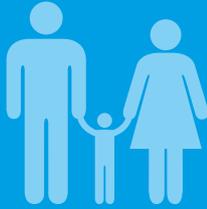




The first
social
work
in the
country

Beneficiaries of
the Foundation's
programmes



9.9 million

Activities in 2015

46,209
initiatives

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Renewed in body and soul

"I warn and appeal to you to ensure your soul's momentum does not decline or weaken. Sustain and strengthen it, so that which drives your spirit, becomes a habit."

[Seneca, *Letters to Lucilius*]

Seneca used these words to encourage his friend Lucilius to broaden the horizons of his soul, and dedicate his life to strengthening the virtues inherent to man. Almost two thousand years since they were written, these words fit perfectly with the mandate that has guided the actions of "la Caixa" for over 110 years.

We have spent all these years shaping "la Caixa" Banking Foundation to become the organisation it is today. It has been a dynamic process, one of continuous changes. For each new period, we have had to find the way to meet our challenges and achieve our goals. Striving to accomplish, as best possible, our commitment for moving towards a better, more balanced and fairer society.

We have had to evolve, ensuring we moved at the same pace as the events and circumstances that have taken place. And if that hasn't made us wiser, it has undoubtedly made us more flexible. This has spurred us on to anticipate and identify different, often innovative ways to serve the community, of which we are a part, concerned and involved.

This year we have made a stop on the way. We have taken some time to reflect, review and reaffirm what our goals should be, how we should be approaching them and how to improve what we do. The outcome of rethinking the goals behind the Foundation's work, has confirmed our mission of improving society by offering its most vulnerable people opportunities for advancing. This process has given way to a new strategic plan that will guide our activities with our sights set on the 2019 horizon.

We aspire to contribute towards society's advancement. We are motivated by the desire to see a free world made up of free individuals. To contribute to making this possible, we must maintain a critical viewpoint and the determination to change unfair situations. This is the ambition that guides our actions, in order for it to become a tool that will transform and improve people's living conditions. "la Caixa" Banking Foundation aspires to maintain its position as a leading institution in the field of social work, whose activity is supported by three main values: social commitment, responsibility and trust. Commitment towards society's most vulnerable members, responsibility for ensuring the extension and efficiency of its programmes' results and trust as the tool for guaranteeing certain levels of excellence and quality.

All this to ensure that the impact of our actions lasts over time and has a real effect on the challenges and needs of these collectives.

Immersed, as we are, in a global world where everything seems to take on seemingly impossible dimensions, what can we contribute? We must not be overwhelmed by the size and dimensions. We must remember that we have elements playing in our favour. If we take into consideration the global nature of the economy, the crisis and its effects, we must also look upon technology, communication and advances as part of this global world. We are part of this world, and we are an active party in it as we are also co-owners, players and guarantors of this heritage.

Hence, we shouldn't see ourselves as being trapped in this spider web, but rather as being part of it. And what is most important, we can actually help in shaping it. Suddenly we can transform what seemed like a trap into a net. A series of opportunities for continuing our advancement towards social, economic and cultural development and increasing values by making the most of this net, which allows us to reach out to more people.

What role can we play in this complex world? I like to think that "la Caixa" Foundation acts like a node. A space where we can re-weave the net. Just like the old fishermen used to do and still do in some coastal towns, mending the weakest knots or those that have come loose, helping to strengthen the entire net as a whole.

That is why we build alliances, working with social entities, reaching agreements that will enable us to go further. For example, exporting our programmes. This year, our job placement programme reached Hungary and our programme for fighting child poverty is now operating in rural areas of China. We seek to establish collaborations with the very best biomedical and scientific research centres simply because, by joining our efforts we are bigger and more capable of facing up to the vast challenges of humanity in the health sector. We align ourselves with some of the world's most renowned museums to provide an excellent cultural and educational proposal and to ensure it reaches more people.

We are facing a major challenge. Yet we have a powerful tool for approaching it. This is our chance to invoke our renewed spirit, the same one that has been the basis of our century-long commitment. We therefore ask ourselves, returning to our roots: what better objective could we put our body and soul into?



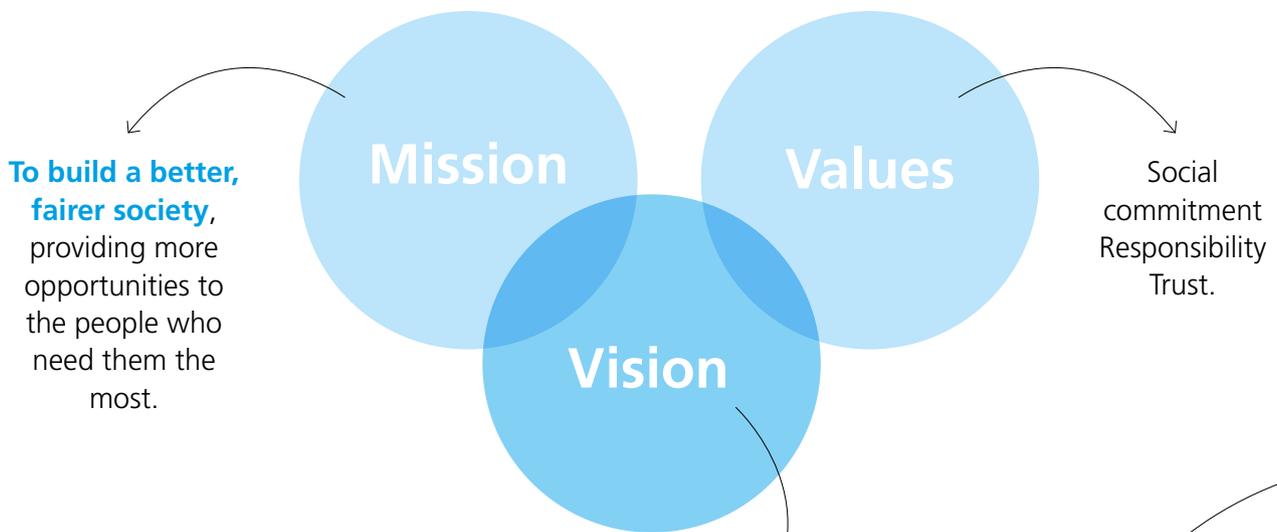
Isidro Fainé

Chairman of "la Caixa" Banking Foundation

"Why not release ourselves, from this brief and feeble passing of time, to the things that are immense, everlasting and inherent to the best of spirits?"

[Seneca, *On the shortness of life*]

Our reason for being



To be a social reference when it comes to generating equal opportunities and providing solutions for covering the basic needs of the people in need.

For the purpose of consolidating the goals of "la Caixa" Banking Foundation, we have prepared the **2016-2019 Strategic Plan** that reflects how our efforts will be put into action over the next few years to ensure we work even more effectively towards fulfilling our commitment.



Horizon 2019

The Strategic Plan establishes the three main priorities for the 2016-2019 period: maximising **the impact and scope** of “la Caixa” Banking Foundation’s activities, strengthening the **Group’s image**, and guaranteeing **the effectiveness and the social** and corporate return on the investment.

Hence, **ten lines of action** have been established, grouped into **three large areas**:

- / **Programmatic**, which includes the activities and programmes developed by the Foundation, in which all lines of action that are put into action will aim towards achieving **excellence**, in both the design and implementation and in the results.
- / **Corporate**, referring to the series of actions to be promoted among the companies that make up the Group, of which “la Caixa” Banking Foundation is a part. In this scope, the plan aims to maximise the **knowledge, acknowledgment** and **visibility** of our brand.
- / **Organisational**, grouping the proposals aimed at improving the **effectiveness** and **quality**, as well as promoting the development of **talent**.

Board of Trustees of "la Caixa" Banking Foundation

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CEO of "la Caixa" Banking Foundation

Jaume Giró Ribas

Assistant CEO of "la Caixa" Banking Foundation

Elisa Durán Montolio



Working towards a future of inclusion and progress for everyone



Driving advanced research and innovation



Promoting shared experiences of culture and knowledge



Working towards a future of inclusion and progress for everyone

The social programmes created by “la Caixa” Banking Foundation are one of the main priorities that guide the Foundation’s action priorities. The interventions that are implemented aim to generate opportunities for people and contribute towards their progress.

