

Along the same lines, and in accordance with the strategy to gradually improve the internationalisation of our cultural proposals through alliances and collaborations and by searching for mutual understanding in organising events, the CaixaEscena programme has created the first camp for youth drama groups together with another Italian group. This exchange was possible thanks to the framework agreement between the Foundation and the Fondazione Cariplo.

CaixaEscena is an educational project with the aim of strengthening and stimulating creativity, knowledge and personal development through the practice of performing arts. To achieve this it promotes workshops, talks and gatherings with professionals to help participants develop their drama projects.

Extending our reach

Beyond the task of diffusion and dissemination already carried out at the Foundation’s centres with the aim of spreading knowledge to all of society, several platforms or temporary exhibitions are also offered. In 2014 these exhibitions received more than one and a half million visitors with top-class content covering the areas of culture, science and social issues.

These are projects with extensive coverage, some carried out with the help of new technologies and the internet such as Science City (in collaboration with the CSIC), which now reaches 32 municipalities in Spain, and the Xplore Health website (in collaboration with IrsiCaixa).

Another platform for debate developed in 2014, aimed at building bridges between the scientific community and society. This platform is B-Debate and it has called upon more than 200 leading scientists to pool their thoughts and knowledge concerning issues such as genetic research, cancer, the limits and horizons of medicine, the challenges and opportunities offered by access to biomedical data and the effects of ageing on people’s quality of life, wellbeing and mental health, among other topics.
Great alliances

The agreements established between “la Caixa” Banking Foundation and leading cultural institutions allow for the creation of exhibitions that benefit from the quality of the collections of museums such as the Louvre and Prado. These collaborations extend to other institutions and museums around the world such as the MoMA in New York and the Fondation Le Corbusier, among others.

During 2014, the last of the four alliances formed between the Foundation and renowned cultural institutions led to an exhibition by the winner of the fourth Joan Miró Award, Roni Horn. This was also the first solo exhibition of the artist’s work in Barcelona. Roni Horn. Everything was sleeping as if the universe were a mistake could be seen in the rooms of the Miró Foundation in Barcelona and at CaixaForum Madrid. Sculptural installations, photographs and drawings were included in this display selected by Horn herself. Among the pieces, visitors could see her most recent installation, Untitled; a structure formed by ten glass cylinders in green tones bathed in natural light. The piece had only been displayed previously at the Hauser & Wirth gallery in New York.

Internationalisation

In 2014, and after the warm reception received by the first large exhibition outside Spain to share pieces from the “la Caixa” Contemporary Art Collection and from the MACBA (Museum of Modern Art of Barcelona), the exhibition The persistence of geometry was installed at the Monterrey Arts Centre (Mexico). This is one more step in the internationalisation of the Foundation’s cultural proposals and, with it, we expand the goal of bringing contemporary art closer to society by promoting new readings and interpretations of recent art forms. At the same time we also help to promote one of the most quantitatively and qualitatively important collections of contemporary art and one of the most essential for understanding contemporary creation from the second half of the 20th century up to the present day.

Collaboration improves quality

Maintaining collaborative relationships with internationally prestigious cultural institutions has allowed us to establish strategic alliances with the Louvre Museum, the Prado Museum and the Museum of Modern Art of Barcelona (MACBA), thereby helping to enhance the quality of the works exhibited. Specific collaborations have also been established with other institutions such as the aforementioned MoMa and the Spanish National Heritage institution.

In 2014, and by virtue of these alliances, Barcelona received the second of the large exhibitions programmed after extending the collaboration agreement until 2015. This was entitled Captive Beauty. Small treasures from the Prado Museum; an unprecedented selection of the best that has ever emerged from the Prado Museum in small format. The exhibition included a set of 135 masterpieces encompassing a period stretching from the 2nd century AD to Joaquin Fortuny, via Goya, Velázquez, Titian, Rubens, etc. Moreover, the exhibition Objects speak, also created as a result of the agreement, has continued in the form of a travelling exhibition at the CaixaForum centres in Girona, Lleida and Tarragona.

Specific collaborations

With regard to specific collaborations between the Foundation and other institutions that make the production of displays and exhibitions possible, in 2014 we can highlight our collaboration with the Museum of Modern Art (MoMA) in New York and the Fondation Le Corbusier in Paris to present the exhibition Le Corbusier: an atlas of modern landscapes, one of the most complete exhibitions ever seen on the creativity of this architect, urban planner, designer, painter and photographer.

Another example is the exhibition A shared history. Treasures from the Royal Palaces of Spain, presenting different views of the monarchy conveyed through 141 works of art that once belonged to the Royal Household and that are now considered national heritage. The exhibition included pieces by Velázquez, Goya, El Greco, Caravaggio, Titian and Tintoretto, among others, and was shown in the temporary exhibitions hall of the Calouste Gulbenkian Museum in Lisbon. The Foundation also has collaboration agreements with the Fundação Gulbenkian through its Social Entrepreneurship programme.

Other institutional joint ventures include the collaboration that began in 2009 with the Culture department of the Catalan government, giving rise to the Open Romanesque programme to restore and improve monuments. In 2014 this programme presented the exhibition Romanesque times. Art, life, and conscience, a journey back to the 11th, 12th, and 13th centuries to immerse ourselves in the art, culture, and society of a thousand years ago.
Exhibitions

The great exhibitions of 2014 were those dedicated to Sebastião Salgado, Pixar, Le Corbusier and Sorolla. The success of some of them in terms of visitors has led to them being included in the programming of the CaixaForum centres and also as travelling exhibitions. The "la Caixa" Contemporary Art Collection has also been used to hold cycles of exhibitions that help to promote this important collection at the same time as providing the opportunity to reinterpret its content.

2014 saw the completion of the cycle to support emerging curators, Comisart, with the second and third of the exhibitions planned. The first, Rumour... Colonial stories in the "la Caixa" Collection and the second, Contretemps. Rumour proposed an examination of five pieces in audiovisual format from the Contemporary Art Collection. Contretemps, the third of the Comisart proposals, offered a new perspective on the use of time.

Reinterpreting the Contemporary Art Collection

In autumn 2014 the Contemporary Art Collection was further promoted with the start of a cycle of three exhibitions proposing an asynchronic interpretation and perception of the works from many different perspectives. The exhibition’s curator, the poet, critic and museum director Enrique Juncosa, provides an interpretation from the viewpoint of three concepts that form part of the discourse of contemporary creators: Participation, Memory and Language. The first of the exhibitions in this trilogy, Participation, presented at CaixaForum a selection of works that required the viewer to become involved.

Art and commitment

Thanks to its ability to provoke emotions, to stir consciences and, in short, to influence and leave a mark on people, artistic expression has always looked for new ways to become a reflection, to act as a mirror that shows us our reality and confronts us with ourselves and questions us as individuals. At the end of 2014 CaixaForum Barcelona hosted one such example of art confronting us directly with the exhibition entitled Yet another exhibition. This was made up of eight projects carried out by artists with the help and intervention of socially fragile people and those at risk of marginalisation. These projects were chosen via the call for applications as part of the Art for social improvement programme.

Architecture, photography and cinema

Regarding productions aimed at showing and putting into context new disciplines via architecture, cinematography and photography, the exhibition dedicated to Le Corbusier offered an exhaustive panorama of the work by this architect and urban planner with 215 objects including models, paintings, plans and recreations of rooms with the original furniture. An essential exhibition to understand 20th century architecture and Le Corbusier’s influence on aspects such as the design and improvement of social housing and efficient architecture.
The great photography exhibition in 2014 was *Genesis*, the latest work by Brazilian photographer Sebastião Salgado. This exhibition reflects the artist's work over eight years, focusing on showing the natural world on a journey taking him to Antarctica, Madagascar, Botswana, the Congo, Ruanda, Uganda, Alaska, United States, Siberia and the Amazon jungle. The result: 245 black and white images portraying people and animals but especially the land that seems to have avoided the impact of civilisation and which the photographer shows to us in all its glory and fragility.

Cinema also benefitted from a great production in 2014, namely *Pixar. 25 years of animation*, which took over from the exhibition devoted to Georges Méliès. In this exhibition, one of the great US studios that has revolutionised animated films laid bare its creative process through the personalities, plots and stories told and the worlds that must be created to turn them into film. Visitors could see the different stages in the process via material from Pixar’s productions, from *Toy Story* (1995) up to the present day.

**Painting**

Regarding the exhibitions of art and painting, there were two important productions in 2014. The first was an exhibition of small format pieces from the Prado Museum’s collection: a proposal presenting 135 masterpieces of painting from the museum’s collections comprising pictures and sculptures. *Captive beauty. Small treasures from the Prado Museum* condensed art history from the 2nd century AD to the 20th century via small format paintings that form part of the Museum’s collection but are not always appreciated as they should be when placed next to larger works.

The second large exhibition of pictures was dedicated to Joaquín Sorolla in a production that brought together pieces from the Sorolla Museum Foundation and others from private collections. The exhibition *Sorolla. The colour of the sea* showed visitors the path followed by the painter via nature and how he transfers what he sees, with particular prominence for the sea, to painting. A journey in which the painter, in spite of claiming his love for the “natural”, ends up focusing more on matter and colour in his works than on portraying a natural view of the landscape.

Finally, in 2014 another relevant figure in the history of art was remembered in the exhibition *Greco. Rusiñol’s view*, as part of the acts to celebrate four hundred years since the death of El Greco. In 2015 this exhibition will be held at the CaixaForum centres but was produced in 2014 and could be seen for the first time at the Francisco Godia Foundation in Barcelona. The exhibition had the added value of displaying pieces by El Greco next to paintings by Santiago Rusiñol to show and highlight the influence and impact the painter from Crete had on modernist painters and how his work was interpreted and received by these artists.

**Looking at the past to understand the present**

Among the exhibitions dedicated to promoting and spreading culture and past civilisations, 2014 focused on the cradle of today’s western civilisation: the Mediterranean. The exhibition *Mediterranean. From myth to reason*, which also had a complementary exhibition at CosmoCaixa, brought together a selection of Greek and Latin archaeological pieces, sculptures, reliefs, ceramics, frescoes, mosaics and jewellery in an attempt to explain how the European spirit was formed, from myth and Homer’s epic tales to the evolution of anthropocentric thought in which man takes over from gods and myths, placing them forever in the collective imaginary.

The second exhibition, *Jesuit settlements in Paraguay*, show the evangelistic missions of the Jesuits in the region of Rio de la Plata, between Argentina, Paraguay and Brazil, as an innovative project of social and collective organisation carried out in the 17th century and in opposition to the colonial abuse of the local population, the Guarani Indians.

**Travelling exhibitions**

“la Caixa” Foundation organises exhibitions throughout Spain to help to raise awareness by offering artistic, scientific and social content. Some of the most important travelling exhibitions in the cultural area were *Romanorum Vita. A history of Rome; Iberian tribes. Our civilisation before Rome; Hidden heroes. Genius inventions. Everyday objects; Romanesque times. Art, life and conscience; Heads*, by Luis Gordillo and *Henry Moore. Art in the Street* and also the exhibitions *Sebastião Salgado. Genesis* and *Sorolla. The colour of the sea* which, after visiting the CaixaForum centres, have also been held at other venues.

With regard to exhibitions with content related to science and the environment, there is *Neolithic. From nomads to settlers; Illusionism. Magic or science?; the ExpoCaixa TechnoRevolution; Once upon a time... speech!; The Arctic is breaking up and The Forest. Much more than wood*, and in the social area, one of the outstanding exhibitions is the ExpoCaixa *Let’s talk about drugs*.

These exhibitions have followed a total of 81 routes throughout the country and were visited by more than one and a half million people in 2014.
CaixaForum Barcelona

CaixaForum Barcelona received 775,068 visitors in 2014. As with previous years, the centre dedicated three of its exhibitions to enhancing the awareness and understanding of contemporary culture by disseminating, reinterpreting and appraising its Contemporary Art Collection.

The first of such exhibitions was the initial show from the series Participation. Memory. Language. "la Caixa" Contemporary Art Collection. The first, Participation, curated by the poet, biographer, critic and museum director Enrique Juncosa, was designed to help visitors get to know the latest pieces from the collection, their common denominator being they all required active participation in order to be fully appreciated. The authors represented in this particular exhibition were: Ana Laura Aláez, Apichatpong Weerasethakul, Dominique Gonzalez-Forster, Douglas Gordon, Olafur Eliasson and Susy Gómez.

New Comisart

The second and third exhibitions rounded off the cycle Comisart: new views of the "la Caixa" Collection, by affording up and coming young curators training opportunities, as well as helping to reinterpret and disseminate some of the works from this important contemporary art collection.

Rumour...Colonial stories in the “la Caixa” Collection and Contretemps were the second and third exhibitions in this cycle that started in 2013.

Exhibitions aside, the three projects chosen for Comisart’s second call for applications were announced. The main innovation in 2014 was the incorporation of the MACBA in the initiative, also making the works from its collection available to young curators. The projects from the 40 presented at this second call for applications were: Heterodoxies, Iconoclastic Gestures in the “la Caixa” and MACBA Collections by Carlos Martín, Großiga m’pfa habla horem*. The performing collection by Juan Canela and Alt-architecture. Strategies of constructive resistance by the team of Érika Goyarrola and Xurxo Ínsua. These three projects will receive grants to produce three consecutive exhibitions at CaixaForum Barcelona throughout 2015 and 2016.

Sebastião Salgado

With regard to promoting new artistic disciplines and particularly audiovisual languages, photography and cinema, the great photographic exhibition of 2014 was Sebastião Salgado. Genesis, accurately capturing the aim of showing the influence of image on contemporary sensibility by exhibiting the work of one of the greatest visual creators of the 20th century. The huge amount of work by this Brazilian photographer provides a journey through the beauty and majesty of nature on planet Earth. An exhibition that, although spectacular, was also a reminder of the fragility of the natural backdrops photographed. A geographic selection which took viewers on a journey to the Galapagos Islands, the Antarctic, Madagascar, Botswana, Colorado, Siberia and the Amazon jungle.

Another relevant exhibition in 2014 was the one dedicated to 20th-century architecture through the works of Le Corbusier. This exhibition arrived in Barcelona as a result of an agreement with the New York Museum of Modern Art and Le Corbusier Foundation in Paris. Thanks to this collaboration, one of the most comprehensive exhibitions dedicated to Le Corbusier in the last quarter of a century was compiled.

Le Corbusier. An atlas of modern landscapes offered visitors five different areas in which models, paintings, drawings, photographs and documents from Le Corbusier’s projects could be viewed.

The exhibitions held in 2014 concerning ancient history were completed by the one dedicated to Greek and Latin culture, Mediterranean. From myth to reason and...
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the exhibition on the Jesuit missions to South America, Jesuit Settlements in Paraguay. As far as art exhibitions were concerned, the year’s most relevant were Pissarro, Sorolla. The colour of the sea and Captive beauty. Small treasures from the Prado Museum.

DNit Cycle

2014 saw the third season of the DNit series, providing the opportunity to open up the venue during the evening as a way of attracting a new public interested in hearing some of the latest trends in the area of electronic music, in addition to coming into contact with some of the groups and figures working in the area of cultural production in its varying forms. In 2014 DNit boasted the presence of internationally renowned bands from the experimental music genre. Taking part in the event’s third year was producer Kassem Mosse, Forest Swords, presentations of the latest albums by Dean Blunt and Planningtorock and, in the creativity and cultural production area, the involvement of poet Josep Pedrals and the group DDT Efectos Especiales, whose members were responsible for the makeup and characterisation of the cast from Guillermo del Toro’s film Pan’s Labyrinth, for which he received an Oscar in 2007.

Sónar

In 2014 CaixaForum Barcelona once again collaborated with the International Festival of Advanced Music and New Media Art Sónar, jointly organising the “A l’escolta” event, which brought together international experts to reflect on the art of sound and listening. As part of this seminar, the sound installation Last Days, Requiem for Las Glòries by Edu Comelles was on display, an experience that gathered and transformed the old soundscape of the Las Glòries area in Barcelona, currently being transformed and developed. Also on show was the first performance from the collaboration between Seth Kim-Cohen and the Basque artist Mattin, two creators and musicians who have presented their experimental productions at venues such as the Tate Modern, the Denver Museum of Contemporary Art and international art biennales. In the case of Mattin, his work is mainly based on the area of noise and improvisation.

Collectors, patronage and cultural diffusion

Both CaixaForum Barcelona and CaixaForum Madrid were the backdrop for the “Art and Patronage Circle” events, held with the purpose of reflecting and promoting debate on the future of art, encouraging artistic activity and its relation to private collecting and cultural dissemination. The programme, backed by the Fundación Arte y Mecenazgo, aimed to create a means for debate and discussion, encouraging the circulation of ideas, initiatives, projects and experiences developed in this area all over the world, as a way of applying these successful experiences to our respective settings by offering solutions, alternatives and options to professionals of the sector through the contribution of leading specialists and experts with a worldwide reputation. One particular highlight of 2014 was the participation of Alfred Pacquement, honorary general curator of Heritage and honorary director of the National Museum of Modern Art, Georges Pompidou Centre, as well as independent curator and cultural advisor. Pacquement shared his valuable experience in areas such as acquisitions, gifts and donations from his time spent as head of the Pompidou Centre.

Also important was the participation of gallery owner Michael Findlay, director of Acquavella Galleries in New York and former director of Christie’s auction house where he worked as head of the Impressionism and Modern Art department and also as International Director of Art. Findlay spoke about the art market as opposed to art collection, drawing on his huge and long experience as an art dealer.

CaixaForum Barcelona

Pissarro
Rumour...Colonial stories in the “la Caixa” Collection
Le Corbusier. An atlas of modern landscapes
Mediterranean. From myth to reason
Contretemps. Comisart: new views of the “la Caixa” Collection
The Jesuit settlements in Paraguay
Sorolla. The colour of the sea
Captive beauty. Small treasures from the Prado Museum
Three narratives. Participation. Memory. Language
Sebastião Salgado. Genesis
Yet another exhibition
Inventions, ideas that change lives
The most important thing
CaixaForum Madrid

CaixaForum Madrid recorded 768,082 visitors in 2014. One of the exhibitions on show and bringing the year to a close was that of Roni Horn, an artist who was awarded the Joan Miró Prize. In addition to the cash prize which went to this contemporary artist in the fourth year of this award, she also received an invitation to produce an exhibition of her recent work. Horn brought her latest sculptural installation, *Untitled*, to Madrid, which had only been exhibited at the Hauser & Wirth Gallery in New York. The piece in question is an installation made up of ten glass cylinders with greenish hues bathed in natural light, a visually shifting work depending on the effect of the light and environmental conditions, aimed at further enhancing the observational enjoyment of the piece with added sensory aspects of colour, weight, lightness, solidity and fluidity.

The exhibition was entitled *Roni Horn. Everything was sleeping as if the universe were a mistake*. A project that the artist herself had conceived as an exploration of the different expressive resources she had used throughout the last 20 years of her career. For this reason the exhibition included sculptures, series of photographs and drawings of the creative processes, as well as a piece designed to be displayed on the floor: *Rings of Lispector (Agua Viva)*, which combines literary quotations with drawings. Within this proposal, with pieces specifically chosen for the exhibition areas at the Miró Foundation and CaixaForum Madrid, Roni Horn brings together all the different elements that are involved in the process.

During 2014 the fifth Joan Miró award was also presented, given to Ignasi Aballí. The prize, worth 70,000 euros, also provides the opportunity to put together an exhibition about the artist. Previous winners were Olafur Eliasson, Pipilotti Rist, Mona Hatoum and Roni Horn. This prize has become one of the most important in monetary terms in the world. The panel of judges stressed the award winner’s “constant reflection on
the boundaries of painting and representation, his attention to detail regarding the important implications of the smallest changes for resignification strategies, as well as his role as mentor for younger artists”. Aballí has exhibited at venues such as the Joan Miró Foundation, MACBA, Reina Sofía National Museum Centre of Art, the Serralves Museum in Oporto, the Ikon Gallery in Birmingham, the New York Drawing Center, the ZKM in Karlsruhe (Germany), the Venice Biennale in 2007 and spaces and art galleries in Mexico, Belgium, Brazil and China.