The actions within the social programmes are focused on the most vulnerable sectors of our population. Fighting child poverty and creating employment opportunities are two of the strategic programmes that have guided this plan.

CaixaProinfancia and **Incorpora** have a contrasted history and scope regarding their impact in supporting the collectives most at risk of exclusion. In the case of **CaixaProinfancia**, it provides comprehensive attention to children and their families. As for people with greater difficulties in attaining full employment integration, the Foundation’s tool is the **Incorpora** programme.





Working together to break the circle of exclusion created by poverty

The interventions carried out by social programmes generate a relevant and measurable impact on the effectiveness and sustainability of results. This is the best guarantee for establishing models of social action and intervention that can be replicated beyond the Foundation's reach.

In 2015 CaixaProinfancia assisted a total of 61,493 children and 38,053 families. One of the constant elements throughout the Foundation's existence has been its endeavour to create truly effective fields of action based

on the pillars of comprehensive assistance involving joint coordination and work carried out by all the intervening agents. On this basis, a collaborative model has been created which currently includes the 406 social entities spread out throughout Spain, all of which are working on this programme. The programme has extended its territorial scope of action to the main cities in Spain: Barcelona, Madrid, Zaragoza, Valencia, Seville, Bilbao, Malaga, Murcia, Mallorca and the Canary Islands, as well as Lorca, since the earthquake suffered in 2011.

The programme's action materialises in different areas such as education and formal and non-formal training, assistance in fields such as health, social services, psychosocial and emotional support and social and labour market integration. This is complemented by facilitating access to basic items for helping low income families to cover their basic needs, ranging from food to hygiene products, school material or reading glasses and hearing aids.

"Attending to children with fewest opportunities is one of our main priorities in Spain, and we want to extend this to other territories with a view to contributing towards offering children a more hopeful future".





The Firefly project

CaixaProinfancia works on modelling the assistance and working guidelines of the teams that intervene. In addition to the evaluations carried out by the programme's scientific management team, led by the research group PSTIC from the Ramon Llull University, this year the programme actively collaborated in preparing a study by the GRITS (Research and Innovation Group on Social Work) of Barcelona University. The study aims to generate more knowledge regarding social work with families for improving the

skills acquired by the professionals intervening and providing the families with better attention.

One of the key elements behind the assistance model implemented by CaixaProinfancia lies in the sum of the different resources available and in guiding the interventions of all agents in the same direction. When administrations, third sector entities and professionals work in a coordinated manner, the effectiveness of the resources is much greater.

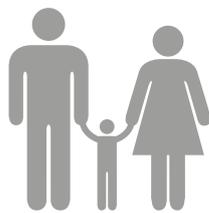
Caring for children in vulnerable situations has now been extended to the other geographic areas where CaixaBank performs its financial activities. The organisation's participation with the shareholders of the Bank of East Asia has helped forge an alliance, thanks to which the Firefly Project has become a reality. This is a joint initiative between "la Caixa" Foundation and the Shanghai Soong Ching Ling Foundation - BEA Charity Foundation. Firefly expects to open 18 centres for improving the educational opportunities of children living in rural areas of China.

The 18 Firefly centres are fitted with furniture, devices, technology and Internet connections, as well as books and educational resources. Facilitating this sort of accessibility and resources in areas that are far from the developed cities will help to provide more opportunities to children living in these rural areas. This is the case of Hubei, Heilongjiang, Henan, Anhui, Guangxi Zhuang and Tianjin provinces, where the first eight Firefly centres have been opened.



256,903

Children benefitting from 2007 to 2015



61,493

Children benefitting in 2015

38,053

Families benefitting in 2015

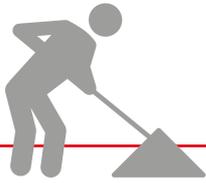


46.1 million euros

Investment in the financial support fund in 2015

451.74 million euros

Total cumulative investment in the programme between 2007 and 2015



Incorpora programme:

23,626

Employment placements in 2015

8,723

Hiring companies in 2015

“Administrations can work hard towards the reinsertion of prison inmates, yet it is essential that society as a whole collaborates towards achieving this goal. Hence we must ensure collaborations like Reincorpora grow and become more consolidated.”

Germà Gordó, Minister for Justice of the Catalan Government during the renewal of the collaboration agreement for the Reincorpora programme (November 2015)

Training is the seed of employment opportunities

The Foundation's employment integration programmes, **Incorpora** and **Reincorpora**, are based on building bridges between companies and social organisations, working towards increasing the employment integration of people in need. These programmes also provide tools and resources aimed at helping people with greater difficulties in finding a job.

The profile of the collectives benefitting from the **Incorpora** programme is that of people who are at risk of social exclusion or who have special difficulties integrating into the job market with any kind of stability, such as the case of disabled people, long-term unemployed or victims of gender-based violence, among others. With the same objective and scope of action, but aimed at a specific collective, **Reincorpora** programme was created. Its actions are aimed at

helping prison inmates. **Reincorpora** deals with creating customised socio-occupational itineraries that aim to achieve employment integration for these inmates.

One of the key elements of the programme lies in the **Incorpora Training points**, which include a wide range of training offers in professional skills and other necessary skills for enabling users to improve their chances of integrating into the job market. These training points focus their efforts on young people who have left the educational system, people with low employability indexes or those at risk of exclusion.

The second fundamental link in this chain of generating employment opportunities are the **Incorpora technicians**. Their mission is basically to establish connections between the companies that could potentially create jobs and the social organisations that help the collectives of people seeking these employment opportunities. The programme collaborates with 370 third sector organisations and has 734 job developers.

Their task is to create customised itineraries for the potential candidates and monitor the process.



109,802

Placements
since 2006

36,512

Hiring
companies
since 2006



Reincorpora Programme:

1,738

Socio-occupational
itineraries launched
in 2015

9,333

Socio-occupational
itineraries launched
since 2011



Reincorpora, options for starting afresh

The Reincorpora programme was launched in 2011 as a pioneering initiative aimed at facilitating employment insertion for prison inmates. It shares the Incorpora programme model for creating customised socio-occupational itineraries aimed at providing inmates with different options for their reinsertion as members of society.

The socio-occupational itineraries are based on the work carried out by the job orientation workers and the social organisations, but also on preparing a customised roadmap. The itineraries are prepared by granting access to tools for learning and training in different trades. This educational intervention is combined with the preparation and implementation of projects for serving the community. The combination of actions allows inmates to acquire the necessary tools and resources to reinsert themselves into society. A reinsertion that has increased its success rates year on year, and now exceeds 70% of the inmates who complete the socio-occupational insertion itineraries.

THE INCORPORA MODEL HAS BEEN IMPLEMENTED IN HUNGARY

The Incorpora model has already been adopted in certain countries such as Morocco and Poland. In 2015, "la Caixa" Foundation signed an alliance with Erste Bank Foundation thanks to which the Incorpora programme has been exported to Hungary. The parties responsible for the programme will adapt it to the employment reality of Hungary and will help to select collaborating social organisations and to train occupational insertion technicians.

The agreement has allowed the extension of other social and cultural programmes to Hungary. This includes Comisart, for promoting emerging curators in the field of contemporary art, as well as the leadership training programme for NGO directors, aiming to improve management and transparency within these organisations.



Providing housing for young people, elderly people and families

“la Caixa” Foundation also considers it essential to act as a facilitator for accessing housing for collectives who have difficulties achieving this. This is carried out through several programmes such as Solidarity Rent and Affordable Housing. On the other hand, the organisation also collaborates and contributes towards promoting temporary social inclusion housing with third-sector organisations.

The Foundation’s response to the increasing demand for social housing as a consequence of the economic situation is reflected in a substantial increase in the number of homes within the **Solidarity Rent** programme. This programme aims to ensure the market includes a number of rental properties aimed at low-income collectives. The programme offers these properties on a subsidised rental regime so the beneficiaries can pay a rent ranging from 85 to 150 euros.

Solidarity Rent offers two modalities: **Centralised Solidarity Rent** and **Decentralised Solidarity Rent**. The first of these modalities has provided 943 properties under the Foundation’s formula for subsidising 50% of the rent charged. The beneficiaries must meet certain conditions, such as not exceeding the established levels of income, in order for these properties to be occupied by families, young people or elderly people that fit the established requirements.

Decentralised Solidarity Rent manages a stock of properties set aside for people who have lost their homes and for collectives whose profile meets the low-income requirements for allocation. In 2015, over 2,300 properties were allocated and the programme has achieved its initial objective of placing 6,000 rental properties on the market.

The **Affordable Housing** programme is one of the Foundations’ first actions for promoting decent housing for the elderly, young people and families. The flats are up for rent at prices below the standard market price, ranging from 300 to 500 Euros. Over the past few years, the programme has been working on delivering these housing units. In 2015, the Foundation delivered 37 flats in Santander. Along with a further 17 flats in Hospitalet del Llobregat, that are expected to be delivered in early 2016, the programme will have met the initial objectives established in 2005.





943

**Centralised
Solidarity Rent
(managed by FBLC):
homes handed over
in 2015**



2,385

**Decentralised
Solidarity Rent
(managed from
"la Caixa"
branches): homes
handed over
in 2015**

Responding to tenants and managing the real estate stock

The stock of properties that is part of the Solidarity Rent and Affordable Housing programmes is managed through a website that underwent several improvements in 2015. An app has been developed to enable user to access information from mobile devices and a new section has been created for rental properties, enabling users to notify any incidents, make enquiries or perform searches.

The housing programmes also incorporate several mechanisms to measure their effectiveness, which include various surveys: welcome survey for new tenants, satisfaction surveys for tenants with over a year's contract, which are performed yearly. Finally, departure surveys are also performed with those tenants who leave rented properties to determine the reasons behind their decision.





100 years making the Elderly our priority

In 2015, we celebrated the 100th anniversary since the first tribute to the elderly held in Sant Sadurní d'Anoia on 5 April 1915. The programmes that are dedicated to promoting active, healthy ageing among the elderly are the longest standing programmes within the Foundation and have inherited the tradition that links "la Caixa" to the elderly, making the attention paid to these people one of our main priorities.

A year later, in 1916, the tributes had already extended their presence to 12 municipalities. Gradually, la Caixa

de Pensiones para la Vejez y Ahorros extended these tributes to the entire region, until reaching the milestone of celebrating 200 tributes each year.

In 1918, la Caixa de Pensiones para la Vejez y Ahorros modified its statutes to destine part of its profits to charitable work. This was the starting point of "la Caixa" Foundation, which would take on the commitment of ensuring the well-being of the elderly. This commitment has evolved over time and has adapted to the needs of a collective that has undergone profound changes.

These programmes currently represent 16,283 activities carried out in 612 centres and benefits 803,969 people. Nowadays, the centres for the elderly are spaces focused on social activity and solidarity promoted by the users themselves.

The activity is based on three main areas:

Health and Well-being programmes: *Waking up with a smile, Activate, ActivaLaMente* and *Less pain, more life*, are aimed at acquiring and maintaining healthy habits and preventing dependency.

Information and Communication Technologies programmes: *Familiarising the elderly with New Technologies, Creating digital projects I* and *Creating digital projects II*, are the best examples of how extending life expectancy in later years has completely turned around the needs of the elderly. Having more time and a better quality of life is no obstacle for becoming familiarised with new communication technologies and the 2.0 world.

Social Participation and Volunteer programmes: *Great readers, Local*



Anticipating the challenges in aging, dependency and the need for support

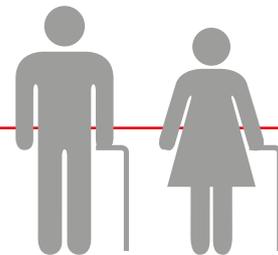
The Foundation focuses its actions on anticipating the new needs that may arise and responding to them. Longer life and social changes have drawn a scenario which entails the need for implementing measures aimed at anticipating care for different types of dependency among the elderly. In 2015, the Foundation conducted a quantitative survey (4,785 people) which gathered the perceptions, preferences and fears in relation to caring and being cared for.

The outcome reflected that one in every four people cares for an elderly person. It also reflected that families continue to be the main agents in providing care in situations involving dependency.

Among the carers, the views shared showed that caring for someone generates more benefits than difficulties. The benefits are of an emotional nature, including solidarity, shared responsibility and compassion, among others, and the problems include a loss of free time. The figures point to a trend that reflects a gradual decline in care provided within family environments and an increase in care provided within the community as an alternative.

actions and Intergenerational activities, represent the social commitment towards the elderly, and the leading role they play in our society. The elderly volunteers, which currently number 3,641, manage and lead the majority of activities aimed at a wide range of collectives.

The programme for the Elderly is carried out through a range of activities aimed at addressing and alleviating the situations of vulnerability affecting elderly people. These include the programme *Always Accompanied*, which focuses on undesired loneliness among this collective and promotes, from within the community (organisations, centres for the elderly and volunteers), the creation of a social support network for helping the elderly to establish new relationships that will help to improve their well-being.



803,969

Beneficiaries of the Elderly programmes in 2015

16,283

Activities within the Elderly programmes in 2015

539

Elderly Centres and People 3.0 Centres

13

Associations of volunteers for the Elderly in 2015

3,641

Number of volunteers involved in the Elderly programmes in 2015

Emotional accompaniment and help dealing with grief, part of the health system

Advancing in the humanisation of care for patients within the healthcare system is one of the priorities behind the Comprehensive Care for People with Advanced Diseases programme. This is a pioneering programme that, since its inception in 2008, has managed to implement a comprehensive care model for patients within the palliative care services and for those suffering from chronic diseases. This model responds the social, emotional and spiritual aspects as well as supports the relatives and professional carers of patients who are in the final stages of their lives.



In 2015, the Comprehensive Care for People with Advanced Diseases programme maintained the progressive growth seen during the past year by incorporating more healthcare centres and new Psychosocial Care Teams (EAPS). It now has 42 teams and more than 220 professionals offering services to 109 hospitals, in five centres

specifically dedicated to caring for people with advanced diseases, and in 126 domestic care teams.

One of the programme's main contributions has been to provide care that takes into account emotional and psychological aspects. The teams also work on the psychosocial impact that the disease has on the patients, relatives and professional carers, with special attention paid to the mourning aspect.

In order to establish these models for action and intervention, the Foundation and the University of Vic-Central University of Catalonia (UVic-UCC) are leading the postgraduate course on Psychosocial and Spiritual Care for People with Advanced Diseases. A course that is specifically aimed at professionals within the programme for them to learn the procedures, skills and tools gathered from the healthcare experience carried out by the EAPS. Training that is in addition to the different publications promoted by the programme itself with a view to facilitating the work carried out by the professionals working at the healthcare centres.





THE NUMBER OF VOLUNTEERS IS MULTIPLYING

There has also been a significant increase in the number of volunteers supporting the programme, which has now doubled in numbers. By the end of 2015, there were a total of 724, whereas in 2014 this figure was at 425. The programme volunteers are trained depending on the specific nature of their actions.

The support and help provided to the volunteers are excellent complements to the actions carried out by the psychosocial care teams. Their contribution has a multiplying effect on the emotional state of the patients and relatives in relation to which they provide the majority of the support and accompaniment tasks.

The volunteers' contribution in the form of time and dedication are part of a hugely rich and valuable intangible heritage. This is why they are often referred to as "Soul Mates".

On the other hand, the World Health Organisation (WHO) has commissioned the parties responsible for the programme's scientific management, who are also members of the Chair on Palliative Care of the UVic-UCC, the drafting of the first two manuals on the principles and operability of palliative care. This team, headed by Dr Xavier Gómez Batiste, will prepare the documents, which will become a global reference among palliative care centres. These texts will include the basic principles of palliative care and an operating manual for implementing said care.