Art and patronage prizes

The Fundación Arte y Mecenazgo presented its fourth consecutive awards in recognition of the work performed by artists, gallery owners and art collectors in the name of creativity and the promotion of art. Three women were awarded prizes in 2014: the creator Soledad Sevilla, gallery owner Silvia Dauder and collector Pilar Citoler. The awards were first introduced in 2011 and are currently worth 90,000 euros. The presentation took place at CaixaForum Madrid, during which the prize-winners received a sculpture created by Miquel Barceló, designed especially for these events.

One of the unique features of these prizes is that all aspects of the creative process are taken into account and not the production of the art object. Equally important is the need to acknowledge the contribution made by gallery owners to the dissemination and knowledge of art and the relevance of collectors as the last chain in a cultural system.

In this respect, the Fundación Arte y Mecenazgo has carried out research into the art world. Accordingly, it presented the second volume of its guide entitled Cuadernos Arte y Mecenazgo, El coleccionismo del arte en España. Una aproximación desde su historia y su contexto. This study by María Dolores Jiménez Blanco focuses its analysis on the little developed tradition of private art collection in Spain, explaining and highlighting the historic factors which have played a decisive role in creating this situation, from the “Siglo de Oro” or Golden Age of Spain to the present day. By means of this study, the Fundación Arte y Mecenazgo offers elements of analysis and reflection on art collection in Spain, highlighting the shortcomings such as its almost non-existent regulation or its limited ability to tackle today’s challenges and requirements, an aspect which the foundation has focused on to encourage art collecting as one of the necessary sources of patronage.
CaixaForum Zaragoza

In June 2014, the “la Caixa” Banking Foundation opened a new centre, CaixaForum Zaragoza. This is the first purpose-built venue and number seven in the Foundation’s cultural and social centres. In just a short time after its inauguration, this new CaixaForum has become a benchmark for culture in the capital of Aragon. By the end of the year, the exhibitions held at CaixaForum Zaragoza had attracted 258,882 visitors in just six months, once again endorsing how these venues act as open, inclusive centres to help make culture and knowledge more readily available to citizens, as well as becoming the means for personal growth.

The new CaixaForum Zaragoza opened with two exhibitions, Sensitive planes and Narratives in image, expressing its commitment to bring contemporary creation to the public, dedicating all the new building’s exhibition areas to display works from the “la Caixa” Contemporary Art Collection, one of the most complete and important collections for understanding the evolution of trends and artists from the 20th century up to the present day.

Sensitive planes contrasted the work created by two different generations of contemporary artists: the post-war generation and that of the 1980s. Two hotbeds of creativity that reinterpreted the concepts of reality, representation and abstraction, including pieces by Antoni Tàpies, Antonio Saura, Pablo Palazuelo, Manuel Millares, Miquel Barceló, Eduardo Chillida and José Manuel Broto. The second exhibition, Narratives in image, examined the use of photography, video and film both in the production and physical features of works as well as in constructing discourse.

The first purpose-built CaixaForum

CaixaForum Zaragoza is the Foundation’s first purpose-built social and cultural centre. The building was designed by the Carme Pinós architect studio, chosen in a restricted tender held by the Foundation among six of the most prestigious studios in the country. The building has a unique shape with the layout of its exhibition areas and the generation of public space around them, creating a plaza, being the centre’s most significant features. It has a gross surface area of more than 7,000 square metres, of which 5,980 are used by the centre’s facilities.

The building designed by the team at Carme Pinós has placed the CaixaForum exhibition areas into two large geometric cubes that project over the ground floor of the building, producing overhangs and spatial separations. This gives the building an incredibly lightweight sensation as the exhibition areas, measuring 760 and 438 square metres, are set at different levels above the plaza, setting up a dialogue with the city.

The facility is completed with three further multipurpose rooms and a family and educational space. On the terrace, above the exhibition areas, there is a cafeteria and restaurant with wonderful views of the Expo 08 pavilions. The ground floor is spacious, holding the entrance lobby, bookstore-shop and an interior garden that also acts as access to the auditorium with a capacity for 252 people.

Pixar and Egyptian mummies

In 2014 the centre’s programming also contained two more exhibitions; the first dedicated to the Pixar animation factory.

The second of the exhibitions, Egyptian mummies. The secret of eternal life, showed the complex rituals connected with death and the afterlife, as well as how the art of mummification evolved, perfected by the Egyptian culture over centuries.
Other CaixaForum centres

CaixaForum Palma

The legacy of Hermen Anglada-Camarasa is always prominent in the programming of CaixaForum Palma. In 2014 a new selection of pieces were exhibited in the rooms of this centre dedicated to the artist with the permanent collection, which attracted over 24,000 throughout the year, opening with the exhibition entitled *En ca n’Anglada. “la Caixa” Anglada-Camarasa Collection.*

This exhibition contains a selection of pieces from the “la Caixa” Contemporary Art Collection, recreating the painter’s studio and workplace where he created his pictures, via the painter’s furniture, painting equipment such as easels and palettes and a selection of objects and creations that Anglada-Camarasa had collected and kept over the years. The exhibition, which was visited by 24,159 people in 2014, contained around twenty pieces including oils and drawings by the artist evoking his time and experiences at the port of Pollença, adding furniture and a representative sample of oriental drawings he collected and which he was fascinated by.

The exhibition dedicated to Georges Méliès was also a major attraction at the Palma centre in 2014 with 57,190 visitors. *Georges Méliès. The magic of cinema* showed this film pioneer’s contribution to special effects, the cinematographic tricks used in his productions and also other facets of this multi-talented man who was also a draughtsman, magician, theatre director, actor, decorator, cameraman, producer and distributor of more than 500 films between 1896 and 1912.

The most visited exhibition in 2014 was the one on the painter Joaquín Sorolla, attracting an audience of 58,178 visitors. *Sorolla. The colour of the sea* exhibited a selection of paintings whose preferred topic is the sea, emphasising how he represented the coastline and his use of colour. The exhibition contained more than 60 pictures, tablets, cartons and also personal objects that had belonged to the painter.

CaixaForum Palma

*Egyptian mummies. The secret of eternal life*

*Georges Méliès. The magic of cinema*

*En ca n’Anglada. “la Caixa” Anglada-Camarasa Collection*

*Sorolla. The colour of the sea*

Energy. For a sustainable future
**CaixaForum Lleida**
The most visited exhibition at CaixaForum Lleida in 2014 was *Objects talk. Collections from the Prado Museum*, attracting a total of 22,199 visitors. This exhibition, produced by “la Caixa” and the Prado Museum through the alliance between the two institutions showed a number of paintings by Goya, Rubens, El Greco, Giordano Sorolla, Murillo, Zurbarán, Josep de Ribera and Jan Brueghel el Viejo, and was eminently didactic in its approach, presenting a multifarious view of the Prado Museum’s extensive collection via objects represented by the different artists on their canvases.

**CaixaForum Lleida**
The biggest attraction in 2014 at CaixaForum Girona was the exhibition *Egyptian mummies. The secret of eternal life*. This attracted 76,701 visitors, providing the chance to see some of the most important Egyptian pieces conserved at the Rijksmuseum van Oudheden in Leiden, the National Museum of Antiquities in the Netherlands. This museum has one of the best collections of Egyptology in the world and, for this exhibition, lent several very significant pieces, such as the sarcophagi of Amenhotep and both the mummy and sarcophagus of Ankhhor, thanks to which we now have information on the life and customs of this figure who lived two thousand years ago.

The archaelogical objects in this exhibition are the starting point to discover a fascinating culture, Egyptian, which developed a series of complex rituals related to life and death. Rituals such as the idea of dying in order to be reborn, which led the Egyptians to create increasingly sophisticated techniques and processes to conserve the bodies of their deceased but which also served to explain how they lived and what they believed.

The last exhibition was dedicated to Georges Méliès and attracted over 14,000 visitors.

**CaixaForum Girona**
*Objects talk. Collections from the Prado Museum*
*Egyptian mummies. The secret of eternal life*
*Georges Méliès. The magic of cinema*
*Time of flowers*
which the Foundation has contributed 3.6 million euros to renovate eight of these wineries, in 2014 CaixaForum Lleida hosted the large travelling exhibition entitled *Wineries. The Cooperative movement + Modernisme*. This exhibition, which was seen by more than 6,700 visitors, provides a look at the exceptional architecture of this heritage spread throughout Catalonia’s counties and also provides an overview that explains and contextualises the emergence of the cooperative and *Modernisme* movements.

This time in history saw the convergence of these movements with the appearance of the right conditions for the mechanisation and modernisation of rural businesses in Catalonia, leaving as a legacy from this time a series of great buildings: cooperative wineries. The leitmotif for the exhibition were the buildings designed by Cèsar Martinell, representing more than 50% of the wineries built, leading visitors to the impressive constructions that still stand out in many Catalan towns.

The centre’s programming also included exhibitions such as *Food justice*, with more than 4,000 visitors, and *Energy. For a sustainable future*, seen by over 11,000 people.

### CaixaForum Tarragona

The exhibition *Wineries. The Cooperative movement + Modernisme* was a resounding success with the public as most of these emblematic buildings are located in Tarragona’s counties. This exhibition forms part of the activities carried out within the renovation programme known as “cathedrals of wine”.

The buildings included under this agreement, taken out with the Culture department of the Catalan government, are located in the counties of Alt Camp, Conca de Barberà, Priorat and Terra Alta and were built between 1913 and 1922 on behalf of the respective local agricultural unions. Specifically these are the wineries of Nulles (Alt Camp), Barberà de la Conca, Esplugà de Francolí and Rocafort de Queralt (Conca de Barberà), Cornudella de Montsant and Falset (Priorat), and Gandesa and Pinell de Brai (Terra Alta). All these buildings, designed by the architect Cèsar Martinell, were declared of national cultural interest by the Catalan government in 2002.

This winery renovation programme also received one of the great Cultural Heritage awards by the EU and the cultural movement Europa Nostra, presented in Vienna (Austria). It was chosen from among 160 different candidates and has endorsed the initiative as an example of public-private collaboration.

Other exhibitions held at the Tarragona centre were *Food justice*, with over 8,500 visitors and *Energy. For a sustainable future*, recording more than 9,400 visitors. CaixaForum Tarragona ended its programme in 2014 with the exhibition *Objects talk. Collections from the Prado Museum*, attracting more than 31,000 people.
### CosmoCaixa Barcelona

**A meeting point for science and people**

CosmoCaixa opened its doors at its present site in September 2004 to carry on the work performed by the Science Museum, namely acting as a meeting point between citizens and science. Boasting 33,000 square metres it has embraced all types of experiences and events. The balanced combination of permanent spaces and areas dedicated to activities, workshops and temporary exhibitions has allowed it to offer a programme open to everyone. In 2014 the centre recorded 739,649 visitors.

One of the permanent spaces with the greatest impact is the flooded forest and the 3D Planetarium. In 2014 a new permanent space was added: the module of the Antarctic science base Juan Carlos I, provided by the Spanish National Research Council. This means the public now have to a laboratory in which different top level research campaigns have been carried out under extreme weather conditions.

Another highlight of 2014 was the CosmoCaixa exhibition depicting the head of a *Triceratops horridus*. This exemplary fossil was found during an excavation in 1999 at a ranch in North Dakota (United States). Triceratops lived in the Late Cretaceous period 71 and 65 million years ago and hold the record for having the largest head of all non-aquatic animals ever to have populated the planet. With regard to the temporary exhibitions, those which enjoyed the largest number of visitors during the last ten years are: *Iguanas, Dinosaurs, Treasures of the Gobi Desert, Abracadabra. Illusionism and science, Techno revolution, Good family names and Long live difference!*

**Sonarkids**

As in previous years, the CosmoCaixa programme had unmissable attractions such as the SonarKids event with five days of music and experimentation with families, as well as the finals of the **World**
Robot Olympiad, an international robotic event involving teams of children and youngsters between 7 and 19 years of age. The robots taking part in this competition are made from pieces of Lego and had to be assembled and designed during the actual tournament itself.

Other initiatives hosted by CosmoCaixa are the area for encouraging experimentation, research and curiosity among the young, namely Tinkering Studio. This is a new work space in collaboration with the Massachusetts Institute of Technology, the San Francisco Exploratorium and the United States National Science Foundation. The Top Science space has a similar aim and is designed for all kinds of audiences. In 2014 one of the proposals was a virtual visit to get to know the worldwide project Human Brain (HBP) which is attempting to understand the human brain, divided into different secondary research projects carried out by multidisciplinary teams of scientists all over the world.

Among the prominent personalities from the scientific community coming to CosmoCaixa in 2014 was the primatologist Jane Goodall, who gave a talk on A life dedicated to science and the protection of the environment.

The Mediterranean, our sea

The exhibition of 2014 was Mediterranean. Our sea as you’ve never seen it. An exhibition that, for the first time, was complementary to an archaeological exhibition held at CaixaForum Barcelona, focusing on Greek and Latin culture, entitled Mediterranean. From myth to reason.

Mediterranean. Our sea as you’ve never seen it introduced visitors to marine life and biodiversity, asking questions about human pressure on this fragile ecosystem, at the same time as questioning man’s long relationship and the different cultures that have emerged along its shores, as well as the main risk factors and current obstacles for its survival. The exhibition was complimented by a street performance entitled Medusa by the company Artistas, during which the audience were invited to immerse themselves in a different way in the Mediterranean, turning the area into a sea brimming with surprises.
Science in Society

Spreading scientific knowledge and encouraging people to study science are the priorities of the science and environment programmes carried out by the Foundation. In 2014 these goals were pursued in two main ways. On the one hand, by taking on the challenge of spreading knowledge and scientific methods throughout European society, whether through the project RRI Tools or deploying the Science City project through a set of informative activities in 32 municipalities in Spain. On the other hand by establishing collaborations with institutions such as the planetariums in Madrid and Pamplona, visited by 74,000 schoolchildren, and the Museum of Human Evolution in Burgos.

The establishment of alliances, both at a national and the European level, is a way to create networks of knowledge and dissemination and make use of institutional synergies. These collaboration networks also contribute to strengthening links between science and society. This is the case of the collaboration between the Foundation and the Planetarium in Pamplona, the Pamplonetario, in which the contribution of “la Caixa” represents almost 50% of the budget, thanks to which this facility can now promote and disseminate its work further. The Foundation and the Planetarium also participate in the Tecnoplanetario group which promotes collaborative work with national and international institutions with which they share new dynamics and projects to ensure the content offered by the countries’ planetariums reaches the public.

The Foundation has also signed a collaboration agreement with the Planetarium in Madrid so that part of the activities to spread scientific knowledge among the citizens of the capital may be channelled through this facility. This 3 million euro investment will help to renovate the planetarium’s projection room, providing it with the latest optical and digital technologies. This agreement formalises the Foundation’s stable collaboration with the three most important planetariums in the country, Madrid, Pamplona and the CosmoCaixa Barcelona planetarium, a facility it already fully manages.

Another highly successful alliance is the one between the “la Caixa” Foundation and the Spanish Foundation for Science and Technology (FECYT), running summer campsuses together for several years. In 2014 the City Council of Alcobendas assigned the building of the Museum of Science to the FECYT as the site for the new National Museum of Science and Technology (MUNCYT). The “la Caixa” Foundation participates in this agreement with an investment of 1.8 million euros to finance the new centre’s dissemination, thereby reinforcing its commitment and increasing its activity in the area of promoting and disseminating science-related content in this autonomous community.

RRI Tools, research at the service of social progress

The RRI Tools project is creating a benchmark website for responsible research and innovation within the framework of the European Union and a series of digital tools for its implementation. In 2014 the Foundation coordinated 27 meetings in 22 countries in which more than 400 institutions participated from 30 European counties to determine how to bring research and innovation closer to the needs and social reality of Europe.

Led by the Foundation and coordinated by the Area of Science and the Environment, the RRI Tools project will last three years and has 6.9 million euros in funding from the European Commission. As a collaboration project, its implementation is made possible thanks to the involvement of 26 partners and the creation of 19 national hubs that will work to achieve maximum involvement from those taking part in the research and innovation processes. Throughout 2014 efforts were made to consolidate a community to guide scientific knowledge towards social progress, paving the way for the phases of production, awareness-raising, and training that begin in 2015.

Science City

As part of the work to promote and spread science, the Science City project (www.ciudadenciencia.es) was extended throughout 2014 to 32 municipalities around the country. This initiative, promoted by the CSIC (Spanish National Research Council) and the Foundation, aims to bring current scientific issues closer to the different towns and cities involved. During 2014 some of these issues were covered by activities such as the exhibition Biodiversity 2010, tackling the concept of biodiversity and the challenges and threats to its preservation. Other exhibitions included: Darwin 2009. 150 years of the Theory of Evolution; The universe for your discovery; A sea of data; Energy moves us. Science for cleaner, more sustainable and
Bringing culture and science to the public

more accessible energy; Between molecules; The sphere of water; Orchids; A stroll through the nanoworld; and FOTCIENCIA10, an exhibition with the winning images from the 10th National Scientific Photography Contest of the same name.

Educational platforms

Together with the Science City platform as a means of spreading knowledge among citizens, the educational websites The sea in depth and Xplore Health have continued to expand the activities they offer. In 2014 The sea in depth presented Oceans, a board game to impart knowledge about the planet’s seas and oceans. The game creates a virtual journey from different ports on the planet aboard oceanographic research ships that converge in Barcelona after passing several tests in which players test their knowledge of biology, geology, physics and chemistry and also geography, history and technology.

Additionally, www.xplorehealth.eu has also increased its circle of clusters by adding new research centres such as the site in Granada to those already up and running in Catalonia (IrsiCaixa) and in Galicia (Domus). The aim is to help users simulate research processes in areas such as the AIDS vaccine, in the case of the cluster coordinated by IrsiCaixa.

www.xplorehealth.eu contains multimedia tools such as videogames, virtual experiments, teaching units and interactive proposals to introduce the educational community (teachers and students) to how research projects are carried out as well as the debates arising in these settings related to research, its goals and purposes. This is a formula to promote Inquiry-Based Science Education.

One of the proposals concerns immunology and vaccines, such as the research carried out to combat malaria. Other areas of interest include biotechnology, research into obesity, mental illnesses cancer and genomics.

Scientific debate

The Area of Science and the Environment promotes several platforms for debate as a formula to build bridges and relationships between the scientific community and society. One of these is B-Debate which, in 2014, organised different meetings attracting over 200 top level scientists to tackle issues such as epigenetics and cancer, the future of personalised respiratory medicine, the challenges and opportunities created by biomedical data, Biomedical Big Data, and environmental impacts on the brain’s neurodevelopment during childhood, among others.
Music

In 2014 the participative concerts transcended borders. The system used to organise this shared musical event in which amateur singers learn, rehearse and actively participate in a high quality and demanding musical programme side-by-side with prestigious conductors and symphonic orchestras, has been exported to Portugal. The Fundação Calouste Gulbenkian has adopted this format to present *Carmina Burana* by Carl Orff while the 17 participative concerts held in Spain reached 14 cities.