18,046

Patients assisted in 2015

24,887

Relatives receiving attention in 2015





Millions of hours dedicated to improving the lives of others

It's been 10 years since "la Caixa" volunteers' programme was first launched. Throughout this decade the organisation has consolidated a network of associations encompassing active workers, retired workers and their families. Volunteers related to the "la Caixa" are organised into 40 associations belonging to the "la Caixa" Federation of Volunteer Associations (FASVOL), through which they have contributed to extend the values promoted by the Foundation. Their contribution in the form of human capital, time and dedication has created a multiplying effect of the work carried out within the programmes.

The balance of these past 10 years of continuous presence of "la Caixa" volunteers has translated into thousands of scheduled activities and millions of hours dedicated to selflessly working on all kinds of proposals. By the end of 2015, the number of "la Caixa" volunteers had reached 7,677 and reached 13,490 if we take into account the programme volunteers.

The balance of these last 10 years of activities translates into more than 12,893 scheduled activities carried out all over the country, activities of a social and educational nature, sports activities, cultural and leisure activities, all kinds of charitable events and collaborations with organisations and associations spread throughout the entire country. It is estimated that the impact of these activities has





CooperantesCaixa

One of the programmes that illustrates the organisation's social commitment, which has been acknowledged as an example of good practices, is the CooperantesCaixa international volunteers programme.

For the past nine years, each year 40 of the organisation's employees spend their holidays working as volunteers for international cooperation projects in countries throughout Latin America, Africa and Asia. These volunteers spend a month in these countries providing their expert technical and professional support to projects.

The volunteers are chosen through a selection process that takes into account the profile suitability and professional experience in order to match these to the requirements of the proposals and work with the social organisations promoting them. "la Caixa" Foundation helps by offering them training in relation to international cooperation, the living conditions in the destination country and the specific tasks to be carried out.



7,677

Total "la Caixa" volunteers in 2015

1,532

Corporate volunteer activities at 31 December 2015

enabled more than one million people to participate. To celebrate this first decade of activities encompassed within "la Caixa" volunteers programme, an event was held in Seville last November coinciding with the third edition of the annual meetings of Presidents of the "la Caixa" Volunteers Associations.

One of the main events that reflects the strength and power behind this collective is the Volunteers' Day, which in 2015 celebrated its fifth edition. In June more than 1,000 volunteers from 36 cities, all belonging to the FASVOL

associations, mobilised simultaneously with a programme of diverse activities.

These events were attended by more than 6,500 children linked to the programmes that fight against child poverty. They were at the centre of a series of inclusive cultural and sports activities that turned the event into an opportunity to bring to light their different talents in sports competitions, music, visual arts, performing arts and circus, among others, or to enjoy the proposals for visiting nature areas, theme parks or film projections.

Contributing towards reinforcing social cohesion

Building cohesive communities and reinforcing the bonds that facilitate coexistence in contexts of vast cultural diversity are the main focus of the efforts behind the Intercultural Community Intervention programme. 2015 has been the fifth year since this project was conceived, having developed it in 16 communities located in urban and rural areas, neighbourhoods, historic areas, suburban areas, coastal towns or metropolitan crowns of large cities. All these areas have the same common denominator, they are all highly diverse locations.



2,240

Activities carried out in 2015

221,911

Participants in 2015

Consolidation over these past five years has led to the extension of the programme to cover 39 locations in 31 municipalities spread across Spain. The important role played by the public administrations has been essential in this, specifically that of the administrations that are closest, the target town councils and the work dynamics proposed within the programme.

The involvement of social organisations and the professionals and technicians of the different locations has been equally important. Creating this network was an essential requirement and a necessary condition without which it would have been impossible to build the network of relationships, activities and development the community bonds and peaceful coexistence achieved in the different locations.

The work carried out by the different teams deployed to each of the locations has been the catalyst and the stimulus for weaving this network of complicities among the multiple agents. The creation of this network of interactions has favoured the creation of community programmes with a special focus on education, health and leisure. Also encompassing highly diverse activities such as open schools, international and healthy cooking workshops, cultural street shows and activities, sports competitions, etc.

These programmes have particular emphasis on actions benefitting children, young people and families. These collectives have picked up the baton and the challenge launched from the programme by striving, with their involvement and participation in these activities, towards consolidating





GRANTS FOR PROJECTS AIMED AT IMPROVING COEXISTENCE AND SOCIAL COHESION

In line with the objective of consolidating initiatives and projects aimed at creating cohesive and inclusive communities, "la Caixa" Foundation also promotes a series of grants for projects that promote intercultural citizen harmony. In 2015, this call received a contribution of 2.47 million euros, which helped to implement a total of 115 projects.

These projects respond to the five lines of action established within the application requirements. These lines cover projects related to citizen coexistence, mediation and management of diversity, social participation and community empowerment, academic success and involvement of families in the educational process, prevention of the different forms of violence and promoting healthy habits and preventing addictions.

On the other hand, "la Caixa" Foundation also promotes specific training tools such as courses for intercultural healthcare mediators for improving the quality of care and the communication between the professionals and the users of the healthcare services. The programme also foresees specific training aimed at doctors and nursing staff.

bonds and values such as integration, tolerance, a sense of belonging or mutual respect and knowledge.

The progressive extension of the programme requires that the development and monitoring be gradually assumed by the territories themselves. The first step has been taken by Elche City Council, which has been the first location to take on the responsibility of promoting the programme. This is the reason behind a service that aims to drive communities: to maintain and guarantee compliance with the programme as up until now and work to spread the intervention to the other neighbourhoods within the municipality.



Fundación de la Esperanza

The Fundación de la Esperanza is a centre for direct social and community action that fights against poverty and social exclusion. Located in Barcelona's Gothic quarter, in the Ciutat Vella district, it provides support to people in vulnerable situations.

Its various actions aim to improve the quality of life of the users and/or families involved. It encourages the actions necessary to overcome situations involving fragility and risk of social exclusion by offering resources, support and guidance. It is estimated that the number of beneficiaries with whom the Foundation worked was 1,552 people in 2015.

The Foundation establishes collaboration synergies with other public and private social organisations in Barcelona's Ciutat Vella district and is assisted by a network of volunteers who provide support for the various services.

Outreach is one of the fundamental values that guides the actions carried out by the Fundación de la Esperanza. It carries out accurate, personalised follow-up in order to address the basic needs of each individual, bringing out the best in people and encouraging self-esteem and social independence.

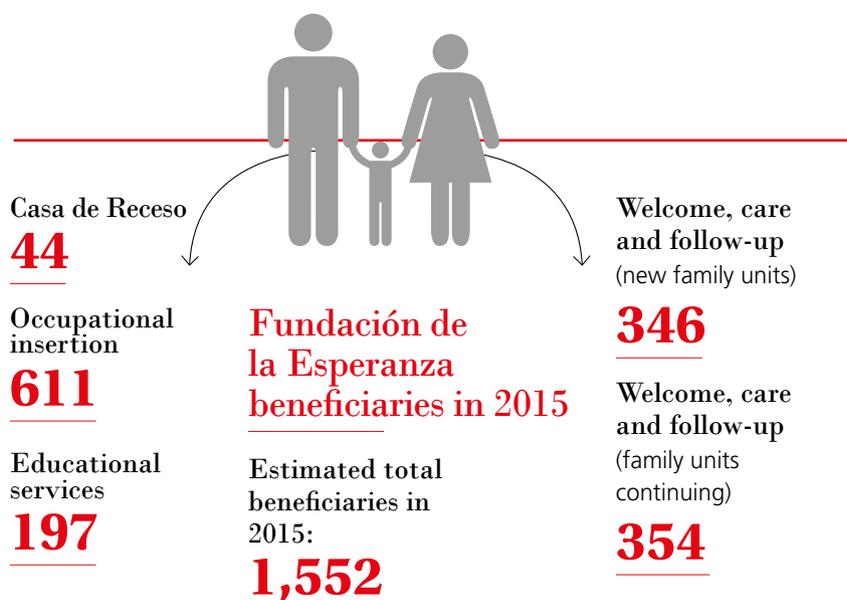
Thanks to this task with the proposed interventions, the resources used in each case are coordinated more effectively and thus better support can be provided throughout the recovery processes in the life projects.