In 2014 17 participative concerts were performed, attracting a total audience of 31,237 people in 14 cities across Spain. Three works were performed: *Messiah* by Händel, *Great Opera Choirs*, and *The participative musical*. The first two were held in Bilbao, Burgos, Las Palmas, Tenerife, Merida, Palma, Seville, Madrid, Barcelona and Pamplona. As for *The participative musical*, this was organised for the first time at concert halls in Malaga, Lleida, Manresa, and Vic. *The musical* is the most recent addition to the participative concerts’ repertoire with a programme that takes us on a journey through the history of musical theatre with fragments from songs by Gershwin, Rodgers, Bernstein, Sondheim, Kander, Webber, and Schönberg, among others.

Since the first participative concert of *Messiah* by Händel was held in 1995, over the course of almost two decades this format has placed 39,000 singers and musicians on the stage, reaching an overall audience of 360,000 people.

The maturity and experience acquired have meant that the model of participative concerts promoted by the Foundation is arousing interest beyond our borders. This format has been adopted in Portugal by the Fundação Calouste Gulbenkian, with which the Foundation maintains collaboration links in the area of global health research. The participative concert was held in Lisbon.

**The CaixaProinfancia participative concert**

For the fifth year, CaixaProinfancia held a participative concert of the *Messiah* in 2014, now fully established within the Art for Social Improvement programme. The preparation of the concert brings together some 200 schoolchildren and is linked to the programmes CaixaProinfancia and Intercultural Community Intervention as well as to the creative workshop *Let’s sing Messiah*. Through the work carried out in these workshops a particular version of *Messiah* emerged which was later presented at the Palau de la Música.

**Educating school aged audiences**

The series of school and family concerts continued in 2014 with shows such as *Noah’s Ark, Teranga, The legacy of the griots of Senegal, William Tell, The Trojan War, Tubes and tubas* and *Finish your soup* held in different cities around the country. The aim of these shows is for spectators from different educational cycles and stages to be introduced to, trained and educated in the world of the performing arts and music. The format of each show has specific educational goals. *Noah’s Ark* explores a myth from universal culture that’s present in the religious texts of the three main monotheistic religions, the *Bible*, the *Quran* and the *Torah*. *The Trojan War* brings us closer to one of the classics of literature and to the world of Hellenic mythology. The format of *William Tell* adapts this opera by Rossini to present it to a school-going audience. Finally, the concert *Tubes and tubas* teaches students about different families of instruments, in this case wind instruments, and *Finish your soup* introduces them to the process of musical creation.

The 342 family and school concerts held in 2014 attracted 96,626 people but other concerts were also held at the Foundation’s centres as part of musical seasons, with a total of 64 recitals enjoyed by 72,015 people. The overall audience for these events was 168,641 people.
Introduction

Since 1997, the Foundation’s International Area has developed different programmes that are the reflection of the organisation’s social action abroad. It does this convinced that the goal of improving people’s quality of life and wellbeing can pay no heed to geographical borders. This action is carried out at a local level in countries in Africa, Asia, and Latin America, with projects focused on the creation of jobs, new opportunities for economic and personal development, and the generation and strengthening of economic and productive systems in vulnerable communities. These actions also include global health programmes, especially focused on the fight against the main causes of child mortality, as well as aid for victims of humanitarian crises caused by natural catastrophes or armed conflict.

The primary lines of action implemented by the Foundation through its International Area are, firstly, socioeconomic development to create opportunities to improve living conditions and, secondly, global health training and research programmes and also actions to combat the main diseases affecting the most vulnerable populations. In recent years a series of strategic alliances and agreements have been reached to be able to carry out these actions and programmes in collaboration with local non-governmental organisations from the countries where the work is being implemented. In 2014 collaboration was started with 23 leading international organisations in the area of global health development.

Global development and Global health are the two main lines of the “la Caixa” Foundation’s international action.

Global development

This area deals with socioeconomic development programmes which are aimed at creating jobs and encouraging financial inclusion, creating an economic and productive fabric in communities where sources of income need to be generated for the most vulnerable families. All the programmes are aimed at such families, they last for four years and are carried out in African, Asian and Latin American countries. In 2014 the socioeconomic development programmes provided support in 11 countries, from which it is calculated that 28,000 small producers have benefitted. It is worth highlighting that 50% of the beneficiaries are women who’ve been able to start or consolidate all kinds of projects, generally micro-firms, smallholdings or projects to create small companies to process agricultural products.
Professional training programmes in African countries are also implemented to provide people with knowledge in subjects such as entrepreneurship or business management, preparing them to face the challenges of starting or consolidating business projects in these areas. Since the beginning of the programme in 2006 more than 20,000 people in Africa have been trained with the collaboration of various organisations.

The contribution of the CooperantesCaixa programme complements this line of action. This voluntary service offers the professional knowledge of employees from the “la Caixa” Group in areas such as consultancy, technical assistance, management, drawing up business plans and managing credit funds. Every year 40 volunteers spend up to three weeks in different countries to share this knowledge. Since 2007 the programme has deployed a total of 280 volunteers all over the world to attend to 30 different projects.

The training and professionalisation of cooperation organisations, as well as raising awareness of issues related to development among the most vulnerable populations, are also priorities of the Foundation. Awareness-raising activities are organised to spread a culture of peace and respect throughout society, including exhibitions, talks, meetings, workshops and film cycles that present the life lessons and experiences of different professionals or show other cultural situations to make people more aware of different ways of life.

Global health

The second key area of action is global health. Health problems such as infectious diseases, malnutrition and maternal and infant health issues are a global threat and represent the main problems for developing countries. Work is therefore carried out in programmes that help to reduce infant mortality by vaccinating children under five, programmes to combat child malnutrition and training programmes for health professionals in African countries. All these actions are complemented by the research programmes of the Barcelona Institute for Global Health (ISGlobal) and the pioneering project to eradicate malaria in southern Mozambique.

Since its launch in 2006, the training programme for health professionals in Africa has trained more than 13,000 doctors, nurses and midwives. The aim is to train these professionals in priority issues related to health and health management.

One of the most ambitious and far-reaching projects is the programme to eradicate malaria. This has set itself the goal of eliminating the disease by 2020 in three provinces in southern Mozambique (Maputo, Gaza and Inhambane). As well as the “la Caixa” Foundation, the project also counts on the support of the Bill & Melinda Gates Foundation and, as a technical and scientific partner, the Institute for Global Health (ISGlobal).

The Child Vaccination programme involves work to facilitate access to vaccines for children under five years of age and is therefore an effective means of reducing infant mortality. The programme is implemented with the collaboration of the GAVI Vaccine Alliance, an organisation that brings together public and private entities and which has become a leader in the field of vaccination and immunisation. Economic contributions to this alliance come from four different sources: “la Caixa” Foundation, the Business Alliance for Child Vaccination (AEVI), donations from “la Caixa” employees and other donations. Since 2008 more than 2.1 million children under five have been vaccinated in campaigns against different diseases such as diphtheria, tetanus, whooping cough, meningitis, hepatitis and pneumonia.

In the area of humanitarian emergencies and aid, support for refugees fleeing Syria as a consequence of the armed conflict and the programme to fight against Ebola in Sierra Leone, together with the Red Cross, have been the focus of work in 2014. Thanks to these programmes, we have contributed to
improve the logistics and equipment of the Red Cross Hospital in Sierra Leone. Beyond aid during emergencies, the Foundation also focuses on reducing child malnutrition and is estimated to have helped more than 83,000 pregnant and breastfeeding women in countries in sub-Saharan Africa.

Alliances with important international organisations, institutions and foundations and the creation of networks are key for the international visibility of “la Caixa” Foundation and clear examples of our international presence are the projects carried out in collaboration with the Inter-American Development Bank, the Aga Khan Foundation, the International Organization for Migration (IOM) and Development Alternatives, as well as the promotion of the MED Confederation and our involvement in the European Foundation Centre and the Council on Foundations.

Moreover, as a result of these agreements and alliances with internationally prestigious cultural and scientific institutions, the Foundation has also helped to organise high quality exhibitions and activities with significant public impact. In the case of the Social Area’s alliances, we have also helped to export the work and approach of the Foundation’s programmes to cultural contexts and countries very different from our own. This is the case of the extension of the labour market integration programme Incorpora to Morocco and Poland, in 2014 helping to create more than 3,800 new labour market opportunities. Another example is the programme of Comprehensive care for people with advanced diseases, which has shown how the psychosocial care model in the final phases of life is fully effective and functional in cultures as diverse as Mexican and Chinese. Different psychosocial care teams have worked in palliative care in both Mexico and Hong Kong. The work to extend this programme was carried out in collaboration with the Carlos Slim Foundation and the Bank of Asia.
International

International action is a priority of “la Caixa” Foundation for its growth and presence abroad. In 2014 the International Division established two main areas of action with the goal of helping to create new opportunities for development and progress, impacting on key issues such as the fight against poverty, the generation of sustainable economic activity, training and global health.

The International Division is divided into two main spheres of activity: Global development and Global health.

Global development

The socioeconomic development programme promotes projects for to create employment, ensure sustainable economic and productive sectors in vulnerable communities. In 2014, 28,672 small producers from 11 countries benefitted from 4.25 million euros in assistance.

CooperantesCaixa, the corporate voluntary technical assistance service, worked in the field with a total of 40 employees in 2014, helping to strengthen the business lines of 18 organisations in nine countries.

Entrepreneurial management training programmes in African communities instructed 1,633 people in the areas of micro-firms, cooperatives and social enterprises. Additionally, over 10,000 people have benefitted from training programmes for managers involved in cooperation and humanitarian action to improve the professionalisation of NGOs. This training was carried out in collaboration with ESADE’s Institute of Social Innovation, the Coordinator for Development NGOs and the Institute of Studies on Conflicts and Humanitarian Action (IECAH).

Global health

The Child Vaccination programme, in collaboration with the GAVI Vaccine Alliance, estimates that, in 2014, access to the pneumococcal vaccine was provided for 116,477 children aged under five in Mozambique. Since 2008 we’ve contributed to the vaccination of more than 2.1 million children. This programme is financed by an annual contribution from “la Caixa” Foundation as well as contributions from “la Caixa” employees, micro-donations and donations from companies that form part of the Business Alliance for Child Vaccination, with a total contribution of 1,450,000 euros in 2014.

The emergency campaigns in 2014 focused on the fight against Ebola in Sierra Leon, which achieved over 56,200 euros for improving the logistics and equipment of the Red Cross Hospital in Sierra Leone, and support for victims of the conflict in Syria through the Catalan Committee for Refugees - UNHCR. Humanitarian action continues to focus on reducing child malnutrition, benefitting 83,400 children and pregnant and breastfeeding women in Senegal, Chad, Ethiopia and Niger.

Finally, “la Caixa” Foundation, the Barcelona Institute for Global Health (ISGlobal) and the Bill & Melinda Gates Foundation have signed up to a pioneering programme to eradicate malaria in Mozambique with the goal of eliminating this disease in the southern part of the country by the year 2020.
Awareness-raising activities to reflect and spread social justice, equality and solidarity in the world.

**Exhibitions**
- 2014: 201,550 visitors.
- *Food justice*. Tarragona, Lleida, Palma.

**Meetings with Commitment** (testimonials from professionals working with the most vulnerable, intended mainly for students):
- 2014: 5,952 participants.

---

**International Division**

![World Map](image-url)
Films
- *8 countries, 8 stories*. Barcelona.
- *Solidarity cinema*. Barcelona and Madrid.
- Film cycles related to exhibitions.

Micro-exhibitions
- 2014: 19,343 participants in 36 locations.

Workshops
- 2014: 16,980 participants.
- Workshops related to exhibitions.
- *A little look at the world*. Tarragona, Madrid, Barcelona.

Socioeconomic development
- Latin America, Africa, Asia

<table>
<thead>
<tr>
<th>Training in social capital (entrepreneurs)</th>
<th>Africa</th>
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<tbody>
<tr>
<td>CooperantesCaixa - International voluntary service</td>
<td>Latin America, Africa, Asia</td>
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<tr>
<td>“Incorpora” programme</td>
<td>Europe, Africa</td>
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<tr>
<td>International strategic alliances</td>
<td>Mediterranean region, Latin America, Africa, Asia</td>
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Emergencies and humanitarian projects
- Africa

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<th>Training in social capital (health)</th>
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<td>Child Vaccination programme</td>
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<td>Programme against malaria</td>
<td>Africa</td>
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<td>Comprehensive care for people with advanced diseases</td>
<td>Latin America, Asia</td>
</tr>
<tr>
<td>International strategic alliances</td>
<td>Mediterranean region, Latin America, Africa, Asia</td>
</tr>
</tbody>
</table>

KitCaixa
(70 kits in Catalan, Spanish, Basque and Galician. Aimed at infant and early primary school children)

Shows
- 2014: 3,218 participants.
- *A little look at the world*. Tarragona, Madrid, Barcelona, Girona, Palma, Lleida.
International alliances

Global development

Culture

Global health

la Caixa Banking Foundation

Building a world with less inequality

Museo Nacional del Prado

Fundació Joan Miró de Barcelona

Sabancı Üniversitesi

MACBA Museu d’Art Contemporani de Barcelona

Global development

Science

Global health

Culture

International alliances

IMPACT 2030

WSBI

PYXERA Global

AGA KHAN FOUNDATION

exploCIATORIUM

Memorial Sloan-Kettering Cancer Center

European Commission

CERN

European Commission

Egyptian Initiative for Personal Rights

Building a world with less inequality

"la Caixa" Banking Foundation

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Joint activities

In 2014, joint programmes of activities were carried out as part of “la Caixa” Foundation’s collaboration with the banking foundations of Caja de Burgos, Caja Navarra, Caja Canarias and Cajasol, ranging from concerts and exhibitions to regional calls for grant applications to help social initiatives and agreements with centres promoting science, such as the planetarium in Pamplona, and also with cultural institutions such as the Museum of Human Evolution in Burgos.

Some of the most significant initiatives were the regional calls for applications for Grants for Social Initiative Projects held in Burgos, the Canary Islands, Andalusia and Navarra, with dozens of projects selected in these areas to receive grants totalling 2.9 million euros. Other joint activities carried out in all areas are exhibitions, participative concerts and programmes with school concerts.

Burgos

In 2014 work continued on restoring Burgos cathedral. The agreement signed in 2013 between the Cathedral Chapter and the banking foundations of Caja de Burgos and “la Caixa” has committed a sum of 1.15 million euros up to 2016, which will be used to renovate the south and east galleries of the Cathedral’s upper cloister.

A collaboration agreement has also been reached with the Museum of Human Evolution (MEH) to disseminate and promote the culture of science, taking the form of three exhibitions in 2015.

Another collaboration is with the educational project entitled The Ages of Man, an initiative to promote the heritage of Castile & Leon which provides subsidies to help organise the exhibition Eucharist.

Finally, the two foundations have also collaborated in organising the European Night of Researchers and specific educational programmes as part of the agreement with the National Centre of Research into Human Evolution (CENIEH).

Navarra

Agreements have continued with the Caja Navarra Banking Foundation to implement programmes of social inclusion, aid for vulnerable families, support for children, prevention of gender-based violence, employment, food banks and social health care centres.

One of the most significant collaborations was carried out with the Planetarium in Pamplona, allocating 350,000 euros to design and extend the activities offered by this venue in the capital of Navarra. The Stars School has also been developed, as well as other initiatives to help promote science. “la Caixa” Foundation has also provided content for the exhibition Mars-Earth. A comparative anatomy.

In the area of heritage, the second stage has started of work to restore the cloister of the Santa María Cathedral in Tudela, which is expected to be finished in 2015.

Finally, in the social area, both institutions have played a decisive role in creating a centre to support people with some kind of disability and/or dependency.

Canary Islands

Among the many important actions carried out together with Caja Canarias is the second School Breakfasts Programme, providing support for the nutritional requirements of schoolchildren in the Canary Islands.

September 2014 also saw the Starmus festival, an initiative that combines science, astrophysics, music and art and provides the opportunity for Nobel prize-winners, renowned researchers, thinkers, scientists and figures from culture and the arts to exchange their knowledge and experiences over the course of one week. Astrophysicist Stephen Hawking gave the inaugural speech.

Support was also provided to recover heritage, helping to preserve, organise and catalogue sheet music from La Laguna Cathedral, culminating in a concert being held inside the cathedral.

Other notable activities were the International Seminar Campus Africa and the programme to preserve natural areas with projects such as the work carried out to clean up Anaga, a very popular coastal area.

Andalusia

“la Caixa” Foundation and Cajasol Foundation presented a project in 2014 to turn the Reales Atarazanas (Royal Dockyards) in Seville into a new venue for intercultural dialogue with the Americas. “la Caixa” has committed an investment of 10 million euros to reconvert and renovate this historical site in Seville as a new cultural venue to be managed by Cajasol Foundation. The architect Guillermo Vázquez Consuegra was commissioned to design this new centre, whose brief is to devise a venue that creates and generates activity and knowledge, with the capacity to convey the tradition and history of the dockyards and also include cultural activities.

In 2014 the two foundations collaborated in several activities, such as the travelling exhibitions of street sculpture by Henry Moore in Seville, Cadiz and Huelva, and the agreement to adapt the museum space of Hermandad Esperanza in Triana, as well as a collaboration agreement related to actions in the social, educational, environmental and cultural areas with a total investment of 50.3 million euros.
Decentralised activities

The Foundation’s decentralised activities allow the direct, independent management of a part of the budget via the “la Caixa” branch network. These resources are allocated to carry out and support social actions and involvement proposed by regional divisions, business area divisions and branches; a formula that highlights the commitment and complicity of the “la Caixa” staff with the Foundation’s work. It also encourages contact with third sector organisations as they represent an excellent way to monitor changing situations in their immediate vicinity and detect any emerging needs.

In 2014 the network of over 5,500 “la Caixa” branches directly and independently managed part of the Foundation’s budget for projects with a local focus, with an annual investment totalling 34 million euros (28 million in 2013). These resources have been used to finance 13,040 activities with an estimated 782,400 beneficiaries. Most of the activities are in keeping with the Foundation’s lines of action, ranging from actions to combat poverty, encourage social harmony and cohesion, activities with the elderly, combating social exclusion and marginalisation, volunteering actions, the preservation and conservation of the environment, inclusive leisure, sports and cultural activities aimed especially at promoting grassroots sport.

The management and selection of projects improved throughout 2014. Better coordination and the creation of specific teams and committees have ensured the most efficient proposals are chosen and, in second place, help to concentrate aid on proposals that take action where it is most needed. This new system for managing the aid budget has made procedures more transparent and helped to prioritise projects according to their scope and quality, selecting those with the greatest local effect and impact on society. The result has been an increase in the number of beneficiaries compared with 2013.

Some of the key actions carried out in 2014 were projects related to social canteens, food donation campaigns, projects related to creating jobs for young people, to acquire school material and provide support for vulnerable mothers. All these projects are in keeping with the priority lines of action of “la Caixa” Foundation’s social programmes. This converging focus is one of the best indicators of how the coverage provided by the “la Caixa” branch network throughout the country can endorse the Foundation’s priority actions and its commitment to attend to those needs and problems of greatest impact and importance.

![Image of people in a group]
Commitment to our stakeholders

- Stakeholders of “la Caixa” Banking Foundation (G4-24 and G4-25)
- Determining material aspects and scope (G4-18, G4-19, G4-20, G4-21, G4-26 and G4-27)
- Criteria
- CaixaBank, leading the financial market through local, high quality service
- Financial management
Stakeholders of “la Caixa” Banking Foundation (G4-24 and G4-25)

“la Caixa” Banking Foundation sees Corporate Social Responsibility as dialogue and agreement possible between all stakeholders. For FBLC, 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 FBLC, or those that can be significantly affected by such activities.

Committed to continually improving its stakeholder relations, FBLC 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 almost all the projects that constitute its main activity and are grouped into four broad areas of activity. The methodology employed was an online questionnaire aimed at those in charge of each of the different programmes and projects, who were asked 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 the degree of influence/impact and the type and level of participation therein. This information was complemented with 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 “la Caixa” Banking 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.

The stakeholders of “la Caixa” Banking Foundation identified through this study are as follows: Criteria Group and the CaixaBank financial institution, the Board of Trustees, the Foundation Protectorate of the Ministry of the Economy and Competitiveness, 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 Banking 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, and also customers of the CaixaBank financial institution.

![Diagram of “la Caixa” Banking Foundation Stakeholders (G4-24)]
Determining material aspects and scope (G4-18, G4-19, G4-20, G4-21, G4-26 and G4-27)

This is the second integrated report of the Foundation's work and the first as a Banking Foundation, providing an overview of the Foundation’s activity, its lines of action, spheres of activity, strategic objectives and management system. The purpose of this document 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, to a complete degree. This procedure includes four basic principles:

1. The report must identify its stakeholders and explain how FBLC 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 FBLC, the different steps have been followed contained in the ‘Implementation Manual’ of the Guidelines for preparing the sustainability report, G4 version, of the GRI:

A. Identification: analysis of the FBLC 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, FBLC 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 Foundation’s management.
Annual Report “la Caixa” Banking Foundation 2014

“LA CAIxA” BANKING FOUNDATION’S VALUE CHAIN (G4-18A)

“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

- People: Employees, Volunteers
- Board of Trustees
- Criteria Group CaixaBank
- Shareholders, social organisations, public administrations, universities, museums, banks, foundations
- Suppliers
- Shareholders, social organisations, public administrations, universities, museums, banks, foundations
- Financing: Return on equity Own activities
- 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 Social Rent, Comprehensive care for people with advanced diseases, Cibercaixa, Violence: Zero tolerance, CaixaProinfancia, Social Entrepreneurism, Programmes for the elderly, 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, Medclic, Cosmocaixa, Science in Society

Culture Area
- Art exhibitions, Participative concerts, Caixaforum: Bcn, Madrid, Girona, Tarragona, Lleida, Zaragoza and 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

- Creating a pedagogical portal aimed at schoolchildren, associations and parents
- Granting training scholarships

Benefits for society

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

- Expanding culture; bringing the world of culture to all kinds of audiences everywhere

Values

Solidarity
Integrity

Humanism
Transcendence
In 2010, as part of its 2010-16 Strategic Plan, FBLC defined the mission and values that form the basis of its activity in accordance with a robust strategy and clear, transparent guidelines (see page 10).

FBLC 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, Criteria, CaixaBank, its shareholders, the Board of Trustees, volunteers and third sector associations, its suppliers and its financial and natural resources such as energy and water.

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 FBLC. Below is a diagram showing the main topics considered, as well as the stages during which they can affect FBLC.

**KEY ASPECTS AND SCOPE (G4-19 AND G-20)**

“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.”
**B. Prioritisation (G4-27)**

Once the material aspects were identified, these were prioritised. During this stage it was determined how each aspect could be transferred to the organisation’s situation, bearing in mind the relevance of each one for FBLC’s activity. This point 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 FBLC. 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.

Stakeholder consultation included a perception study on the relationship and perspectives of these groups regarding FBLC. The study covered stakeholders, including collaborating organisations, non-profit organisations, the academic community, the public administration, similar organisations, companies and service providers, as well as the employees of CaixaBank.

The results of the study showed that the most important matters for the various stakeholders surveyed were encompassed within the scope of FBLC’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 FBLC’s contribution to the advancement of society, its image in society, the benefits provided by FBLC for society and the relevance of the actions carried out by the Foundation.

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 FBLC, satisfaction with their relationship with the Foundation, its contribution to the advancement of society and the social benefit and relevance of the 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.

Lastly, a media analysis was conducted which helped to identify possible issues that could endanger FBLC’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 FBLC, 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 different inputs had been assessed and considered, the following map was designed, showing a breakdown of the material aspects.
C. Validation (G4-18a)

The third stage was to have these aspects validated to ensure they were in line with the real situation of the FBLC’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.

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 appendices at the end of the online report.

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### THE MATERIAL ASPECTS IDENTIFIED, BY ORDER OF RELEVANCE WERE AS FOLLOwS: (G4-19, G4-20 AND G4-21)

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<th>G4 indicators and GRI specific standard disclosures</th>
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<td>Main projects in accordance with the FBLC’s strategy 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>
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<td></td>
<td>Benefit and value for society of “la Caixa” Banking Foundation</td>
<td>NGO7: Resource allocation</td>
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<tr>
<td></td>
<td>Importance of the actions and contribution to the advancement of society</td>
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<tr>
<td><strong>Support, funding and coordination with other organisations</strong></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>
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<td></td>
<td>Economic support for other organisations/foundations</td>
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<td><strong>Foundation’s image</strong></td>
<td>Image</td>
<td>No equivalent aspect has been found</td>
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<td>Differentials compared with other institutions</td>
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<td><strong>Good governance</strong></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>
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<td>Code of ethics and its related training and communication plans</td>
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<td>Internal procedures to avoid conflict of interest</td>
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### Material aspects considered in the materiality study

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<th>Topics</th>
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<td>NGO8: Sources of funding by category and five largest donors and monetary value of their contributions</td>
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<td>Financial management policies</td>
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<tr>
<td>Financial control policies and mechanisms</td>
<td>No equivalent aspect has been found</td>
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<tr>
<td>Sources of funding and monetary value of the contribution</td>
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<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>
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<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>
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<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>Privacy and security for clients/beneficiaries</td>
<td></td>
</tr>
<tr>
<td>Mechanisms for feedback and complaints</td>
<td></td>
</tr>
</tbody>
</table>

### Integration of gender and diversity in the programmes

<table>
<thead>
<tr>
<th>Topics</th>
<th>G4 indicators and GRI specific standard disclosures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measures to integrate gender and diversity into the design, implementation, evaluation and learning cycle of programmes and projects</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 AS FOLLOwS: (G4-19, G4-20 AND G4-21) (continuation)

<table>
<thead>
<tr>
<th>Professional development of employees</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 existence 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 according to 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>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>System to record data on employee rate of injury, absenteeism and lost days</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>
### Material aspects considered in the materiality study

<table>
<thead>
<tr>
<th>Material aspects</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-EN6: Reduction of energy consumption</td>
</tr>
<tr>
<td></td>
<td>Encourage efficiency and renewable energies to alleviate climate change</td>
<td>G4-EN16: Energy indirect greenhouse gas emissions (scope 2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4-EN19: Reduction of greenhouse gas emissions</td>
</tr>
<tr>
<td>Consumption of water and resources</td>
<td>Identification, evaluation and targets 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-EN8: Total water withdrawal by source</td>
</tr>
<tr>
<td></td>
<td>Promoting the recycling of water</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.

Given its type of work, beneficiaries are one of FBLC’s main stakeholders. Consequently, depending on the type of project or programme, they also have different channels (both physical and online) through which they can pass on any doubts or queries regarding any stage of the project.
Criteria

Following the reorganisation of the “la Caixa” Group in October 2014, Criteria is an unquoted holding company, 100% held by “la Caixa” Banking Foundation, that manages the Group’s company assets, basically consisting of CaixaBank, the leading retail banking financial group in the Spanish market, as well as in shareholdings in strategic sectors such as energy, infrastructure, services and the property sector. The gross value of its assets, as at 31 December 2014, is 28,965 million euros (net value of the assets of 20,040 million euros).

GROSS VALUE OF THE PORTFOLIO AND THE ASSETS OF CRITERIA CAIXAHOOLDING AS AT 31/12/2014

(1) Mediterrânea, Caixa Capital Risc, Vithas, Aguas de Valencia and Aigües de Barcelona.
Commitment to our stakeholders

**Abertis**
Leading international group in the management of motorways and terrestrial and satellite telecommunications infrastructures, with more than 7,300 kilometres across the world. It is present in 15 countries in Europe and America, which has allowed it to diversify its geographical risk and better adapt to global economic cycles.

In the area of telecommunications infrastructures, the Group is positioned as the leader in the terrestrial telecommunications infrastructures and services sector in Spain and is a leading international operator in the satellite transmission sector, as the main controlling shareholder of the operator Hispasat (57.05%). Approximately two thirds of the Group’s revenues are generated outside of Spain, with a particular weighting in France, Brazil and Chile.

**Gas Natural Fenosa**
One of the leading multinational companies in the gas and electricity sector. It is present in more than 25 countries and it has more than 24 million customers and an installed capacity of approximately 15 gigawatts.

It is the largest integrated gas and electricity company in Spain and Latin America, the leader in gas sales in the Iberian peninsula and the number one distributor of natural gas in Latin America. Furthermore, it is a leading operator of LNG and natural gas in the Atlantic Basin and in the Mediterranean.

**Suez Environnement**
One of the leading operators at a global level, dedicated to the management of the complete water cycle and of residues. Present in more than 70 countries across the five continents. In the water business, it supplies drinking water and provides sewerage to 92 and 66 million people respectively, and it is the main operator in Spain and Chile and the second largest in France. In the waste business it manages the collection of residues generated by 52 million people and provides treatment and disposal services. It is the main operator in France and in the Benelux region.

**Saba**
Leading industrial operator in the management of car parks and logistical parks. With a presence in 2014 in six countries: Spain, Italy, Chile, Portugal, France and Andorra, the Group manages close to 190,000 parking spaces, spread across more than 350 car parks, following the Aena, Adif and Bamsa transactions. In parallel it manages a network of seven logistics parks with a gross surface area of more than 730,000 square metres on some 620 hectares and a reserve of buildable area close to 3 million square metres.
CaixaBank, leading the financial market through proximity and quality of service

CaixaBank is a financial group, leader in the Spanish market, made up of a banking business, an insurance business and investments in international banks and leading companies of the services sector.

CaixaBank operates according to a universal banking model which is based on a service of proximity and on a personalised value proposition for its 13.4 million customers. The bank puts at their disposal a team of more than 31,000 highly qualified professionals, a complete catalogue of products and services and the largest commercial network in Spain, with 5,251 branches and 9,544 cash machines.

This specialised business model is completed with a leading multi-channel distribution system, the result of a deep-rooted culture of innovation and constant commitment to investment in technology. CaixaBank is a leader in electronic banking with more than 13.7 million cards, and in new channels with 5.5 million active customers in online banking and 3.4 million in mobile banking.

**WE ACT IN ACCORDANCE WITH OUR VALUES: TRUST, QUALITY AND COMMITMENT TO SOCIETY**

**FLAGSHIP INSTITUTION**

- Number one retail bank in Spain
- Specialised management model: banking for individuals, personal banking, private banking, banking for SMEs, banking for companies and corporate banking
- Leader in online and mobile banking
- EFQM Golden Seal for European Excellence for management quality
- Chosen as the bank with the greatest commitment to innovation in the Global Banking Innovation Awards in 2013 and in 2014

**FINANCIAL STRENGTH**

- Total assets of 338,623 million euros
- Excellent solvency metrics: 13.0% CET 1
- Successfully passed the asset quality review (AQR) and the stress test performed by the European Banking Authority (EBA)
- Outstanding liquidity: 56,665 million euros (16.7% of total assets)
- Appropriate financing structure: Loan to Deposits ratio of 104%
- Solid coverage ratios: 55% coverage of doubtful debt and of the net foreclosed assets available for sale

**COMMITTED AND SUSTAINABLE**

- Present in the main sustainability indexes (DJSI, FTSE4Good, CDP Leadership Index)
- 82,586 microloans granted through MicroBank, its social bank
- 5,400 participants in the corporate volunteering programme
- Signatory to the United Nations Global Compact and Equator Principles
Great commercial capacity

In 2014, CaixaBank consolidated its position as Spain’s leading bank with large market shares in the major retail banking products and services.

The Group made an attributed profit of 620 million euros in 2014, with growth in banking business income (+5.1% in interest margin and 3.7% in fees), an increase in recurring pre-impairment income of 18%, up to 3,167 million euros, and an improvement of efficiency (~5.1 percentage points in 2014).

![Graph showing market share of main retail banking products (December 2014)]

**MARKET SHARE OF THE MAIN RETAIL BANKING PRODUCTS (DECEMBER 2014)**

<table>
<thead>
<tr>
<th>RANKING</th>
<th>PRODUCT</th>
<th>MARKET SHARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>Salaries</td>
<td>23.08</td>
</tr>
<tr>
<td></td>
<td>Pensions</td>
<td>19.95</td>
</tr>
<tr>
<td></td>
<td>Card billing</td>
<td>21.43</td>
</tr>
<tr>
<td></td>
<td>POS terminal billing</td>
<td>24.83</td>
</tr>
<tr>
<td></td>
<td>Life insurance savings</td>
<td>21.29</td>
</tr>
<tr>
<td></td>
<td>Demand deposits</td>
<td>15.37</td>
</tr>
<tr>
<td></td>
<td>Demand and term deposits (resident private sector)</td>
<td>14.45</td>
</tr>
<tr>
<td></td>
<td>National Electronic Clearing System (SNCE)</td>
<td>15.99</td>
</tr>
<tr>
<td></td>
<td>Mortgages</td>
<td>15.85</td>
</tr>
<tr>
<td></td>
<td>Loans to resident private sector</td>
<td>14.89</td>
</tr>
<tr>
<td></td>
<td>Pension plans (IPP + APP)</td>
<td>19.43</td>
</tr>
<tr>
<td>2nd</td>
<td>Business credit</td>
<td>13.10</td>
</tr>
<tr>
<td></td>
<td>Investment funds</td>
<td>15.26</td>
</tr>
<tr>
<td>3rd</td>
<td>Factoring + reverse factoring</td>
<td>19.59</td>
</tr>
</tbody>
</table>

Note: Latest available data.
Source: Compilation based on sources from the Banco de España, the Social Security office, INVERCO, AEF (the Spanish Factoring Association) and the ICEA.
Financial Management

Financial management is one of the most important aspects for “la Caixa” Banking 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 FBLC is primarily funded by the resources arising from the return of its assets, balancing the flow of annual revenue and expenditure, although funds are also boosted to a very small degree by resources produced by the Foundation’s own activities and others coming from aid grants, subsidies or donations received from individuals or from public or private organisations.

The direct economic value created or distributed by the Foundation in the last three years is as follows:

| DIRECT ECONOMIC VALUE CREATED OR DISTRIBUTED BY “LA CAIXA” BANKING FOUNDATION |
|-----------------------------------------|-----------------|-----------------|-----------------|-----------------|
| Direct economic value created (EVC)   | 436,611         | 284,063         | 54%                          | 261,932         | 8%                           |                |
| Revenue (subsides received, services provided and other management revenue) | 92,642           | 284,063         | –67%                        | 261,932         | 8%                           | “la Caixa” financial institution |
| Economic value distributed (EVD)      | 436,611         | 284,063         | 54%                          | 261,932         | 8%                           |                |
| Operating costs                       | 52,653          | 31,785          | 66%                          | 15,032          | 53%                          | Suppliers       |
| Salaries and corporate benefits for employees | 11,445         | 31,658          | –64%                        | 29,092          | 8%                           | Employees       |
| Payments to governments (taxes)       | 5,442           | 725             | 651%                        | 994             | –37%                         | Government and public administrations |
| External services and aid granted (community investments) | 367,071        | 219,895         | 67%                          | 216,814         | 1%                           | NPOs, third sector organisations; many different beneficiaries of the programmes and activities of FBLC and suppliers |

(1) The amounts for the year 2014 correspond to all the Foundation’s work managed by “la Caixa” Banking Foundation in an integrated manner. The prior periods only include the part of the Foundation’s work managed by the now dissolved “la Caixa” Foundation managed (approximately 75% of the total) (see page 8).

FBLC continuously strives to optimise financial resources. Of particular note among the measures it adopts is the application of the objective procedures for the selection of suppliers, paying special attention to containing structural expenses and overheads. This measure results in improvements and savings, contributing to greater efficiency in the management of resources.

Compliance with laws and regulations

Legal compliance is essential for FBLC; that’s why it has the Organisation and Information Systems Area which centralises all FBLC’s rules and regulations, keeping them updated and available for all employees on the Intranet. There are also other, more specialised areas of “la Caixa” Banking Foundation that work to ensure compliance such as the Legal, Finance and Human Resource departments.
Commitment to our stakeholders

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 through:
  – 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 FBLC 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 operates 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 Banking Foundation (Board of Trustees).

• Throughout the year, the success of the approved budget and any potential deviations (transfers between projects) are monitored and checked 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 Banking Foundation’s General Management and Board of Trustees.

• A statement of estimates is drawn up every quarter.

• Lastly, the budget expenditure is approved by the Governance Bodies (Board of Trustees).

As a result of the aforementioned internal financial control procedures, FBLC 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 manner, through cost applications made by the areas carrying out the programmes.

• Specific, detailed monitoring of operating costs and overheads.

• Existence of Procurement Regulations that ensure:
  – suppliers are hired without risk;
  – procurement is carried out ensuring efficient cost/quality ratios.

• The annual financial statements of “la Caixa” Banking Foundation are subjected annually to a mandatory external audit and regular inspections of procedures and programmes are carried out by the Internal Audit area of the “la Caixa” Group.
Stakeholder engagement in the different stages of the project (design, implementation, monitoring and evaluation) (G4-25)
Areas and programmes

Since it was set up, the Foundation has made a point of reinvesting in society a very significant proportion of the profits produced by the Group’s financial and business activity. Year after year, this has allowed “la Caixa” to further its commitment to people, which has become a differential. The Foundation’s activities are divided into four broad lines of action: Offering opportunities to the most vulnerable; Supporting progress; Bringing culture and science to the public; and Building a world with less inequality.

Stakeholder engagement in the different stages of the project (design, implementation, monitoring and evaluation) (G4-25)

“la Caixa” Banking Foundation (FBLC) strives to involve all its stakeholders in each of the activities it carries out. This is how FBLC attempts to improve the implementation and efficiency of each of its programmes, by sharing experiences, knowledge and the necessary resources produced by this interrelation at the time of developing and implementing programmes.

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. It’s also a way to integrate the different perspectives and expectations of the stakeholders, ensuring the effectiveness, quality and legitimacy of the programmes.

That’s why FBLC, as an entity, encourages the engagement of its stakeholders in the different stages of a project, something which also helps to further FBLC’s desire for transparency.

In fact the Gavi Alliance, in which the Foundation plays an active role via its Child Vaccination programme, stood out in 2014 as one of the most transparent international development organisations in the world in terms of its cost effectiveness and its contribution to development according to the Aid Transparency Index which covers 67 organisations.

The stakeholders with which FBLC 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 non-profit organisations (NPOs).

This coordination allows FBLC to identify those aspects and/or areas suitable for joint work, as well as participating 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 and the extent of their engagement in the different project stages.