The resources available at the centre include educational services for children and adolescents. During 2015, there were 197 frequent users of this space. This service is complemented by the work performed by CiberCaixa *You've got talent*, educational support for teenagers, *The mother and child*

service and Learning together, growing as a family programme. 346 new families have been welcomed, supported and followed up throughout 2015.

Regarding the resources deployed as part of the employment mediation service, a total of 611 people were





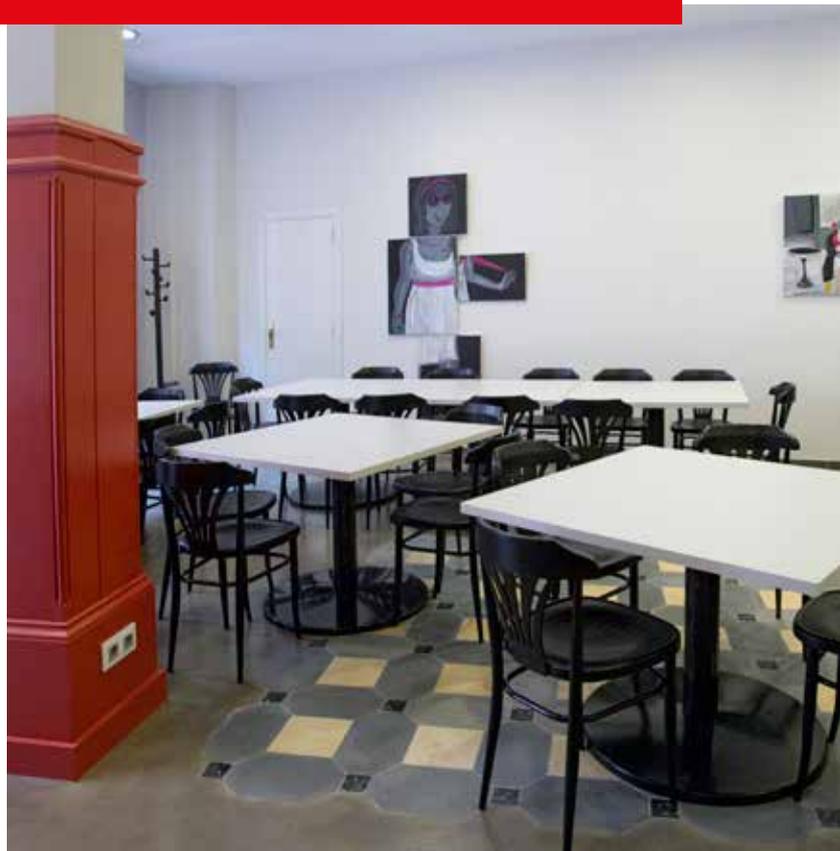
THE CASA DE RECESO

La Casa de Receso is a temporary shelter for women in situations of extreme fragility. In 2015, this shelter helped 44 women. This space offers women the possibility of staying at the shelter until they overcome the situation that led to the exclusion, thanks to the work, accompaniment and advice they receive.

The women who seek help at these shelters are normally women who have broken their family ties, who for whichever reason cannot continue paying for their housing or those who have suffered some kind of domestic violence. They also provide shelter to young people who are trying to emancipate, in order to help them increase their self-esteem.

The Casa de Receso offers personalised attention by preparing customised itineraries. These itineraries may include psycho-social care, education and work plans that are customised to each individual's needs.

guided in 2015. Users were assisted as part of social-employment itineraries, training course and active job search, resulting in a total of 147 job placements. Of these, 32 resulted in self-employment and entrepreneurship, and 37 were job placements for individuals over 45 years old with training.





International programmes

“la Caixa” Foundation performs notable activity with their International Area, promoting development projects and humanitarian action focused mainly on health, creating employment and promoting education.

12 new initiatives have been created in 2015 for creating employment, which will benefit 28,000 people. These projects are aimed at improving the living conditions of vulnerable people, strengthening the productive framework, supporting producer cooperatives and promoting social entrepreneurship, with a view to increasing the income levels of families in need in countries in Africa, Asia and Latin America. These programmes are also provided with technical assistance from the volunteers working with our

INTERNATIONAL ALLIANCES FOR FIGHTING POVERTY

The “la Caixa” against Malaria programme is an ambitious project aimed at eradicating this epidemic, which has been developed thanks to research carried out by the ISGlobal Institute and with support from the Government of Mozambique, “la Caixa” Foundation and the Bill & Melinda Gates Foundation. “la Caixa” Foundation has made a contribution of five million euros over five years with the main priority of eliminating malaria in southern Mozambique. The choice of these areas for implementing the programme is due to the fact that Mozambique is one of the 10 countries in the world with the highest rate of malaria, with more than 7 million cases each year. This project is led in the country by the Manhíça Health Research Centre, one of the most emblematic centres for researching and fighting malaria, having celebrated its 20th anniversary this year, and has the support from “la Caixa” Foundation. This centre has become a benchmark in Africa and is the main instrument for transferring knowledge between Spain and Africa thanks to the ties established between Hospital Clínic and ISGlobal.

This has been a year of consolidating alliances with some of the main international organisations and entities, with reference made to the agreement signed between the Inter-American Development Bank with which collaboration has been established for economic development and job creation in Columbia.

Following the launch of the Sustainable Development Goals of the United Nations, in September 2015, a collaboration was launched with the alliance, led by the goals achieved in New York: the Millennium Campaign of the United Nations, with a travelling exhibition on display at the CaixaForums to create awareness of its relevance among the citizens of our country.

“Over the past decade, we have seen significant progress in the fight against malaria. We now face a big challenge: completely eradicating this parasite. However, in order to achieve this, it is essential we have a strong political commitment, solid funding and ongoing philanthropic implication from the private sector.”

Antoni Plasència, Managing Director of ISGlobal

organisation, CooperantesCaixa, thanks to which 40 people have travelled to nine countries during 2015.

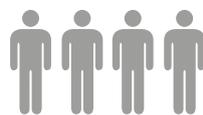
Programmes have been carried out to strengthen the skills of more than 2,000 African healthcare professionals in countries such as Ethiopia, Gambia and Mozambique, having improved their training in the priority fields for these countries, such as mother-child health.

Within the humanitarian scope, “la Caixa” Foundation works with the main international organisations, providing support to the four most relevant ones in 2015: UNHCR, Oxfam Intermón, Acción contra el Hambre and Save the Children. All of them have carried out initiatives for improving the nutritional situations of children under the age of five, pregnant and breastfeeding women, helping more than 60,000 people in Ethiopia, Haiti, Guinea and Mali.

Throughout 2015 we have continued our work in Mozambique, focusing our efforts on the campaign for vaccinations against pneumonia, one of the main causes of child mortality in the world, in collaboration with Gavi, the Vaccine Alliance. Within the context of this initiative, since 2008 “la Caixa” Foundation has promoted the participation of companies that are clients of CaixaBank, through

2015 has seen the launch of **25 projects in 21 countries**

and six alliances have been established with international organisations



28,498

People improving their living conditions



2,225,499

Vaccinated children since 2008



60,000

Children, pregnant and breastfeeding women helped in 2015

the Entrepreneurial Alliance for Child Vaccinations (AEVI). In 2015, contributions received from the companies, employees, private banking and donations from organisations and individuals represented a total of 627,926 euros, to which “la Caixa”

Foundation has contributed a further million euros. Since the founding of the Alliance for Child Vaccination in 2008, “la Caixa” Foundation has contributed towards vaccinating 2,225,499 children under the age of five.



CiberCaixa

Let's meet after class

The CiberCaixa programme "Let's meet after class" offers educational support after school hours, providing spaces and tools for children from families at risk of social exclusion, and we have resources aimed at improving their chances of educational success.

The program is carried out in 14 cities: A Coruña, Lleida, Badalona, Barcelona, Terrassa, Valladolid, Madrid, Valencia, Murcia, Lorca, Málaga, Palma de Mallorca, Las Palmas de Gran Canaria and La Laguna. There are 54 CiberCaixas, 28 located in schools with the other 27 in municipal buildings.