It should be noted that, although all stakeholders included in these diagrams participate in over 75% of the projects and programmes, public administrations and the scientific community (both with over 81%), beneficiaries (75%) and suppliers (over 84%) are the most frequent participants in any stage of the projects and programmes. It should also be noted that the different public administrations are equally involved in all stages while beneficiaries are mostly involved in the implementation and monitoring stages of projects. On the other hand, suppliers are mainly involved in the implementation, monitoring and evaluation stages.
### NG01. PROCESSES FOR INVOLVEMENT OF AFFECTED STAKEHOLDER GROUPS IN THE DIFFERENT PROJECT STAGES (G4-26)

<table>
<thead>
<tr>
<th>% involvement</th>
<th>Beneficiaries</th>
<th>Public administrations</th>
<th>Third sector actors</th>
<th>Academic community</th>
<th>Suppliers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total involvement</td>
<td>82.14</td>
<td>85.71</td>
<td>60.71</td>
<td>78.57</td>
<td>82.14</td>
</tr>
<tr>
<td>Continued involvement</td>
<td>46.43</td>
<td>78.57</td>
<td>57.14</td>
<td>64.29</td>
<td>57.14</td>
</tr>
<tr>
<td>via dialogue or alliances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### PROCESSES FOR INVOLVEMENT OF AFFECTED STAKEHOLDER GROUPS IN THE DIFFERENT PROJECT STAGES

#### % involvement in the stage of:

**Design**

<table>
<thead>
<tr>
<th>NG01.A</th>
<th>NG01.B</th>
<th>NG01.C</th>
<th>NG01.D</th>
<th>NG01.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG01.A.2</td>
<td>25.00</td>
<td>50.00</td>
<td>53.13</td>
<td>67.86</td>
</tr>
<tr>
<td>NG01.B.2</td>
<td>50.00</td>
<td>85.71</td>
<td>67.86</td>
<td>71.43</td>
</tr>
<tr>
<td>NG01.C.2</td>
<td>53.13</td>
<td>67.86</td>
<td>78.57</td>
<td>82.14</td>
</tr>
<tr>
<td>NG01.D.2</td>
<td>67.86</td>
<td>71.43</td>
<td>82.14</td>
<td>85.71</td>
</tr>
<tr>
<td>NG01.E.2</td>
<td>50.00</td>
<td>71.43</td>
<td>85.71</td>
<td>82.14</td>
</tr>
</tbody>
</table>

**Implementation**

<table>
<thead>
<tr>
<th>NG01.A</th>
<th>NG01.B</th>
<th>NG01.C</th>
<th>NG01.D</th>
<th>NG01.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG01.A.3</td>
<td>64.29</td>
<td>85.71</td>
<td>67.86</td>
<td>71.43</td>
</tr>
<tr>
<td>NG01.B.3</td>
<td>85.71</td>
<td>67.86</td>
<td>78.57</td>
<td>82.14</td>
</tr>
<tr>
<td>NG01.C.3</td>
<td>67.86</td>
<td>71.43</td>
<td>82.14</td>
<td>85.71</td>
</tr>
<tr>
<td>NG01.D.3</td>
<td>71.43</td>
<td>82.14</td>
<td>85.71</td>
<td>82.14</td>
</tr>
<tr>
<td>NG01.E.3</td>
<td>78.57</td>
<td>82.14</td>
<td>85.71</td>
<td>82.14</td>
</tr>
</tbody>
</table>

**Monitoring**

<table>
<thead>
<tr>
<th>NG01.A</th>
<th>NG01.B</th>
<th>NG01.C</th>
<th>NG01.D</th>
<th>NG01.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG01.A.4</td>
<td>57.14</td>
<td>82.14</td>
<td>53.57</td>
<td>46.43</td>
</tr>
<tr>
<td>NG01.B.4</td>
<td>82.14</td>
<td>53.57</td>
<td>46.43</td>
<td>71.43</td>
</tr>
<tr>
<td>NG01.C.4</td>
<td>53.57</td>
<td>46.43</td>
<td>71.43</td>
<td>78.57</td>
</tr>
<tr>
<td>NG01.D.4</td>
<td>46.43</td>
<td>71.43</td>
<td>78.57</td>
<td>82.14</td>
</tr>
<tr>
<td>NG01.E.4</td>
<td>71.43</td>
<td>78.57</td>
<td>82.14</td>
<td>85.71</td>
</tr>
</tbody>
</table>

**Evolution**

<table>
<thead>
<tr>
<th>NG01.A</th>
<th>NG01.B</th>
<th>NG01.C</th>
<th>NG01.D</th>
<th>NG01.E</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG01.A.5</td>
<td>71.43</td>
<td>67.86</td>
<td>53.57</td>
<td>60.71</td>
</tr>
<tr>
<td>NG01.B.5</td>
<td>67.86</td>
<td>53.57</td>
<td>60.71</td>
<td>78.57</td>
</tr>
<tr>
<td>NG01.C.5</td>
<td>53.57</td>
<td>60.71</td>
<td>78.57</td>
<td>82.14</td>
</tr>
<tr>
<td>NG01.D.5</td>
<td>60.71</td>
<td>78.57</td>
<td>82.14</td>
<td>85.71</td>
</tr>
<tr>
<td>NG01.E.5</td>
<td>78.57</td>
<td>82.14</td>
<td>85.71</td>
<td>82.14</td>
</tr>
</tbody>
</table>
FBLC carries out several actions to enable different stakeholder groups to become involved 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. For example, the actions related to the Violence: zero tolerance programme to monitor 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 same measure of meetings has also been used by the programme Aid for art projects for social improvement carried out together with the Pere Tarrés Foundation in order to improve the mechanisms used to evaluate projects that may be given financial aid.

Particularly of note is the involvement of beneficiaries in programmes to promote active, healthy ageing, with the elderly representing a key driving force in the creation and design of local volunteering projects as they are the main people to carry out this work, with the support of a professional.

The management and scientific advisors for different programmes regularly follow-up the progress made, 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.

**Analysis and evaluation**

As a result of the analysis and evaluation carried out in 2013, the Incorpora programme started to implement improvements to make the programme more efficient which, in 2014, were reflected in the results of the programme. The share of people finding a job out of all beneficiaries completing the training itineraries has risen to 60%, considerably reducing the gap between the number of people starting and completing this road map and those finally being offered an employment contract.

Another of the objectives described in the evaluations carried out was the experimentation of training models which, in 2014, led to the start of a pilot study for the new Incorpora training points which are being tested in four Catalan cities (Barcelona, Girona, Lleida and Tarragona), in Madrid and, aimed particularly at young people, in Andalusia.

The results and monitoring of this experiment are integrated within the Incorpora platform which is another of the fundamental tools in the procedures used to monitor and control the programme’s efficiency. Thanks to this platform, improvements have been made to acceptance processes, the selection of people and the communication and resolution of incidents via email between specialists from the social organisations in question, beneficiaries and those in charge of the programme. The platform also includes forms to control attendance, incidents and for assessment of the people carrying out socio-occupational itineraries.

Another of the measures used 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.

Entrepreneurs, the main stakeholder for the programme, are consulted in the different stages in order to include basic improvements based on their suggestions as a form of continued learning. The rest of the agents involved in supporting the programme, such as partners (IESE Business School and the office of URIA) and suppliers (Tandem Social) participate actively via follow-up meetings related to the programme’s design, evaluation and implementation. Finally, representatives from PAs and other relevant agents in the social entrepreneurship ecosystem are also actively involved in selecting projects.

Another of the actions undertaken by FBLC 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 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, in order to promote joint actions and share their knowledge of the situation and produce a diagnosis and a community programme. By enabling expert relations and coordination, these three agents can take part in the different design, implementation, monitoring and evaluation stages and are therefore involved both at the level of the actions proposed and carried out and also in terms of the results obtained with both the receivers and beneficiaries of these activities.

This is also the approach taken by the programme of Grants for Social Initiative Projects, sharing the information from the programme and the results with the PAs and involving social organisations in designing the rules for grant applications and in defining the priority lines of action based on society’s needs. On the other hand, and new to 2014, were the “la Caixa” awards for Innovation and Social Transformation which reward innovative practices by
social organisations and share these with society. These awards required the
support of a committee of experts from the third sector, academia and
communication, both in the public and private sphere, to select the best projects.

Up to 2014 evaluations were carried out of results using weekly, monthly, quarterly
and annual reports on the project. Audits were also carried out on processes, as
well as qualitative studies of the situation of each geographical area. At the same
time, an impact assessment was also
carried out using two surveys on
community harmony and intercultural
relations in areas with high cultural
diversity in 2010 (8,928 interviews) and
another in 2012 (9,323 interviews),
helping to analyse the first phase of
development for the project (from 2010
to 2013) and its repercussions over time
on the areas in question. Another survey
is planned for 2015 on the 24 new areas,
then after the project in 2016 and 2017.

Regarding the programme of
Comprehensive care for people with
advanced diseases, an effectiveness
study is carried out every year on the
improvement in the emotional
dimensions dealt with by the
psychological and social assistance
provided by the teams (EAPS). The
parameters measured indicate significant
improvements in all variables, from the
patients’ mood to their level of anxiety,
upset or suffering.

In the International Cooperation
programmes, one requirement included in
the rules is that applicant cooperation
organisations must specify the criteria
and mechanisms they employ to include
and involve beneficiaries in the different
stages of the project. In the case of
humanitarian aid programmes, and
particularly emergencies when it’s usually
more difficult for stakeholders to become
involved, their participation is also
evaluated in the different stages of the
project, providing details of fundamental
criteria regarding respect and observance
of humanitarian principles and values.

The scientific community is another
stakeholder involved in several stages
of FBLC’s 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 FBLC and the scientific
community is the publication of the
Reincorpora Technician Guide, a tool to
help and guide the work of experts in
social organisations collaborating with
the Reincorpora programme for the
socio-occupational integration of prison
inmates. There is also a collaboration
agreement signed with the Coastal
Ocean Observing and Forecasting System
of the Balearic Islands (ICTS SOCIB) to
carry out the project entitled Medclic:
the Mediterranean, just a click away.
This is a project to create a network to
measure parameters of the effect of
climatic change on the Mediterranean,
similar to the one already implemented
with the ClimaDat network, although in
its case on land. A network that is now
fully operational with eight climate
measurement stations in eight natural
areas.

Lastly, regarding the involvement of the
scientific management for the
CaixaProinfancia programme, coordinated by the Ramon Llull University
in collaboration with universities close to
the regions where the programme is
implemented, the results were published
in 2014 of evaluations carried out the
previous year. Among the parameters
analysed to measure the incidence and
impact of the programme were indicators
for the academic development of the
children assisted (see pages 14 and 15).

Mechanisms for feedback
in relation to programmes
and projects

Formal channels
Committed to the ongoing improvement
of its programmes and projects, as well as
to stakeholder dialogue and relations,
FBLC 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 Foundation
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 FBLC 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 2014 the feedback mechanisms were
improved further, as well as implementing
new mechanisms. One example of note
are the mechanisms implemented in
2014 by the Incorpora programme with
the experts from the social organisations
involved in the project via new training
points. This tool helps to establish a
better channel of communication with
the beneficiaries and those in charge of
the programme, as well as with its end
users.

2014 also saw the introduction of
improvements in the website for the
Social Housing programmes, in
particular the Accessible Housing
programme, to help users look for
housing developments by entering key
words that produce lists of the
developments highlighting the dates for
upcoming calls for applications and
placing these developments first in the
list of results.

In this respect, and given the
Foundation’s priority for receiving
feedback on its work, 75% of FBLC’s projects include some kind of mechanism to report feedback, while a further 75% of the projects provide mechanisms to request information, 72% to express an opinion and 69% have mechanisms to report complaints and send suggestions.

It should be noted that there are no substantial differences in the availability of these mechanisms by area of activity or by feedback category.

### NG02. MECHANISMS FOR FEEDBACK (G4-26)

<table>
<thead>
<tr>
<th>% projects incorporating feedback</th>
<th>Cases</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG02</td>
<td>26</td>
<td>78.13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% projects incorporating requests for information</th>
<th>Cases</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG02.1</td>
<td>24</td>
<td>75</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% projects incorporating opinions</th>
<th>Cases</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG02.2</td>
<td>23</td>
<td>71.88</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% projects incorporating suggestions</th>
<th>Cases</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG02.3</td>
<td>23</td>
<td>71.88</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% projects incorporating complaints</th>
<th>Cases</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG02.4</td>
<td>23</td>
<td>71.88</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projects</th>
<th>Cases</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>32</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social</th>
<th>Educational</th>
<th>Research, science and the environment</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>63.1</td>
<td>100</td>
<td>75</td>
<td>100</td>
</tr>
<tr>
<td>68.42</td>
<td>100</td>
<td>75</td>
<td>83.33</td>
</tr>
<tr>
<td>63.16</td>
<td>100</td>
<td>75</td>
<td>83.33</td>
</tr>
<tr>
<td>63.16</td>
<td>100</td>
<td>75</td>
<td>83.33</td>
</tr>
</tbody>
</table>

FBLC 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 for the Foundation. 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 travelling exhibitions); systems for face-to-face or direct contact (such as the customer service office or OAC); and the project’s specific contact numbers.

FBLC provides access to all these feedback mechanisms prioritising the use of new technologies. Consequently, approximately 72% of the Organisation’s projects provide mechanisms to request information whose means of access is the internet. It should be noted that, in 2014, particular emphasis was placed on the potential of social media as a bidirectional medium to communicate with stakeholders. The percentage varies depending on the type of feedback being provided but is around 72% both for opinions and suggestions and also complaints.

Such feedback is obtained via many different channels.

The programme of **Comprehensive care for people with advanced diseases**
carries out face-to-face visits of the organisations and hospitals where assistance is provided; satisfaction surveys are also carried out with the psychosocial care teams, who are also interviewed in depth, producing highly satisfactory results (see page 20). Other channels such as those used by the Science in Society programme make use of social media to obtain information on visitors and specific ratings are requested from users based on their opinions. These data are complemented with other information gathered via focus groups, using standardised rating procedures.

The project of Intercultural Community Intervention (ICI) has a collaborative environment with a forum in which the project’s teams take part and follow-up meetings are also periodically held with these groups. Other programmes such as Grants for Social Initiative Projects record the opinions of social organisations in the reports on completed projects in order to improve the rules for future calls for applications.

### 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>NG02.1.1 71.88%</td>
<td>NG02.2.1 71.88%</td>
<td>NG02.3.1 71.88%</td>
<td>NG02.4.1 68.75%</td>
</tr>
<tr>
<td>Mechanisms other than the internet</td>
<td>NG02.1.2 56.25%</td>
<td>NG02.2.2 56.25%</td>
<td>NG02.3.2 46.88%</td>
<td>NG02.4.2 56.25%</td>
</tr>
</tbody>
</table>

**Specific meetings**

In 2013 FBLC 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. CaixaProinfancia is one of the programmes that, in 2014, promoted networking among all the institutions, both public and private, working with the families attended. The ICI project also 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 FBLC 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 FBLC 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 channel that is frequently used, 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, Comprehensive care for people with advanced diseases and Science in Society include this kind of survey.

Within the programme of Comprehensive care for people with advanced diseases, for example, the same team that takes part in the project carries out the satisfaction surveys on the patients and the care provided by the teams, as well as on 194 health professionals receiving the work carried out by the psychosocial care teams, to get their individual feedback from each one. In 2014 the results showed that 92.2% of the patients rated the attention received as excellent or very good and close to 94.81% of the patients claimed to have received all the contact they needed from the professionals. Particularly of note are the improvements in the area of communication and relations with the family and their environment. 80% of the patients attended believe that the attention received has improved significantly in aspects related to tackling difficult questions and resolving pending issues and that it has helped to establish better communication between patients and their families; 90% would recommend it to people in a similar situation to themselves. Finally, the groups of professionals surveyed such as medical directors, doctors, nurses and other professionals rated the work carried out
FBLC 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 has created an online communication platform for all socioeconomic development organisations, Spanish NGOs and local NGOs in the countries were projects are implemented. This has substantially improved relations, the sharing of opinions and feedback between them and FBLC.

**Systems for monitoring, evaluation and learning**

The very nature of non-profit organisations, together with the role they play in society in the current social and economic context, makes them inherently responsible for proving the legitimacy, value and efficiency of the actions they carry out. FBLC, 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 FBLC, it’s crucial that programmes and projects are appropriately monitored and evaluated.

FBLC 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.

All the Foundation’s projects and programmes in its different lines of action (Offering opportunities to the most vulnerable; Supporting progress; Bringing culture and science to the public; and Building a world with less inequality) and spheres of activity (social, cultural, education and research, science and the environment) have systems for monitoring and/or follow-up, evaluation and learning. Almost all the projects (97%) have systems for monitoring and follow-up while 94% of the projects carry out assessments or results analysis to evaluate their performance.

94% of the projects introduced changes and improvements in 2014 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 this target was achieved in 75% and 83% of the projects in the areas of research, science and the environment and in culture, respectively.

The most widely used follow-up and monitoring systems by FBLC’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 97% of the projects in 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 FBLC’s projects and programmes apply ongoing qualitative information systems (72%) and qualitative information systems at the end of the project (75%).

In this respect, it’s notable that, in 2014, the Foundation’s cultural programmes worked on designing a qualitative evaluation system for the educational activities carried out at the CaixaForum centres.

The different programmes aimed at the Elderly also implemented mechanisms in 2014 to qualitatively assess their activities. This is the case of the IT and communication programmes and also those for health and well-being that form part of the activities to promote active, health ageing. These quality studies evaluate the relevance of the content, methodology and effectiveness of the professionals running the specific activities carried out at the centres for the elderly. On the other hand, and in the case of programmes for social participation and volunteering, an impact assessment was carried out via surveys aimed at the beneficiaries of the projects in focus groups, which were also open to the experts and people running the activities.

The specific follow-up actions and/or activities carried out in 2014 were as follows: ongoing recording of data about the activity (94%), and follow-up visits (81.25%) for programmes. Moreover, most projects have their own monitoring committees (78%) y perfom audits and/or work with external expert consultants (75%), assess their activity by surveying specific groups and request audits of accounts (46.8%) and qualitative studies (69%). Lastly, the least frequently performed follow-up exercises in 2014 were still the auditing of processes (41%). During the evaluation stage, the assessment and analysis carried out by most of FBLC’s projects took the following form: evaluation meetings and annual or assessment reports considering quantitative indicators and/or qualitative data (97% of the projects in both cases).
### NG03. SYSTEM FOR MONITORING, EVALUATION AND LEARNING

<table>
<thead>
<tr>
<th>Total</th>
<th>Area of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cases</td>
</tr>
<tr>
<td>Have monitoring, evaluation and learning systems</td>
<td>NG03</td>
</tr>
<tr>
<td>Have follow-up and monitoring systems</td>
<td>NG03.1</td>
</tr>
<tr>
<td>Carried out follow-up actions and activities in 2014</td>
<td>NG03.2</td>
</tr>
<tr>
<td>Carry out assessments or analyses of results</td>
<td>NG03.3</td>
</tr>
<tr>
<td>Introduce improvements and changes for 2014</td>
<td>NG03.4</td>
</tr>
<tr>
<td>Projects</td>
<td></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 quantitative information systems</th>
<th>Have final qualitative information systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>NG03.1.1</td>
<td>96.88%</td>
<td>96.88%</td>
<td>71.88%</td>
</tr>
<tr>
<td>NG03.1.2</td>
<td>96.88%</td>
<td>71.88%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Each project and programme manages its own monitoring, control and evaluation systems independently and in accordance with its own needs.

In 2014 the programme of Grants for Social Initiative Projects incorporated new indicators to evaluate and assess the impact of the projects selected, aimed at obtaining data on the impact on society produced by the programme in terms of the jobs created (paid personnel) in the social organisation itself and also on the mobilisation of volunteers, in this case quantifying the number of volunteers and the number of hours devoted to beneficiaries. These data are in addition to those obtained by the programme to date on the levels of well-being and quality of life of the people attended, the improvement in the quantity and quality of the social actions carried out and the support provided for the social third sector.

The programme has also improved the requirements for the presentation of the final report by the organisations involved, with its website providing tools to help social organisations explain the workings of the project and specify the coverage of the activities in question, the goals and results expected.

For instance, the Social Entrepreneurism programme has developed several tools to qualitatively evaluate the support provided to those receiving grants as a means of continuously improving the programme.

On the one hand, an annual survey is carried out that asks entrepreneurs to rate the different agents and support involved in the project (training, mentoring, office that coordinates the programme and legal support).

On the other hand, a qualitative evaluation is also carried out via a survey on all the entrepreneurs regarding the relevance and quality of synergies with other similar projects.

Another example is the programme of Comprehensive care for people with advanced diseases which employs different tools for monitoring and control. The first is an online platform for the programme. Control is also carried out via clinical assistance documentation, by holding annual follow-up meetings and with personal visits throughout the different geographical areas where such assistance is provided. Finally, an external audit is carried out of the finances and procedures. Regarding the evaluation of the programme’s impact, an annual effectiveness study has been drawn up that measures the efficacy of the psychosocial care provided and which was improved with several variables in 2014. The same year also saw the evaluation of the degree of satisfaction of the relatives attended, as well as incorporating improvements to the online platform to qualitatively improve the teams’ work. Lastly, new self-evaluation tools have been incorporated into the programme for the psychosocial care teams to help them monitor their own work more effectively.

Regarding evaluation mechanisms related to non-specific beneficiaries, the Science in Society programme has set up a system that combines external advisors and experts and different methodologies to obtain qualitative information by directly observing the people visiting exhibitions, as well as setting up focus groups of experts that also include other agents such as teachers, the general public and researchers in a format that has been called the Innovation Laboratory, encouraging them to make proposals and suggestions.

The International Division has a platform to systemise the control requirements for external audits that must be carried out on all NGOs under agreement with the Foundation in order to review the finances of the cooperation projects being supported.

The Foundation sees these mechanisms for evaluation and control as an exercise in transparency in its procedures. The Scholarship programme, for example, publishes on its website the evaluation and selection processes employed for the applicants, procedures which follow internationally recognised standards contained in the Peer Review Guide published by the European Science Foundation.

Also relevant in 2014 were the surveys carried out as part of the ICI project on community harmony and intercultural relations in areas with highly diverse cultures. These surveys, performed in
2010 and 2012, helped FBLC to analyse the project’s first phase of development in 2010, with 8,929 interviews and, in 2012, with 9,323 interviews, which have helped to analyse the project’s development over time and also provide a comparative diagnosis of the state of harmony and cohesion in the areas in question. The plan is to also carry out this survey on the 24 new areas incorporated within the project in 2015. In the same way that these surveys have evaluated the project in its first three years (2010-2013), this latest evaluation will also take place between 2016 and 2017.

One of the goals of these evaluation systems is to assess how far targets have been reached by measuring three criteria: effectiveness, efficiency and impact. Measuring these three aspects allows FBLC to ensure its management is transparent, as well as increasing the social value associated with its projects. With this aim, in 2014 specific tools were developed for programmes such as Let’s talk about drugs to measure the impact of the programme on secondary school students.

The Volunteering programme has renewed its website to incorporate an app that improves communication and a feeling of belonging among all volunteers. This tool makes it easier for any volunteer to choose the opportunities that best suit his or her areas of interest and in accordance with the needs of the social organisations and the Foundation’s programmes. This instrument is the consequence of a new action plan whose mission is to encourage citizens to become involved and volunteer for different kinds of action to help transform local society and to boost the drive and growth of volunteers related to the Foundation’s programmes.

Of all the projects and programmes implemented, 78% have some means of measuring effectiveness while 75% measure both effectiveness and efficiency. Differences can be seen in the three aspects measured by sphere of action, with 100% of the projects from the educational area and more than 89% of social programmes having systems to measure both effectiveness and efficiency.

89% of the projects in the social area have systems to measure efficiency whereas this is only the case for 50% of the programmes in the culture and science, research and environment areas. Similarly, 89% of the social projects have systems to measure impact while the figure for research and environmental programmes is just 50% and only educational programmes have systems to measure efficiency in 100% of the cases.

<table>
<thead>
<tr>
<th>NGO3.5 MEASURING EFFECTIVENESS, EFFICIENCY AND IMPACT</th>
<th>Total</th>
<th>Area of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cases</td>
<td>Social</td>
</tr>
<tr>
<td>NGO3.5</td>
<td>27</td>
<td>89.47%</td>
</tr>
</tbody>
</table>

| NGO3.5.5.1                                            | Social | 89.47% | Educational | 100% | Research, science and the environment | 50% | Culture | 50% |
| NGO3.5.5.2                                            | Social | 89.47% | Educational | 66.67% | Research, science and the environment | 50% | Culture | 50% |
| NGO3.5.5.3                                            | Social | 78.95% | Educational | 100% | Research, science and the environment | 75% | Culture | 50% |
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 through 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 wherever it’s required.

The results of these pilot studies carried out in 2013 were announced in 2014 (see pages 14 and 15). Other qualitative data have endorsed the comprehensive care approach proposed and started by the programme. Significant improvements have been detected in the procedures and models of social action of the organisations involved, as well as improvements in the community networks in the districts and increased social support, and also improved parenting skills in the families. These impacts have been demonstrated via the data provided by parents, professionals and key agents working in the 11 cities and metropolitan areas where the programme has been implemented.

Finally, and as a result of this assessment which began in 2010, the programme has identified those geographical areas with the greatest needs and where there is an overlap between organisations providing similar services in the same zone. As a result, the programme is implemented in the 24 areas that are deemed most vulnerable. On the other hand, the size of the areas in relation with this classification has also been altered. Taking such priorities into account and with a view to the future, the programme will focus all its efforts on attending to 153 priority zones.

Work is being carried out via the CiberCaixa to detect and develop talent and, for this project, specific training and guidance have been designed for educators, in 2014 resulting in the start of the “You’ve got Talent” experience in which three CiberCaixa are carrying out a pilot study of the design for a new programme in the future. This experience has been supported by the scientific management of the CaixaProinfancia programme and the consultancy firm Infonomia.

Another relevant example is the evaluation of economic, social and environmental impact of the Social Entrepreneurism programme to measure its efficiency by analysing developments in the projects selected in the calls for applications in 2011 and 2012 (see page 28).

 Integrating gender and diversity

The Foundation considers factors regarding gender and diversity to be key components that must be integrated into their programmes. Those in charge of managing each of these programmes must set and establish diversity and equality criteria in order to encourage not only project efficiency but also equality. More than 84% of the projects include the component of gender and diversity. The most widespread formula or mechanism to ensure attention to diversity and gender, applied in 87.5% of FBLC’s projects, is the principle of non-discrimination.

A further 87.5% of the projects monitor the real equality of opportunities for different people to take part in the programme and 50% of the projects apply a positive discrimination policy, thereby ensuring a degree of presence and/or participation of the target groups. Finally it should also be noted that more than 31% of FBLC’s projects directly tackle gender-specific issues; i.e. the very purpose of the project is to resolve gender-based problems. In addition to the gender component, FBLC’s projects (71.88%) also include other diversity-related factors to ensure equal opportunity. Among these kinds of factors often incorporated in the projects are the following: disability, age (children, young people and the elderly) and foreigners and/or immigrants. The most widespread formula for applying such factors, as in the case of gender albeit to a lesser degree, is the application of the principle of non-discrimination (90.6% of FBLC’s projects). It should be noted that 62.5% of FBLC’s projects directly tackle problems related to diversity per se; i.e. the very purpose of the project is to resolve problems related to diversity and equal opportunities.
### NGO4. MEASURES TO INTEGRATE GENDER AND DIVERSITY

<table>
<thead>
<tr>
<th>% of projects including a gender and/or diversity component</th>
<th>Total</th>
<th>Area of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cases</td>
<td>%</td>
</tr>
<tr>
<td>NGO4</td>
<td>29</td>
<td>84.38</td>
</tr>
<tr>
<td>NGO4.1</td>
<td>20</td>
<td>62.50</td>
</tr>
<tr>
<td>NGO4.2</td>
<td>24</td>
<td>75</td>
</tr>
<tr>
<td>Projects</td>
<td>32</td>
<td></td>
</tr>
</tbody>
</table>

### NGO4. MEASURES TO INTEGRATE GENDER AND DIVERSITY

<table>
<thead>
<tr>
<th>% Programmes including</th>
<th>Gender component (NGO4.1)</th>
<th>Other diversity factors (NGO4.2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principle of non-discrimination</td>
<td>NGO4.1.1 90.63</td>
<td>NGO4.2.1 90.63</td>
</tr>
<tr>
<td>Non-discrimination and monitoring of equal opportunities</td>
<td>NGO4.1.2 90.63</td>
<td>NGO4.2.2 78.13</td>
</tr>
<tr>
<td>Apply positive discrimination</td>
<td>NGO4.1.3 56.25</td>
<td>NGO4.2.3 65.63</td>
</tr>
<tr>
<td>Tackle gender problems directly</td>
<td>NGO4.1.4 31.25</td>
<td>NGO4.2.4 62.50</td>
</tr>
</tbody>
</table>
Several of FBLC programmes are noteworthy with regards to the measures implemented in 2012 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. Exactly the same thing happens with the cultural activities programmed at FBLC’s centres. Transferring knowledge and promoting training in critical skills is carried out by programming a wide and diverse range of content and subjects, specifically designed to be accessible by all kinds of people. This programming also includes specific awareness-raising activities aimed at encouraging values of inclusion and fairness. One example of these in 2014 was the collaboration with the Catalan Autism Federation to hold a cycle of talks and films at CaixaForum centres aimed at raising awareness of society via a proposal linking autism with creativity. The Science in Society programme has also introduced a new element to support visually impaired people to improve visits to exhibitions, as well as including issues related to equality in all the programme’s exhibition content.

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. As a result, cooperation projects are carried out whose aim is to promote projects to create jobs, support small businesses and firms that strengthen the weakened economic structures in relatively under-developed countries in which 60% of their beneficiaries (more than 143,000) are women.

It has also been established that one of the selection criteria for proposals should be the prioritisation of projects with explicit measures for gender equality, while the gender and diversity component is also present continuously in the awareness-raising content provided by the CaixaForum centres to familiarise people with the situation of the most vulnerable in developing countries (women, less privileged groups, etc.).

On the other hand, the work carried out by cooperation organisations in development programmes has also been aimed especially at empowering women living in developing countries and in a vulnerable situation. One example of this special attention to the gender component has been the work carried out over the last five years with eight volunteers and a local NGO in Guatemala, supporting indigenous women displaced by war. The actions carried out included the start-up of a microloan fund, helping to set up 44 community banks managed by the women themselves.

As a result of their aims and universe of beneficiaries, other projects apply positive gender discrimination, such as the Reincorpora programme in which the share of female participants (10%) in the programme is higher than the share of female prison inmates.

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 fact, it maintains almost complete balance between the groups of the 18,405 job placements occurring in 2014, with 49% of these being for women and 51% for men. In this respect, 69% of all 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 31% were people with some kind of disability (physical, intellectual, sensory or mental). It should also be noted that 3% of all job placements achieved by the programme in 2014 were for female victims of gender-based violence.

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 immigrated or local minorities (gypsies, etc.), which poses new challenges and new opportunities for social cohesion.

Coordination with the activities and programmes of other actors

One of the main principles of action of FBLC is to create alliances and networks
among the Foundation’s programmes and its external collaborators so as to fully capitalise on existing synergies.

That’s why FBLC 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. One example of this in 2014 was the revision of the rules for the programme of Subsidies for Social Initiative Projects which incorporated the recommendations of experts from the third social sector in the conditions for the different calls for applications during the year. These conditions already included the positive and preferential rating of projects that coordinate with other agents from the same area with public administrations, other social organisations and the explicit backing of the local government. Thanks to this aim to secure as much complicity as possible between the different agents involved, a new specific call for applications was added in 2014 in Valencia with the collaboration of the regional government.

All FBLC projects (100%) are linked to other initiatives (be it to other projects by the Foundation or to external initiatives). Specifically, over 81% of all the Foundation’s projects are directly linked to other internal projects and more than 90% of them also participate in external initiatives. Out of all the Foundation’s projects, 68.75% have a stable collaborative relationship with external initiatives, on a continuous or regular basis.

Among some of the alliances of note in 2014, at an international level, were the collaborations with the Fondazione Cariplo, the Aga Khan Foundation and the Inter-American Development Bank (IDB) while, in terms of notable alliances, ISGlobal has become a strategic collaborator of the Business Alliance for Child Vaccination led and coordinated by FBLC. ISGlobal, of which the Foundation is a founding partner, aims to improve the health and development of the most vulnerable people by generating, managing, passing on and extending knowledge. It has a long track record in the field of mother and baby health and contributes its experience in coordinating the secretariat for the Decade of Vaccines Collaboration together with the GAVI Alliance as well as its experience and knowledge in impact studies on pneumococcal vaccines in Mozambique, providing this project with technical, scientific and academic content.

In the area of volunteering and cooperation, the Foundation has taken part in the debates of EU Aid Volunteers to start up this European programme, providing the viewpoint of corporate volunteers. It also joined the International Corporate Volunteering (ICV) Leadership Council in 2014 and became a collaborating partner of the Corporate Volunteering initiative promoted by firms as part of IMPACT 2030 (http://www.impact2030.com/home.html).

46.88% of all the projects are involved in European and/or international initiatives, such as the Science in Society project, RII Tools, to help promote the concept of Responsible Research and Innovation in society and involving over 20 different countries, as well as the consolidation of the European Xplore Health project to produce benchmark models for biomedicine research. Work was also carried out in 2014 on coordinating activities together with the planetariums in Madrid and Pamplona and with institutions such as the Museum of Human Evolution, the National Natural Science Museum and Prado Medialabs.

Regarding the Volunteering programme, in 2014 the Federation of “la Caixa” Volunteers (FASVOL) and the FBLC jointly promoted, together with Barcelona City Council, the city’s candidature as the 2014 European Volunteering Capital. In October it collaborated with the first Iberian-American Corporate Volunteering Congress (see page 24). The programme has also started a series of collaboration alliances across the rest of the Foundation’s programmes so that volunteers can provide specific support for social organisations by reinforcing and multiplying the work carried out by different programmes, social organisations and the professionals working in them.

In 2014 the Social Entrepreneurism programme was involved in the United at Work programme led by Santa Casa de Misericordia in Lisbon and funded by the European Commission. Collaborative ties have also been established with leading programmes in social entrepreneurship in Spain such as the Catalan government’s Social Entrepreneurism initiative, @emprensocial.

The Foundation also participates in a range of projects and programmes carried out by other organisations. It’s worth noting the Apropa Cultura project, a social and educational programme of cultural facilities in Catalonia that encourages the attendance and participation of users in the programming and activities of social centres. This programme currently covers 1,182 centres and 53 cultural facilities including the CaixaForum Barcelona, providing a way of improving people’s access to the events and activities programmed at the Foundation’s centres as well as establishing collaborations with other facilities in the sector.
Whenever possible FBLC 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 and also with programmes implemented by the municipal social services in the towns in question.

Other programmes such as Let’s Talk About Drugs set up specific collaborations in 2014 with the organisation Proyecto Hombre to develop a new IT application. This tool can produce reports on the profiles of people with addiction problems and the aim is to improve knowledge on the profile of consumers and the current status of drug addiction. This project has also involved the Ministry of Health, Social Services and Equality and the University Institute of Drug Addiction.

Another collaboration in 2014 was with the association Connecta i Actua to develop family dynamics, in which the organisation holds parent workshops on the prevention of drug addiction for families with teenage children. Along the same line are the collaborations with the prison of Can Brians (Catalonia), providing sessions for the inmates, as well as collaboration agreements signed with the Catalan government’s departments of Education and Health.
Institutional positioning and communication in raising awareness

Considering FBLC’s activity, its strategy and communication and marketing campaigns are very important as they raise awareness of the Foundation and its work among its stakeholders (particularly beneficiaries) and society at large. The Foundation 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 the Foundation’s external communication, advertising and marketing.

• Information is the second major objective. By publicising all its initiatives, the Foundation 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 the Foundation works.

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 news items and reports published or issued by the press, radio and television concerning the initiatives and programmes carried out by FBLC has maintained its leading position in the press, the medium recording the most highly rated hits (33.4 million euros). After the written word come the number of hits on television (valued at 29.4 million euros) and on the radio (24.5 million euros). On these three media, news items and mentions have stabilised at over 18,000 hits a year. There has also been significant growth in online impact with 26,859 hits throughout 2014.

The economic value in 2014 of all this presence and mentions in news items in the mass media was over 87 (87.3) million euros in terms of the traditional media; namely press, television and radio, with additional hits on the internet, valued at just under 80 (78.9) million euros. The total value generated by the news items published in different media is over 166 (166.2) million euros, whereas in 2013 this impact was estimated at 128 (127.8) million euros.
Improving the welfare and skills of our employees and suppliers
Improving the welfare and skills of our employees and suppliers

**Human capital of FBLC**

2014 culminated with “la Caixa” Foundation becoming “la Caixa” Banking Foundation, once again demonstrating the Entity’s commitment to improving the working and social conditions of all its employees, promoting key actions in order to achieve its institutional aims: to have policies and actions that promote the welfare and generation of new skills of both employees and suppliers. The policies and measures that define and govern the management of human capital at “la Caixa” Banking Foundation (FBLC) are inherent to the organisation and, at the same time, emanate from its values and vision. The performance and promotion of good practices in terms of work and gender equality, the search for equality of pay, the development of skills, the encouragement to balance work and family life, respect for human rights and compliance with Spanish law are some of the principles that underpin this management approach.

The organisation has its Own Collective Bargaining Agreement (hereinafter OCBA), which applies to all the Entity’s work centres. The eighth OCBA, which came into force on 1 January 2014, has been modified and improved with a new labour agreement harmonising the working conditions following the banking transformation of “la Caixa”. The agreement has a duration of two years, which means that its clauses will be effective until 31 December 2015.

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

The workers’ representatives are made up of the following: a joint committee for the centres in Barcelona, namely central services, CaixaForum Barcelona and CosmoCaixa Barcelona (9 members), 1 personnel delegate for CaixaForum Palma and 1 personnel delegate for CaixaForum Madrid. This group represents and manages queries received directly from workers in the organisation and is responsible for passing on to the People and Strategy Area, at the monthly or bimonthly meetings established, those requirements and/or situations proposed by employees they deem appropriate. Furthermore, any incident of an urgent nature that might arise is dealt with immediately together with the People and Strategy Area.

One important event in 2014 was the success of the measure called the “Hour Bank” to promote flexitime. 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 of this system, it has been extended both in terms of time and also the groups of employees it covers.

A new measure has also been agreed in the collective bargaining agreement to improve work-life balance and flexitime with a pilot scheme that provides computer tools to work from home for pregnant women during the two months prior to the expected birth date and for workers with reduced mobility but who are able to work.

**Health and safety**

Health and safety is another important issue in terms of its impact on FBLC and on the stakeholders’ influence on decisions and analysis. Prevention of occupational risks is a good indicator of the extent of the organisation’s involvement in the control of processes and, regarding this matter, all processes are initiated with a risk assessment of the space and place of work. This is accompanied by the application of preventative measures, the training of the corresponding employees and the effective implementation of emergency plans.

A management system has therefore been established by FBLC that allows it to continuously analyse the preventative health measures of the organisation.

The Foundation currently works with an External Prevention Service (hereinafter EPS) that handles part of the preventive measures and provides support in many other tasks related to prevention at “la Caixa” Banking Foundation.

The risks affecting FBLC employees vary depending on their location and position (branches, single centres, exhibitions, etc.). As well as this EPS, “la Caixa” Banking Foundation also has its own management structure led by a Head of Prevention whose main mission is to keep in regular contact with the company at all its organisational levels and act as the main intermediary with the EPS.

The Foundation’s personnel are also represented on the Health and Safety Committee, a jointly representative and registered body set up to regularly review the company’s risk prevention activities. 100% of the Foundation’s employees are represented by this committee, which holds four ordinary meetings per year. The health and safety aspects covered by formal agreements established with the unions at a local level are as follows: personal protection equipment; joint health and safety committees; participation of worker representatives in inspections, audits and investigations of accidents related to health and safety; training and education; complaints procedures,
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 include the need to coordinate actions with the different contract workers who work at FBLC sites on a daily basis and whose health and safety conditions vary depending on their jobs, whether they are drivers, workers hired for travelling exhibitions or workers based permanently at each centre.