CiberCaixas are managed in collaboration with the councils of each municipality.

In 2014, the CiberCaixa *Let's meet after class* programmes started a new pilot programme, *You've got Talent*, whose goal is to help influence children and their family environments, with a particular focus on the most disadvantaged family situations or children at higher risk of school failure.

Once the monitor training phase was over and the first pilot trials had been carried out, the programme *You've got Talent* was applied in 2015 in 24 of the 54 CiberCaixas throughout Spain.



2,252

Children using *Let's Meet after Class* in 2015

1,069

Children using activities each month in 2015

Hospital CiberCaixas

Lessen the impact of hospitalisation in children

The 66 Hospital CiberCaixas based in hospitals across the country are spaces to provide personal care and lessen the impact of long hospital stays on children and their families. They are conceived as friendly, well-equipped environments



where children and their families can have a place to relate to one another and take part in educational and recreational activities.

Paediatric patients are treated in the 66 operational CiberCaixas, of which

there are five that also extend care to adult patients. Annually these areas serve more than 100,000 patients and their families. The CiberCaixas are complemented by the support of 1,448 volunteers who cooperate with the staff hospitals assign to lead these areas.

The CiberCaixas offer spaces for entertainment, communication and learning, as well as promoting bonding and connections between children, health workers and families.

Let's Talk about Drugs

The prevention of risks and the consequences of drug addiction and dependency derived from drug consumption is one of the main goals of the programme *Let's Talk about Drugs*.

The main target audience for this activity is the school population and young people. Activity takes the form of a traveling "*Let's Talk about Drugs*" exhibition, informational programmes for families, educational programmes for teenagers and online resources from the www.parlemdedrogues.org website.

The interactive exhibition *Let's Talk about Drugs* has been visited by nearly 900,000 people since it first began touring. The exhibition offers basic information.

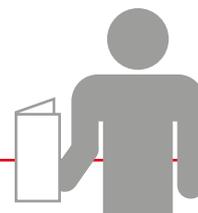
The educational programme dealing with this issue offers virtual and physical resources to teachers so they can address the issue in science lessons in the classroom for both secondary education and pre-university students.

We have also deployed resources targeted at families with the *Let's Talk about Drugs* guide for parents. The programme has distributed more than



1,150,000 free copies of this guide, which provides recommendations to parents of children between 11 and 18 for the detection and prevention of drug consumption.

Moreover, the free phone line that has offered support for families for years (900 222 229) has received more than 24,000 calls since it first started. This phone line provides advice, guidance and support to families for free.



Let's Talk about Drugs

1,150,000

Copies of the guide distributed for free

24,000

Calls to the free helpline that has provided support for families for years



Violence: zero tolerance

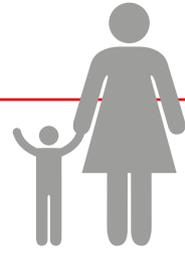
The program Violence: Zero Tolerance has the twofold objective of raising awareness of the problem of violence and specifically about gender-based violence. To this end, it takes action to raise awareness and prevent violence, and provides support to women who have suffered episodes of violence.

In the area of prevention, an educational training programme specifically aimed at teachers has been created. It also carries out activity to raise awareness, aimed at students in secondary schools and vocational training in CaixaForum centres in Lleida, Tarragona and Palma de Mallorca.

In the area of intervention, psychosocial support programmes for victims have been created to help with their recovery through the tools and resources of the Incorpora and CaixaProinfancia programmes. It also offers support and care for their children.

In 2012, the programme *Good treatment for the elderly* was created to address situations of abuse of the elderly.

Also, in 2015, a pilot project in L'Anoia, L'Alt Penedès and El Maresme was created involving all stakeholders in the region. The results of the pilot schemes will be used to establish protocols and plans for action and intervention, as well as fixing an applicable model for action.



1,629

Women received help in 2015

46

Children received help in 2015

6,150

Women helped since 2009



130

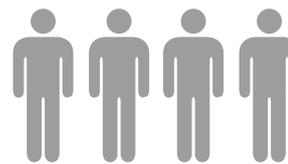
Professionals trained in 2015

233

Teachers trained in 2015

2,170

Teachers trained since 2009



1,087

Students participating in workshops in 2015

7,144

Students participating in workshops since 2009



Joint Social Work, action on the ground

As part of an agreement with the banking foundations Caja de Burgos, Caja Canarias, Caja Navarra and Cajasol, "la Caixa" Foundation and these other banks have all carried out a wide range of activities in their respective regions. This joining up of forces increases the impact and social relevance of the actions taken.

Caja de Burgos Foundation

Restoring the architectural heritage of humanity

In 2015, "la Caixa" Banking Foundation invested some three million euros. The programme Support for Social Initiatives received the biggest contribution of 600,000 euros for all kinds of projects to be carried out by social bodies in the region.

The year 2015 saw the beginning of one of the emblematic projects that has received investment in the last two years: the restoration of the east and south galleries of the upper cloister of the Cathedral of Burgos. This comes on top of investments already made in restoring this landmark building, part of humanity's historical heritage. This work will guarantee the conservation of a building with an exceptional wealth of decorations and statues, preserving it for the enjoyment of future generations. The works have

recovered the polychrome decorations, ornamental elements, door decorations, tombs, walls and Gothic arches of the galleries of the 13th century cloister. With the contribution in 2015 of 200,000 euros, the Foundation fulfilled its commitment to invest 1.5 million euros in this important work, thus recovering our heritage.

Especially important were the contributions made to putting on exhibitions and an extensive programme of cultural activities. These included 75,000 euros invested in

producing school concerts and more than 190,000 euros towards the exhibition "Street Art" dedicated to the sculptures of Henry Moore, carried out in September and October 2015. The exhibition presents six major bronze sculptures, created by Moore between 1960 and 1982. This exhibition is part of the *Street Art* programme that aims to bring the work of great artists to the public, placing exhibitions outside of traditional museum contexts and offering them directly to the viewer on the street. The Foundation has contributed 82,000 euros to the



cultural programme offered by the Caja de Burgos Banking Foundation, El Patio de la Casa de Cordón.

Finally, and resulting from the collaboration agreed in 2014 with the Museum of Human Evolution in Burgos, various investments have been made to produce exhibitions, such as *Bestiaries, the discovery of a kingdom*. An exhibition focused on showing the different representations of the animal kingdom throughout history. Medieval codices, books and engravings of natural history are used in this tour of images. The audience was also able to see how the illustrators gave form to mythological animals in each historical period. These images bring together the literary tradition of holy and classic texts.

The collaboration agreement also involves the production of other exhibitions, such as *Txalupak & Carts* produced jointly by the Museum and Albaola The Basque Maritime Factory. Among the curiosities on display, there was a whale boat, a scale reproduction, and the opportunity to see the work of shipwrights Albaola building different parts of ships, including the San Juan, a 16th century



ship which sank off the coast of Newfoundland, and which was recovered in the eighties. This exhibition will be showing in Donostia/ San Sebastian in 2016.

In the social sphere, 84,000 euros were allocated to support the *Job Launcher* project. This employment programme was unique and helped unemployed persons work together to find a job. A project designed by the illustrator José María Pérez, *Peridis*, at the Santa María la Real Foundation, and in 2015 it was deployed in 68 cities in 15 autonomous communities with a total of 130 launchers set up and

nearly 3,000 participants in the initiative that has seen employment found for over 60%.

Finally, we have invested 400,000 euros in the final phase of construction of the Coliseum Burgos, the new multipurpose hall built on El Plantío, the old bullring in Burgos. The pavilion was inaugurated in 2015.

The contribution of the local factor to drive social initiatives

As a result of agreements with banking foundations, such as Caja Canarias, the program Support for Social Initiatives has considerably enhanced its regional presence to include specific aid projects aimed at senior citizens in terms of ageing, disability and dependence; initiatives to combat poverty and social exclusion; workplace insertion programmes; projects to provide temporary housing for people in the process of social inclusion and the promotion of coexistence and interculturalism.

Since 2012, both foundations have also promoted Foro Nueva Economía, Nueva Empresa, a forum for learning and networking between experts, entrepreneurs, professionals and entrepreneurs to discuss and reflect on the new economic framework to help modern entrepreneurs understand the changing socio-economic context and adapt to new challenges. Throughout 2015, more than 20 sessions have been held in the form of meet-ups and conferences of all kinds.

One of the oldest collaborations between the two organisations, which is now in its third year, is the school breakfast programme promoted by the Ministry of Education and Universities of the Government of the Canary Islands. In 2015, a total of 12,157 students in preschool, primary and



secondary schools joined the programme. More than half of them, 6,761, were able to do so thanks to the financial contribution of the “la Caixa” Banking Foundation and the Cajasol Foundation.

In 2015, the two foundations made a contribution of 600,000 euros to the social emergency plans of the Government of the Canary Islands. The agreement between the banking foundations and the Federation of Municipalities of the Canary Islands

has added some 600,000 euros to the initial contribution aimed at dealing with social emergency plans to adopt exceptional measures to address poverty and social exclusion.

As for other agreements signed with the Government of the Canary Islands, agreements were renewed in 2015 for the improvement of natural spaces along with the recruiting of 70 people at risk of exclusion collaborating in these initiatives to conserve the environment. This

agreement was renewed in 2015 for the amount of 500,000 euros, for the development of 22 projects to protect and restore natural areas. Over the past nine years of the programme, 193 projects have been carried out in the Canary Islands offering employment to 1,202 people at risk of social exclusion.

One of the main activities was the rehabilitation of the stretch of Las Vueltas Blancas between La Cañada and La Laguna. This route goes around Los Rodeos and La Vega de La Laguna, an area of valuable natural heritage.

In terms of cultural programmes, both foundations have collaborated with the initiative *Canarias EnCanta*, an educational concert with a tour of the popular music of the Canary Islands. In 2015, the initiative was extended to

the four islands of the archipelago after the success of the first edition in 2014.

Other musical activities included the school concerts in Santa Cruz de Tenerife, which were attended by over 1,500 students. We also collaborated with the organisation of the fifth edition of the musical series Jerónimo Saavedra Acevedo, promoted by the Amigos Palmeros de la Ópera Cultural Association.

As for exhibitions programmed by both foundations, these include the travelling exhibition *Let's Talk about Drugs* in Santa Cruz de Tenerife; the exhibition *Objects Talk*, the result of the collaboration agreement with the Prado Museum held in Tenerife after the success of the exhibition dedicated to still life; and the touring production *The Arctic Is Breaking*, which shows

the fragility of the unique ecosystems of the North Pole. As for the exhibitions in Las Palmas, viewers in the city were able to enjoy the *Romanorum Vita* productions and a touring exhibition, *Genesis*, included in the *Street Art* programme, with spectacular photographs by Sebastião Salgado.





Caja Navarra Foundation

Support for research and the international mobility of researchers

The “la Caixa” Banking Foundation has contributed some 6,989,760 euros to the activities of the Caja Navarra Foundation. The joint budget of the two foundations in 2015 was 13 million euros. Both foundations have collaborated this year in various research projects in the field of health

in collaboration with the Spanish Association for the Fight Against Cancer (100,000 euros), the programme for the prevention of colon cancer (20,000 euros) the paediatric oncology unit at the Universidad de Navarra clinic (100,000 euros), the research conducted by the Miguel Servet Foundation (400,000 euros), AIDS research or research carried out by the Blood Donors Association of Navarre (150,000 euros).

In the field of education, both foundations have given funds to various scholarship programmes, research centres and summer activities at Navarrese universities. Among the largest grants awarded were the two grants of 240,000 euros for the UPNA and the UNA for their training programmes, scholarships, grants and international mobility. The summer campus of the UNED in Pamplona and Tudela have also received funds amounting to 150,000 euros. One of

the most significant contributions was to the museum of the University of Navarre totalling half a million euros.

As for cultural programmes, the oldest orchestra in Spain, the Navarre Symphony Orchestra, founded by Pablo Sarasate in 1879, received half a million euros to carry out its activity. Other sizeable contributions (341,941 euros) were made to hold participatory school concerts and to schedule an exhibition of sculptures by Henry Moore, which turned the Paseo de Sarasate in Pamplona into an open-air museum during the autumn/winter of 2015. As for activity disseminating knowledge and science, collaboration with the Planetarium of Pamplona (300,000 euros) has resulted in proposals such as the public viewing of the partial solar eclipse that took place on 20 March.

The resources provided by the two foundations are used to promote

various social projects. Regarding activity to promote employment, we work with the foundation Ilundain (390,444 euros), which carries out training and pre-employment programmes targeted at young people who are focussed on the environment as their main area for the generation of employment opportunities.

Other initiatives involved programmes providing care to the elderly with dementia or psychiatric disorders, such as the programmes promoted by the association Josefina Arregui (30,000 euros) and the work of the Atena Foundation (30,000 euros), which promotes the holistic development of people with intellectual disabilities through art, helping to improve the physical, mental and sensory skills of participants and improving their personal autonomy and social integration. Aspace Navarra, which received 58,000 euros, had a similar

purpose, but geared to children suffering from cerebral palsy, helping them develop their lives with the aim of contributing to better social integration of these groups as well as offering support to their families.

Finally, the activities carried out in the White, Blue and Green weeks for Inclusion also received financial support (720,000 euros). These events promote the inclusion of children and young people in snow sports, sailing on Navarrese reservoirs and in nature. Financial support was also offered to the Food Bank and organisations supporting autonomy and independent living such as COCEMFE, alongside support for sheltered housing and social enterprises, such as the programmes promoted by the Hogar de Convivencia Valle de Olli de Gure Sustraiak (150,000 euros), a social cooperative initiative that manages a farm school that provides services

covering education, therapy and leisure, accommodation and inclusive tourism with over 70 partners, offering work to people with intellectual disabilities.



2015 Budget

€13,000,000

Total investment in 2015

€6,989,760

Contributions from "la Caixa" Banking Foundation



Cajasol Foundation

”la Caixa” and Cajasol will recover the Royal Dockyards of Sevilla

One of the most important announcements in 2015 was the approval of the rehabilitation project of the Royal Dockyards in Seville to convert the historic building into a new cultural centre, which will be managed by the Cajasol Foundation. The building preserves part of the Moorish walls and two towers dating from the 11th and 13th centuries, built by Alfons X in 1252. Its size and grandeur, with seven large ships preserved in a building that once held up to 17, make it one of the largest sets of medieval vaults in Europe.

The architectural project manager Guillermo Vázquez Consuegra will preserve the architectural heritage of the site. such as the monumental set of Moorish arches on the ground floor, and will include works to open the vaults area to make it accessible from the street. The site will also feature a large exhibition hall on the first floor dedicated to the artillery workshops built in the late 18th century. “la Caixa” Banking Foundation (FBLC) plans to invest 10 million euros in refurbishing this emblematic building in Seville.

Other programmes restoring historical Andalusian heritage include the agreement for the restoration and refurbishment of the churches Iglesia de Santiago del Real and Iglesia del



Refugio de Jerez (17th century) which were allocated 150,000 euros a year. Resources have also been allocated for the refurbishment of the whole of the Women’s Hospital in Cádiz, a building that dates from 1749 and is the current seat of the Bishop of Cádiz and Ceuta.

In 2015, a total of 64 Andalusian organisations benefited from financial support for social initiatives, with 1,500,270 euros this year. The beneficiaries of these initiatives are estimated to total more than 15,500 people at risk of exclusion.

Among the collaborations in the social sphere, we can highlight the contribution of 60,000 euros to the early stimulation centre, Cristo

del Buen Fin, which offers free treatment to children born with disabilities. Agreements were also signed in 2015, including one to promote educational activities with the Museum of Fine Arts of Seville in collaboration with the Association of Friends of the Museum.

In the field of music, we can highlight the presentation of the show *La Guerra de Troya* at the Villamarta Theatre in Jerez de la Frontera, enjoyed by more than 1,600 school pupils. Two thousand students also attended performances of *El Arca de Noé* at the Gran Teatro Falla Theatre in Cádiz.