Lastly, another key issue in the area of health and safety is the health of the people who visit FBLC’s different venues and travelling exhibitions every day. The Foundation has specific procedures aimed at ensuring an appropriate level of care for visitors in terms of safety. It also regularly works with all employees and suppliers from the different sites in order to implement any necessary measures to make their venues safer for visitors.

In 2014 a lot of emphasis was put on reactivating the business coordination platform, CTAIMA CAE, not only updating what was started in 2013 but also hiring an external company to verify the documentation uploaded by contractors on the platform, applying the Foundation’s criteria. By means of this additional service, FBLC 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 health and safety training required by law was provided via the website Virtaula (online classroom). This covered almost 95% of the staff and the assessments and the results were validated by the EPS.

A mandatory health check was also offered to all staff through the health monitoring service.

| 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(1) |
|---|---|---|---|---|---|---|---|
| Total Work Accidents(2) | 2 | 0 | 2 | 1 | 2 | 1 |
| Total Common Contingencies | 53 | 6 | 63 | 16 | 58 | 17 |
| Total Absenteeism | 55 | 6 | 65 | 17 | 59 | 18 |
| Injury rate | 2.5 | 0 | 1,1 | 0 | 2.2 | 0 |
| Lost day rate(3) | 0.1 | 0.2 | n.d. | n.d. | 0.2 | 0 |
| Incident rate | 5.8 | 0 | 5.7 | 2.8 | 4 | 0 |

(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 both accidents in itinere and not in itinere. Of the accidents which occurred in 2012, only the case of one woman was 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) n/a: not available.

**Equality Plan**

The FBLC advocates equal opportunities and the equal treatment of men and women.

The Equality Plan 2012-2015, which replaces the 2009-2011 plan, embodies FBLC’s commitment to its employees and its respect for diversity. It’s part of its corporate philosophy and seeks to comply with current legislation and, more specifically, with the provisions of Act 3/2007 of 22 March on the effective equality of men and women. 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 achieved rather than promoting new measures. Specifically, it aims to help improve the working 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 their broad and autonomous decision-making powers concerning the development of their staff.

The Plan covers all employees of the Foundation and is in force for four years,
after which time it’s reviewed to determine new lines for improvement. It’s also intended to become an effective tool for working towards equality between men and women within the organisation and an Equality Committee has been set up to this end whose main role is to ensure the Equality Plan is observed. This Committee also plays an active role 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 staff 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.

During the third year of this Plan, namely 2014, several measures in the area of equality continued to be applied:

- An increase in the number of people covered by FBLC’s “Hour Bank” flexitime measure, going from 5.2% in 2013 to 22.05% in 2014, with 75 employees joining and 832 being made more flexible.

- Extension of the measures to ensure a 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 to ensure equality in the variable remuneration of men and women.

- The flexible remuneration plan was fully implemented, allowing each professional to design their remuneration package in line with their personal needs.

- Lastly, various indicators were also observed in order to improve 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; and the percentage of men hired for executive and general positions, among others.

The Foundation 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 2014 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 Persons 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 given 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 in the Workplace renewed its excellence award for “Equality in the Workplace” for the FBLC. This distinction acknowledges the organisation’s innovative nature as well as its commitment and engagement 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 pre-dating the Equality Act. 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 2014 FBLC’s workforce consisted of 347 professionals. 99.5% of these employees were on a permanent contract and 97.6% of them were employed on a full-time basis. Women account for 68.8% of FBLC employees compared with 31.2% for men, while 99.5% of FBLC employees work in Spain.
<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>% of total employees</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employees</td>
<td>347</td>
<td>100</td>
<td>112</td>
<td>235</td>
</tr>
<tr>
<td>Indefinite or permanent contract</td>
<td>345</td>
<td>99.4</td>
<td>107</td>
<td>238</td>
</tr>
<tr>
<td>Contracts of a specific or temporary duration</td>
<td>2</td>
<td>0.6</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Full-time employees</td>
<td>342</td>
<td>98.5</td>
<td>106</td>
<td>236</td>
</tr>
<tr>
<td>Part-time employees</td>
<td>5</td>
<td>1.4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Men</td>
<td>112</td>
<td>32.2</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Women</td>
<td>235</td>
<td>68.8</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Spain</td>
<td>345</td>
<td>99.4</td>
<td>108</td>
<td>237</td>
</tr>
<tr>
<td>Outside Spain</td>
<td>2</td>
<td>0.6</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>

As shown by the breakdown of workforce indicators by contract and employment type, the promotion and provision of stable employment, the quality of jobs and their maintenance all form part of FBLC’s corporate culture.

Indicators assessing employee turnover, length of service in 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 the workers’ degree of commitment to the organisation.

The values obtained for these indicators are an example and reflection of the importance of human capital to FBLC and the effort invested by the organisation into maintaining and improving the working environment, as well as the satisfaction and motivation of its employees.
The breakdown by length of service and gender is as shown in the following table:

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>2014 (at 31/12/2014)</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men (no. and %)</td>
<td>Women (no. and %)</td>
<td>Men (%)</td>
</tr>
<tr>
<td>Under 5 years</td>
<td>16-4.6</td>
<td>22-6.3</td>
<td>45</td>
</tr>
<tr>
<td>Between 5 and 9 years</td>
<td>21-6.5</td>
<td>45-13</td>
<td>33</td>
</tr>
<tr>
<td>Between 10 and 14 years</td>
<td>19-5.5</td>
<td>69-19.9</td>
<td>20</td>
</tr>
<tr>
<td>Between 15 and 19 years</td>
<td>25-7.2</td>
<td>43-12.4</td>
<td>31</td>
</tr>
<tr>
<td>Between 20 and 24 years</td>
<td>22-6.3</td>
<td>37-10.7</td>
<td>34</td>
</tr>
<tr>
<td>Between 25 and 29 years</td>
<td>6-1.7</td>
<td>9-2.6</td>
<td>40</td>
</tr>
<tr>
<td>30 years</td>
<td>3-0.9</td>
<td>10-2.9</td>
<td>20</td>
</tr>
</tbody>
</table>

With regard to 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, FBLc had 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 currently affecting the “la Caixa” Group, consistent with the current economic context. It is within this context that the workforce has been restructured, now totalling 347 people, 3 fewer than in 2013 when the restructuring programme started. Also the rate of new hires was 2.57%, up by 1.7 points in 2014 on the previous year.

G4-LA1. NUMBER AND RATES OF NEW EMPLOYEE HIRES AND AVERAGE EMPLOYEE TURNOVER, BY AGE GROUP AND GENDER

<table>
<thead>
<tr>
<th></th>
<th>2014 (workforce at 31/12/2014)</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Total turnover (%)</td>
<td>New hires</td>
</tr>
<tr>
<td>Total number of employees</td>
<td>347</td>
<td>0.56</td>
<td>-3</td>
</tr>
<tr>
<td>Turnover rate</td>
<td>7.20</td>
<td>2.57</td>
<td>-4</td>
</tr>
<tr>
<td>Rate of new hires</td>
<td>0.28</td>
<td>-0.26</td>
<td>2.10</td>
</tr>
<tr>
<td>Men</td>
<td>0.28</td>
<td>0.1</td>
<td>0</td>
</tr>
<tr>
<td>Women</td>
<td>0.28</td>
<td>0.2</td>
<td>0</td>
</tr>
<tr>
<td>Aged &lt; 30</td>
<td>0</td>
<td>0</td>
<td>0.1</td>
</tr>
<tr>
<td>Aged 30-40</td>
<td>0.56</td>
<td>2.50</td>
<td>0</td>
</tr>
<tr>
<td>Aged 41-50</td>
<td>0</td>
<td>2.10</td>
<td>0</td>
</tr>
<tr>
<td>Aged &gt; 50</td>
<td>0</td>
<td>2.01</td>
<td>-3.1</td>
</tr>
</tbody>
</table>
Commitment to people

G4-LA3. RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE, BY GENDER

<table>
<thead>
<tr>
<th>Workforce at 31/12/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employees</td>
</tr>
<tr>
<td>Total number of employees entitled to parental leave</td>
</tr>
<tr>
<td>Number of employees that took parental leave</td>
</tr>
<tr>
<td>Number of employees who returned to work after parental leave</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>
</tr>
</tbody>
</table>

As part of the banking transformation process in 2014 there has been an internal reorganisation in order to simplify the organisation and achieve greater efficiency in the Foundation. As a result, and in order to respond to this reorganisation, a talent appraisal of the Foundation’s staff was carried out and, based on the results, the structure of the management team was modified in the last year. FBLC’s current management team is made up of 47 people: 22 women (46.8%) and 25 men (53.2%).

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.

G4-LA12. BREAKDOWN OF EMPLOYEES PER EMPLOYEE CATEGORY ACCORDING TO GENDER, AGE GROUP, MINORITY GROUP MEMBERSHIP AND OTHER INDICATORS

<table>
<thead>
<tr>
<th>Workforce at 31/12/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Total number of employees</td>
</tr>
<tr>
<td>Directors (level D)</td>
</tr>
<tr>
<td>Heads (level C)</td>
</tr>
<tr>
<td>Managers (level B)</td>
</tr>
<tr>
<td>Management support (level A)</td>
</tr>
</tbody>
</table>

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 to improve their performance. The extent to which these objectives and actions have been achieved is reviewed and evaluated during the first few months of the year.

Remuneration systems

“la Caixa” Banking 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 2014 the new objective-based variable pay system continued to be applied, first implemented in 2013 for all FBLC 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 their area and for estimating the bonus for each person according to annual targets. They then set the deadlines and criteria for evaluating these 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.

The flexible compensation plan, which was implemented in 2013 in order to offer employees the chance to voluntarily choose how to receive part of their wages, had a greater impact in 2014. 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 given time.

As a result of all these measures, no differences exist between genders at the same level in the remuneration policies of FBLC; 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 2014.

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 to improve their performance. The extent to which these objectives and actions have been achieved is reviewed and evaluated during the first few months of the year.

### G4-LA13. RELATIONSHIP BETWEEN THE BASIC SALARY OF MEN COMPARED WITH WOMEN, BY EMPLOYEE CATEGORY, BY SIGNIFICANT LOCATIONS OF OPERATION

<table>
<thead>
<tr>
<th></th>
<th>Workforce at 31/12/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total number</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Total number of employees</td>
<td>347 100.0%</td>
</tr>
<tr>
<td>Directors (level D)</td>
<td>15 4.3%</td>
</tr>
<tr>
<td>Heads (level C)</td>
<td>83 23.9%</td>
</tr>
<tr>
<td>Managers (level B)</td>
<td>216 62.2%</td>
</tr>
<tr>
<td>Management support (level A)</td>
<td>33 9.5%</td>
</tr>
</tbody>
</table>
Training

“la Caixa” Banking Foundation considers training to be an essential factor in the professional and personal growth of its workforce. During 2014, 96.8% of all employees from the different professional categories received training, with the investment in training totalling approximately 208,000 euros. All staff training is provided by FBLC’s People and Strategy Area, 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 FBLC 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 FBLC identifies the needs of its employees by means of different methods. On the one hand 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’s also a form on the corporate intranet to request specific training which employees can apply for if they so wish and which the management approves.

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 2014 work continued on the universal development and training of all employees via the virtual interactive learning platform “Virtaula”, holding 17 training classes amounting to 556 hours, of which 417 correspond to women (75%) and 139 to men (25%). The platform has been accessed a total of 2,551 times. Two training sessions addressed the subject of equality. 2014 also saw all staff enrolling in the compulsory training sessions on the health and safety and the prevention of money laundering, as well as learning groups in the area of scholarships, the international area and the international exchange programme entitled “Tiepolo”. In the future this platform aims to become the main development tool for FBLC employees as they can access it from any computer irrespective of their location.

Of the 113 training activities carried out in 2014 by FBLC, the following were particularly significant: group training sessions on change management techniques, training sessions on IT tools specific to the Foundation, training in the fields of cultural and financial management, technology training sessions and sessions on patents. This is in addition to the aforementioned training via Virtaula.

Similarly, and continuing FBLC’s commitment to advancing its model of work-life balance for its employees, it took 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 to share and get to know new practices that can be applied to “la Caixa” Foundation.

Also, with the aim of encouraging continued learning and the improvement of skills, FBLC offers training and/or support courses to its employees so they can improve their skills through internal training courses (office IT and languages), provides funding for external training and/or education and encourages attendance at congresses and seminars.

Company benefits

The FBLC provides all its employees with the same company benefits regardless of the duration of their contract or working hours. These benefits were reviewed as part of the publication of the eighth OCBA in 2014-2015.

The main corporate improvements are as follows:

- Increase in flextime (start/finish times, greater use of shorter intensive work days)
- Reduction of annual hours to 1,117.
- Hour bank: increase of the number of hours each quarter.
- Co-responsibility measures:
  - One week paid leave for mothers when they share maternity leave with their partner in the last two weeks of the leave.
  - Increase in paternity leave of five days for fathers.
- Remote working: pilot scheme providing IT tools for pregnant women to work from home during the last two months prior to the expected date of birth and for staff with reduced mobility but who are able to work.
- Payment of 100% of salary in cases of maternity leave or temporary incapacity leave.
- Greater contribution to the pension scheme.
- Insurance for survivors’ benefits in the event of loss of spouse or parents.
- Healthcare insurance cover.
- 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 item is related to a specific position, namely Territorial Action managers and personnel below C1 level 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:

**G4-EC3. COVERAGE OF THE ORGANISATION'S DEFINED BENEFIT PLAN OBLIGATIONS**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions to pension plans</td>
<td>565,826.29</td>
<td>520,739</td>
<td>490,000</td>
<td>481,000</td>
</tr>
<tr>
<td>Contributions to life insurance</td>
<td>76,701.36</td>
<td>9,849</td>
<td>11,560</td>
<td>10,801</td>
</tr>
<tr>
<td>Contributions to medical insurance</td>
<td>154,334.74</td>
<td>–</td>
<td>160,000</td>
<td>160,000</td>
</tr>
</tbody>
</table>

As a result of the harmonisation agreement on 9 September 2014 and in relation to FBLC's pension fund, all active employees of “la Caixa” Banking Foundation who have been with the Foundation for two years are entitled to join a group pension scheme with contributions shared between the company and the employee. This contribution is 5% of the basic salary plus the personal deduction supplement, excluding all other supplements existing in “la Caixa” Banking Foundation regardless of their origin. The contribution made by employees is 1.00%. The conditions of this Pension Scheme are set out in its regulations.

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.

As part of this same agreement, the creation of a risk allowance in the event of incapacity, loss of spouse or loss of parents has also been approved, being universally applicable to all active employees of “la Caixa” Banking Foundation. The benefit and calculation of the supplement are regulated by the Pension Scheme's new rules which came into force on 16 October 2014. This new allowance for incapacity, loss of spouse and loss of parents will be automatically applicable as soon as the person starts in their position.

The programmes implemented by FBLC to support its employees in managing the final stages of their professional career should also be mentioned. These include a retirement bonus which is given to all members of FBLC's workforce (equalling 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 FBLC can also benefit from life insurance with an insured capital sum of €36,060.73, which covers the 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 amounts to €72,121.45 in the event that death is caused by an accident. 70% of the insurance fee is paid by FBLC 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 desire to take it out.

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

**Work-life balance**

“la Caixa” Banking 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. Through the Óptima programme and its Equality Plan, FBLC has undertaken a commitment to constantly improve the conditions affecting this balance. The culmination to this commitment was when the Foundation was given the Equality Distinction, awarded by the Ministry of Health, Social Services and Equality. FBLC applies measures and initiatives that go beyond the provisions of the law in this area, aimed at helping its employees to balance their professional and family life. In 2012 the “Hour Bank” was implemented as a new flexibility measure and, currently, within the framework of the negotiation of the Foundation’s eighth Collective Bargaining Agreement, it has been improved with the number of hours that can be worked flexibly being increased. This measure is applicable to all FBLC employees. The Hour Bank means that FBLC employees have a certain number of flexible hours available every half year that can be distributed within the Foundation’s standard working day. More specifically, these hours and periods are organised as follows: from January to June: 38 hours; and from September to December: 22 hours.

Employees at the “la Caixa” Banking Foundation can make their working hours more flexible on a half-yearly basis using the number of hours specified above. Workers must make up for these hours within the same quarter and always within the limits of the current schedule of the FBLC – between 8.00am and 7.15pm from Monday to Thursday and 8.00am to 4.00pm on Friday.

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

- School subsidy (nursery voucher).
- Subsidies 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 months of summer.
- 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.
Minimising our impact on the environment

Commitment to the environment
Minimising our impact on the environment

“la Caixa” Banking Foundation’s commitment towards society and citizens includes the need to protect and respect the environment in which we live and carry out our work. This respect for and protection of the environment is embodied in the work we do through our specific activity programmes, such as the programme to conserve natural areas and social reintegration and the ClimaDat programme, the worldwide network for climate and climate change measurement, research and education, and in the sustainability forums at the Palau Macaya. This can also be seen, and is reaffirmed, by the Foundation’s commitment and its mission to achieve sustainable development by constantly improving environmental management at throughout the organisation.

Environmental policy

“la Caixa” Banking Foundation has implemented an Environmental Management System at its headquarters and also at 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.

The FBLC undertakes to carry out its activities with maximum respect for the environment and applying particular care of and sensitivity towards protecting the environment and, aware of its importance, the Foundation accepts this challenge for the future, undertaking to do the following:

• To adapt our environmental management to our situation and organisational culture, implementing the necessary processes to continually improve our environmental performance and reduce the possible impacts that may arise from the activity and all the internal processes.

• 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 activities related to any agreements taken out.

• 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, etc.) in order to familiarise them with our environmental policy and establish cooperative relations with them.

Environmental Management System

FBLC’s objectives and commitments to the environment are based on its environmental policy, embodied in its Environment Manual. This Manual establishes the structure for FBLC’s Environmental Management System (EMS) and manages the maintenance of FBLC’s centres.

Since 2009 CosmoCaixa Barcelona has had the Environmental Management System ISO 14001 certification and that of European Regulation EMAS II. In March 2012 FBLC was granted certification for its Environmental Management System for its main work centres: the headquarters of FBLC (Central Services), CaixaForum (Barcelona, Madrid, Palma, Lleida and Tarragona) and also EspacioCaixa (Madrid and Murcia).

FBLC has established a plan for the System, which meets the requirements of the ISO 14001: 2004 standard and is in line with its strategy, carrying out the following tasks:

• Identifying those processes that are necessary for the EMS and for its application within the organisation.

• Identifying all requirements, both legal and any others, concerning the system
and the implications these requirements have for environmental factors.

- Identifying all environmental issues caused by FBLC’s activity and processes.
- Determining all necessary criteria and methods that will ensure the efficient operation and control of these processes.
- Guaranteeing the availability of all necessary resources and information to support the operation and the monitoring of these processes.
- Monitoring, measuring and analysing these processes.
- Implementing all necessary actions to achieve the results planned and to continuously improve these processes.

Every year FBLC develops and documents the planning of environmental goals through its Environment Committee. These planned goals include common objectives that all centres are required to meet.

The Environment Committee, set up on 29 October 2008, is made up of the heads of different organisational areas related to environmental management. Specifically, at 31 December 2014, it was made up of:

- Àngel Font, Director of the Human Resources Area.
- Jesús Nemesio Arroyo González, Director of the Marketing and Communication Area.
- Rosa Maria Cirera Clotet, Director of the Organisation and Information Systems Area.
- Marta Vallejo Rodríguez, Assistant Director of the Regional Action Area.
- Enric Banda Tarradellas, Director of the Area for Science and Environment.

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.

Implementing the EMS has helped to identify the consumption of natural resources and emissions as the most relevant environmental aspects related to FBLC’s activity (and those of its visitors, users and suppliers). This system also ensures regulatory compliance in the environmental area and enables the 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, FBLC regularly evaluates the effectiveness of the system through the Environment Committee and also regular internal audits. During 2014 no such review was carried out.

Since 2011, FBLC has also managed the Gardens of Cap Roig as a result of the “la Caixa” Group acquiring Caixa Girona in November 2010. However, the Cap Roig Gardens are being managed according to the special plan for the protection of the natural environment and landscape of Cap Roig Castle. Specifically, the main aim of this Special Plan is to ensure work continues to conserve the 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 FBLC centres with an EMS or where such a system is currently being implemented. The services provided by these suppliers fall within the scope of the regulations governing the maintenance of these centres. By taking on this commitment, suppliers demonstrate their willingness to carry out their business while complying with the environmental requirements established by “la Caixa” Banking Foundation.

**Minimising environmental impact: indicators, actions and initiatives**

FBLC’s environmental actions are not only focused on the responsible management of its consumption of resources but also on managing 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.

Main consumption
The most significant environmental impacts generated by FBLC, in terms of 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

| G4-EN1 | | | | | |
|---|---|---|---|---|
| | U | 2014 | 2013 |
| Paper | (kg) | 12,175.00 | 14,467.00 |
| Total paper consumed | (kg) | 12,175.00 | 14,467.00 |
| Recycled paper as a proportion of the total | (kg) | 60.00 | 71.30 |
| Potato starch bags | (kg) | n/a | n/a |
| Paper bags | (kg) | n/a | 200 |
| Publications–Catalogues | (kg) | n/a | 10,432 |
| Publications–Leaflets | (kg) | n/a | 260,750 |

| G4-EN2 | | | | |
|---|---|---|---|
| All recycled materials used | (kg) | 7,305.00 | 9,400 |

| G4-EN3 | | | | |
|---|---|---|---|
| Total energy consumption within the organisation | (GJ) | 81,091.07 | 87,742.00 |
| Natural gas (non-renewable energy)(2) | (GJ) | 1,815.1 | 2,433.00 |
| Electricity | (GJ) | 79,275.89 | 85,309.00 |

| G4-EN8 | | | | |
|---|---|---|---|
| Water | (m³) | 43,948.03 | 52,905.00 |
| Total water consumed (municipal supply) | (m³) | 43,948.03 | 52,905.00 |

(1) Consumption included from the following centres: Headquarters, CaixaForum (Barcelona, Madrid, Palma, Girona, Lleida, Tarragona and Zaragoza), CosmoCaixa Barcelona, EspacioCaixa centres (Madrid, Murcia, Girona and Palau Macaya) and the Espais, unless otherwise specified.

(2) The CosmoCaixa Barcelona and the CaixaForum in Barcelona, Madrid and Zaragoza, are the only FBLC centres that consume natural gas.

The FBLC has undertaken to implement measures during 2015 to reduce emissions of greenhouse gases from consumables and business travel. These measures are:

- To continue reducing the production of printed brochures and catalogues and replace them with electronic publications.
- To reduce the consumption of paper and predominantly favour the use of recycled over new paper.
- To reduce the consumption of print toners.
- To avoid travel to attend meetings and to encourage alternative solutions such as videoconferences.
- To offset emissions that cannot be avoided through Clean CO₂.

The last few years have seen a gradual reduction in the production of catalogues and brochures. Proposals to maintain these levels, which represent a significant saving in emissions, recommend reducing the number of pages in publications, reducing the density of the paper used, increasing the use of recycled paper and substituting physical formats with electronic formats, among other measures. Other recommendations include double-sided printing by default and the reusing of paper that has only been printed on one side.

As an environmental good practice, a reduction in print toners is also recommended, reducing the number whenever possible. To this end, it has
Commitment to the environment

been proposed that low-consumption printing modes be used on printers and that Laser toners be used in preference to Inkjet toners as the former generate fewer emissions than the latter.

In 98% of the cases, FBLC produces its publications, communications and publicity on ecological paper endorsed by the FSC (the Forest Stewardship Council) or the PEFC (the Programme for the Endorsement of Forest Certification). Similarly all the wood used by the Production Area in its exhibitions is bought from a supplier assessed by the PEFC.

In relation to business travel, the measures proposed are to continue promoting the reduction of the number of journeys, encouraging remote meetings online and giving priority, as far as possible, to travel using public transport.

Finally, the water consumed by FBLC comes from the use of bathrooms by employees and visitors to its centres as well as from cleaning, catering and irrigation services, depending on the centre. The water consumed is taken from the municipal supply 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.

Emissions
FBLC’s aim 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 greenhouse gas emissions for 2014, 2013 and 2012 are shown in the following table:

<table>
<thead>
<tr>
<th>G4-EN15. DIRECT GHG EMISSIONS (SCOPE 1)</th>
<th>G4-EN16. INDIRECT GHG EMISSIONS (SCOPE 2)</th>
<th>G4-EN17. INDIRECT GHG EMISSIONS (SCOPE 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U</strong></td>
<td><strong>2014</strong></td>
<td><strong>2013</strong></td>
</tr>
<tr>
<td>Direct GHG emissions (scope 1) (tCO₂eq)</td>
<td>101.65</td>
<td>136.2</td>
</tr>
<tr>
<td>Natural gas (1) (tCO₂eq)</td>
<td>101.65</td>
<td>136.2</td>
</tr>
<tr>
<td>Indirect GHG emissions (scope 2) (tCO₂eq)</td>
<td>5,461.22</td>
<td>5,876.9</td>
</tr>
<tr>
<td>Electricity (2) (tCO₂eq)</td>
<td>5,461.22</td>
<td>5,876.9</td>
</tr>
<tr>
<td>Indirect GHG emissions (scope 3) (tCO₂eq)</td>
<td>n/a</td>
<td>1,223.8</td>
</tr>
<tr>
<td>Business travel by plane (tCO₂eq)</td>
<td>n/a</td>
<td>431</td>
</tr>
<tr>
<td>Business travel by train (tCO₂eq)</td>
<td>n/a</td>
<td>15.8</td>
</tr>
<tr>
<td>Business travel by private car (tCO₂eq)</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Paper (tCO₂eq)</td>
<td>21.9</td>
<td>25.2</td>
</tr>
<tr>
<td>Paper bags (tCO₂eq)</td>
<td>n/a</td>
<td>3.3</td>
</tr>
<tr>
<td>Publications (tCO₂eq)</td>
<td>n/a</td>
<td>713.8</td>
</tr>
<tr>
<td>Waste (tCO₂eq)</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Water (3) (tCO₂eq)</td>
<td>34.6</td>
<td>41.6</td>
</tr>
</tbody>
</table>

Consumption included from the following centres, unless otherwise stated: CaixaForum (Barcelona, Madrid, Palma, Lleida, Tarragona, Girona and Zaragoza), CosmoCaixa Barcelona, EspacioCaixa (Madrid, Murcia), Palau Macaya and the Esplais.
(1) Direct emissions of natural gas have been calculated according to the emission factors contained in the guide “Guía práctica para el cálculo de emisiones de Gases de Efecto Invernadero” by the Catalan Office for Climate Change (http://canviclimatic.gencat.cat/env/).
(2) Indirect emissions due to electricity consumption calculated according to the emission factors for the mix of gross production of electricity in the Iberian peninsula in 2013, included in the guide “Guía práctica para el cálculo de emisiones de Gases de Efecto Invernadero” by the Catalan Office for Climate Change.
(3) Emissions resulting from water treatment calculated based on emission factors obtained from the emissions calculation tool of the Chamber of Commerce of Aragón.
n/a: not available.
Both scope 1 and scope 2 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), CaixaForum (Madrid and Barcelona), the headquarters and Esplais.

The following table shows the trend in the carbon footprint for scope 1 and 2 by centre:

**TREND IN THE CARBON FOOTPRINT 2013-2012 BY CENTRE, ONLY CONSIDERING SCOPE 1 AND SCOPE 2 (IN TCO₂EQ)**

<table>
<thead>
<tr>
<th>Centre</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td>891.63</td>
<td>259.63</td>
</tr>
<tr>
<td>CosmoCaixa</td>
<td>2,321.40</td>
<td>2,493.49</td>
</tr>
<tr>
<td>CaixaForum Barcelona</td>
<td>842.48</td>
<td>799.04</td>
</tr>
<tr>
<td>CaixaForum Madrid</td>
<td>682.44</td>
<td>568.48</td>
</tr>
<tr>
<td>CaixaForum Palma</td>
<td>423.05</td>
<td>426.26</td>
</tr>
<tr>
<td>CaixaForum Lleida</td>
<td>103.80</td>
<td>111.51</td>
</tr>
<tr>
<td>CaixaForum Tarragona</td>
<td>128.22</td>
<td>114.62</td>
</tr>
<tr>
<td>CaixaForum Girona</td>
<td>70.57</td>
<td>53.70</td>
</tr>
<tr>
<td>CaixaForum Zaragoza</td>
<td>342.90</td>
<td>n/a</td>
</tr>
<tr>
<td>Espacios Caixa</td>
<td>242.72</td>
<td>247.48</td>
</tr>
<tr>
<td>Espais</td>
<td>664.35</td>
<td>591.55</td>
</tr>
<tr>
<td>Palau Macaya</td>
<td>89.90</td>
<td>n/a</td>
</tr>
</tbody>
</table>

n/a: not available.

During 2014, FBLC carried out a number of awareness-raising initiatives such as publishing several news articles on the corporate intranet reminding employees of environmental good practices and participating in activities to raise awareness such as those promoting Earth Hour. This campaign, organised by the WWF on 30 March, involved turning off all exterior lighting at all the centres, in addition to successive shutdowns of emblematic monuments and buildings of large cities around the world.

Implementing environmental good practices has allowed “la Caixa” Banking Foundation to reduce its emissions. For emissions caused by daily operations that cannot be avoided, in 2014 the Foundation began a project to reduce high quality emissions in the Voluntary Carbon Market. This involves contributing to the financing of a reduction equivalent to greenhouse gases generated in another place. This formula helps to provide solutions to a problem on a global scale and is not compatible with the measures and drive for sustainability continuously sought in the organisation’s own operations and processes.

Furthermore, FBLC took part in financing the Bundled Wind Project, an initiative to produce electricity from the use of renewable sources, in this case wind energy. This project involves the creation of a small wind farm with 17 wind turbines with the capacity to generate 35.7 MW of electricity. This energy is distributed and sold to India’s electricity grid as the project is being developed in the Rajasthan region.

**G4-EN31. TOTAL ENVIRONMENTAL PROTECTION EXPENDITURES AND INVESTMENTS BY TYPE**

<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental expenditure and investment</td>
<td>euros (€)</td>
<td>n/a</td>
<td>77,389</td>
</tr>
<tr>
<td>Waste disposal, emissions treatment, and</td>
<td>euros (€)</td>
<td>n/a</td>
<td>51,770</td>
</tr>
<tr>
<td>remediation costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prevention and environmental management costs</td>
<td>euros (€)</td>
<td>n/a</td>
<td>25,619</td>
</tr>
</tbody>
</table>

n/a: not available.
### 2014 Budget expenditure

**Programmes**

<table>
<thead>
<tr>
<th>Programme</th>
<th>Amount (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social programmes</td>
<td>300,944</td>
</tr>
<tr>
<td>Environmental and scientific programmes</td>
<td>38,706</td>
</tr>
<tr>
<td>Cultural programmes</td>
<td>61,753</td>
</tr>
<tr>
<td>Educational and research programmes</td>
<td>33,291</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>434,694</strong></td>
</tr>
</tbody>
</table>

**By type**

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount (€)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment in property, plant and equipment</td>
<td>30.4</td>
<td></td>
</tr>
<tr>
<td>Programme maintenance costs</td>
<td>404.3</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>434.7</strong></td>
<td></td>
</tr>
</tbody>
</table>

### 2015 Budget

**Programmes**

<table>
<thead>
<tr>
<th>Programme</th>
<th>Amount (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social programmes</td>
<td>335,750</td>
</tr>
<tr>
<td>Environmental and scientific programmes</td>
<td>56,023</td>
</tr>
<tr>
<td>Cultural programmes</td>
<td>67,375</td>
</tr>
<tr>
<td>Educational and research programmes</td>
<td>40,852</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>500,000</strong></td>
</tr>
</tbody>
</table>

**By type**

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount (€)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment in property, plant and equipment</td>
<td>20.7</td>
<td></td>
</tr>
<tr>
<td>Programme maintenance costs</td>
<td>479.3</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>500</strong></td>
<td></td>
</tr>
</tbody>
</table>
Budget of “la Caixa” Foundation
Breakdown of the budget expenditure

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Social programmes</td>
<td>300,944</td>
<td>236,349</td>
<td>233,464</td>
<td>27.33%</td>
<td>1%</td>
</tr>
<tr>
<td>Environmental and scientific programmes</td>
<td>38,706</td>
<td>42,038</td>
<td>42,780</td>
<td>–7.93%</td>
<td>–2%</td>
</tr>
<tr>
<td>Cultural programmes</td>
<td>61,753</td>
<td>55,551</td>
<td>52,620</td>
<td>11.16%</td>
<td>5%</td>
</tr>
<tr>
<td>Educational and research programmes</td>
<td>33,291</td>
<td>29,927</td>
<td>32,151</td>
<td>11.24%</td>
<td>–7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>434,694</strong></td>
<td><strong>363,865</strong></td>
<td><strong>361,015</strong></td>
<td><strong>19.46%</strong></td>
<td>–1%</td>
</tr>
</tbody>
</table>
**Principles of the United Nations Global Compact**

The “la Caixa” Banking Foundation has signed up to the United Nations Global Compact and is currently President of the Global Compact Network Spain. In this report, which also serves as a progress report, the end of each section contains those principles of the Global Compact covered by the text in question. There is also in-depth information on the indicators of the G4 version of the Global Reporting Initiative (GRI).

The GRI has established a series of indicators which have become an international standard to measure performance in economic, environmental and social areas.

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principle 1</td>
<td>Businesses should support and respect the protection of internationally proclaimed human rights within their area of influence.</td>
<td>13, 15, 17, 19, 20, 22, 23, 24, 26, 27, 29, 30, 37, 39, 51, 63, 69, 93, 123.</td>
</tr>
<tr>
<td>Principle 2</td>
<td>Businesses should make sure that they are not complicit in human rights abuses.</td>
<td>13, 17, 19, 20, 22, 23, 24, 26, 27, 29, 30, 51, 63, 64, 69, 93, 123.</td>
</tr>
<tr>
<td>Principle 3</td>
<td>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</td>
<td>17, 28, 39, 123.</td>
</tr>
<tr>
<td>Principle 4</td>
<td>Businesses should uphold the elimination of all forms of forced and compulsory labour.</td>
<td>7, 22, 23, 24, 27, 28, 123.</td>
</tr>
<tr>
<td>Principle 5</td>
<td>Businesses should uphold the effective abolition of child labour.</td>
<td>15, 17, 23, 27, 28, 39, 69, 123.</td>
</tr>
<tr>
<td>Principle 6</td>
<td>Businesses should uphold the elimination of discrimination in respect of employment and occupation.</td>
<td>15, 17, 22, 23, 24, 26, 27, 28, 29, 39, 43, 69, 123.</td>
</tr>
<tr>
<td>Principle 7</td>
<td>Businesses should support a precautionary approach to environmental challenges.</td>
<td>23, 28, 43, 51, 130.</td>
</tr>
<tr>
<td>Principle 8</td>
<td>Businesses should undertake initiatives to promote greater environmental responsibility.</td>
<td>41, 43, 44, 63, 69, 130.</td>
</tr>
<tr>
<td>Principle 9</td>
<td>Businesses should encourage the development and diffusion of environmentally friendly technologies.</td>
<td>43, 44, 63, 69, 123, 130.</td>
</tr>
<tr>
<td>Principle 10</td>
<td>Businesses should work against corruption in all its forms, including extortion and bribery.</td>
<td>37, 93, 123.</td>
</tr>
</tbody>
</table>
## Directory of “la Caixa” Banking Foundation

**Main services:** Av. Diagonal, 621 - 08028 Barcelona

### Centres

**Barcelona**
- **CaixaForum Barcelona**
  - Ferrer i Guàrdia, 6-8
  - 08038 Barcelona
  - Tel. 93 476 86 00
  - CaixaForum.com/agenda
  - Facebook.com/CaixaForum

**Zaragoza**
- **CaixaForum Zaragoza**
  - Av. de Anselm Clavé, 4
  - 50004 Zaragoza
  - Tel. 976 768 200
  - CaixaForum.com/agenda
  - Facebook.com/CaixaForum

**Palma**
- **CaixaForum Palma**
  - Pl. de Weyler, 3
  - 07001 Palma (Mallorca)
  - Tel. 971 17 85 00
  - CaixaForum.com/agenda

**Zaragoza**
- **CaixaForum Zaragoza**
  - Av. de Anselm Clavé, 4
  - 50004 Zaragoza
  - Tel. 976 768 200
  - CaixaForum.com/agenda
  - Facebook.com/CaixaForum

**CosmoCaixa Barcelona**
- **Isaac Newton, 26**
  - 08022 Barcelona
  - Tel. 93 212 60 50
  - CosmoCaixa.com/agenda
  - Facebook.com/CosmoCaixa

**Girona**
- **CaixaForum Girona**
  - Ciutadans, 19
  - 17004 Girona
  - Tel. 972 20 98 36
  - CaixaForum.com/agenda

**EspaiCaixa Girona**
- **Pl. Poeta Eduard Marquina, 10**
  - 17002 Girona
  - Tel. 972 21 54 08

**EspacioCaixa Madrid**
- **Arapiles, 15**
  - 28015 Madrid
  - Tel. 91 444 54 15
  - obrasocial.lacaixa.es/ambitos/centros/espaciocaixa_es.html

**Lleida**
- **CaixaForum Lleida**
  - Av. de Blondel, 3
  - 25002 Lleida
  - Tel. 973 27 07 88
  - CaixaForum.com/agenda

**EspacioCaixa Murcia**
- **Av. del Rio Segura, 6**
  - 30002 Murcia
  - Tel. 968 22 63 13
  - obrasocial.lacaixa.es/ambitos/centros/espaciocaixa_es.html

**Palau Macaya**
- Paseo de Sant Joan, 108
  - 08037 Barcelona
  - Tel. 93 457 95 31

**EspaiCaixa Bruc**
- Bruc, 72-74
  - 08009 Barcelona
  - Tel. 93 488 01 71

**Murcia**
- **EspacioCaixa Murcia**
  - Av. del Rio Segura, 6
  - 30002 Murcia
  - Tel. 968 22 63 13
  - obrasocial.lacaixa.es/ambitos/centros/espaciocaixa_es.html

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  - 07001 Palma (Mallorca)
  - Tel. 971 17 85 00
  - CaixaForum.com/agenda

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**Centro Comunitario de Acción Social de la Fundación de la Esperanza de la Obra Social “la Caixa”**

**Palma de Sant Just**, 4
- 08002 Barcelona
- Tel. 93 270 39 73

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**EspacioCaixa Tarragona**
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  - 43001 Tarragona
  - Tel. 977 24 98 71
  - CaixaForum.com/agenda
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902 22 30 40
www.laCaixa.es/ObraSocial
Press Office
http://press.lacaixa.es/socialprojects/
http://twitter.com/fundaciolacaixa
Visit the website and access the online version of the 2014 “la Caixa” Banking Foundation Annual Report
http://obrasocial.lacaixa.es/laCaixaFoundation/corporateinformation_en.html#fragment-2