Other activities carried out by the two banking foundations included the presentation of the exhibition *Let’s*



known and popular, such as fans or jugs. The event also includes an educational resource for fostering entrepreneurship: *CaixaLab Experience*. This small touring laboratory offers young people aged 14 to 18 a life experience while they learn, inviting them to discover their skills and competences in entrepreneurship.

Cádiz hosted the exhibition *Objects Talk*, which is part of the programme *The Art of Educating*, which the FBLC supports thanks to its strategic partnership with the Prado Museum. Cádiz also hosted the exhibition *Once upon a time there was... Speech!*, centred on the origins and evolution of language.

One of the productions that has toured most around Andalusia was *Illusions*,

magic or science?, which was seen in Almería, Huelva and Granada. It is an interactive proposal that explains how the brain works, and invites audiences to enjoy different experiences that show how blurred the boundary is between reality and illusion, and how the human brain is responsible for the processes of perception.

Finally, the exhibition *Romanorum Vita* visited Jaén to offer visitors a walk through a Roman city in imperial times, around the year 79 BC.

Talk about Drugs in Plaza de San Francisco in Sevilla. As part of the *Street Art* programme, Sevilla hosted the exhibition *Genesis*, which offers a selection of images by the photographer Sebastião Salgado. Also as part of the *Street Art* programme, the sculptures of Henry Moore were also exhibited in Malaga, a city that also hosted the film exhibition entitled *Georges Méliès and the cinema of 1900*.

Other joint exhibitions include *Technorevolution*, in the municipality of Tomares, and *Hidden Heroes. Great inventions. Everyday objects*, in Jerez de la Frontera. The exhibition is built around three routes –technological, artistic, and historical– around 27 everyday objects, some well







Driving advanced research and innovation

"la Caixa" Foundation has weaved a large collaboration network with research centres and the main hubs that drive excellence in research. The aim is to contribute towards accelerating the advances and resolution of challenges in the field of life sciences, health and social sciences and humanities. Focus must also be given to promoting scientific vocations in order for future generations to pick up the baton, promoting training at some of the best universities around the world.

Offering opportunities to young university talents through scholarships for training at the best centres

Since 1982, "la Caixa" Foundation has promoted a leading programme of scholarships to drive excellence in research and social progress. Its reputation is mainly based on the demanding and high quality selection process, which each year

mobilises a large number of national and international experts and lecturers. Likewise, the number of scholarships granted for all disciplines, the economic endowment and the customised attention provided to the scholarship holders has placed this programme among the best in the country.

The "la Caixa" scholarship programme is acknowledged throughout the entire university community, thanks largely to the strict selection process for the scholarship holders, which is carried out in a competitive concurrence format. Throughout 2015, this programme mobilised more than 150 university lecturers and experts and national and leading international research centres. "la Caixa" scholarships are granted via a peer review application assessment process, following the recommendations established by the *European Peer Review Guide* promoted by the European Science Foundation.

2015 saw 65 scholarships granted for studies in Europe, 48 scholarships for universities in North America and a further seven scholarships for studying at universities in the Asia Pacific region. The most popular courses were biology, engineering, economics and business management, physics, political sciences and sociology.

The 120 students that were selected will be able to study their chosen courses at centres of excellence throughout the world. The grant that comes with the scholarship covers, among others, the entire cost of the registration fee, a monthly sum, travel expenses and an orientation course.

"la Caixa" aims to ensure all the scholarship holders maintain relationship ties and links; to this end, the Association of "la Caixa" Scholarship Holders promotes all kinds of cultural, leisure and informative activities.



The ceremony awarding the 2015 scholarships was presided over, as in previous years, by Their Majesties the King and Queen of Spain.

The Severo Ochoa and doctorate scholarships

Another 25 scholarships were granted in 2015 for doctorate studies at Spanish universities. The scholarship is valid for four years and the grant given for each scholarship totals 113,500 euros.

The other doctorate programme run by “la Caixa” Foundation for studies in Spain is the Severo Ochoa programme, which grants scholarships for Spanish or foreign researchers to complete doctorate studies at centres that have obtained the Severo Ochoa seal of excellence. In 2015, there has been a rise in the number of centres obtaining the Severo Ochoa seal of excellence and quality, meaning 18 centres welcomed the 46 researchers who have benefitted from this programme. This scholarship is also valid for four years and the grant given for each scholarship totals 113,500 euros.



120

International postgraduate scholarships granted in 2015

25

Doctorate scholarships for studies within Spain granted in 2015

46

Severo Ochoa scholarships granted in 2015

€15,772,400

Investment in 2015

One of the activities that draws the most interest is the series of talks entitled *Horizons: Talks and lectures*, which take advantage of the contacts made by the more senior scholarship holders for inviting widely renowned guests from a range of different fields. In 2015, this cycle welcomed a talk on synthetic biology. The former scholarship holder and Association member Dr Lluís Ribas de Pouplana invited Dr Dieter Söll to give a talk on creating artificial life and the ethical limits this poses. Söll is a professor of Molecular Biophysics and Biochemistry at Yale University and a reference within the field of researching the origin of life.



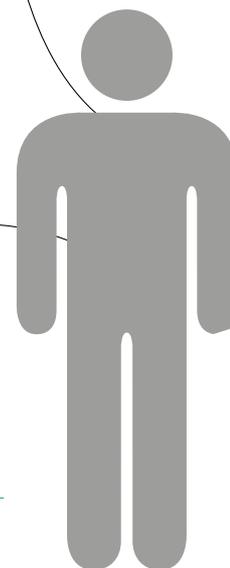
€183,882,000

Cumulative investment since 1982

4,163



Scholarships granted in total since 1982





Strengthening affinities for promoting advanced research

“la Caixa” Foundation collaborates with the main research hubs contributing with their support to the most advanced research in the different fields of life sciences, health, social sciences and humanities. Its action as a facilitator for advanced research enables advancements to be made in resolving some of the main challenges such as fighting AIDS, malaria, cancer and degenerative diseases.

Throughout 2015, several relevant examples have been seen, such as the launch of a pioneering study for the epigenetic prediction of the drug response to cancer treatment in patients who no longer respond to standard treatments. This project is carried out by the IDIBELL (Biomedical Research Institute of Bellvitge), which over the next two years will be granted over 300,000 euros, aimed at predicting response to these new treatments in patients suffering from colon, lung, pancreatic or brain cancer, who have the highest incidence and mortality rate. The clinical project will allow trials on around 100 cancer patients.

2015 was also the year in which the results regarding a new research project carried out by the IBEC (Bioengineering Institute of Catalonia) were released, having been published in the *Nature Cell Biology* journal. These researchers have discovered a

RecerCaixa, excellence in research

The RecerCaixa programme fosters excellence in research in the fields of social sciences and health. Since 2009, this programme has contributed to developing 120 research projects in public and private centres for which a total of nine million euros has been invested. “la Caixa” Foundation will set that same figure aside for future editions of this programme running up until 2019.

2015 saw the fifth call for applications of the RecerCaixa programme, offering grants to a total of 26 research projects, which will receive a total of two million euros.

new mechanism of communication among cells that facilitates cancer metastasis. This discovery opens the door to dealing with how to avoid altered cells from extending to the rest of the body. This is a pioneering, multidisciplinary research project as it has managed to determine a physical cellular process by combining nanotechnology, mathematics and molecular biology.

Another of the research projects carried out with support from "la Caixa" Foundation has enabled the launch of a clinical trial carried out at the Barcelona's Hospital Clinic to research a pioneering therapy for treating multiple sclerosis. This therapy has previously been tested in treating another autoimmune illness, Crohn's Disease. The clinical trial is promoted by the GAEM Foundation (Association of Multiple Sclerosis Sufferers) along with "la Caixa" Foundation.

The fight against AIDS is the purpose of IrsiCaixa (AIDS Research Institute) and IDIBAPS (August Pi i Sunyer Biomedical Research Institute), two centres that benefit from support from "la Caixa" Foundation. In 2015, these two institutes have come together as part of the European initiative for developing a vaccine against HIV within the framework of the HIVACAT project.



ISGlobal celebrated its fifth anniversary

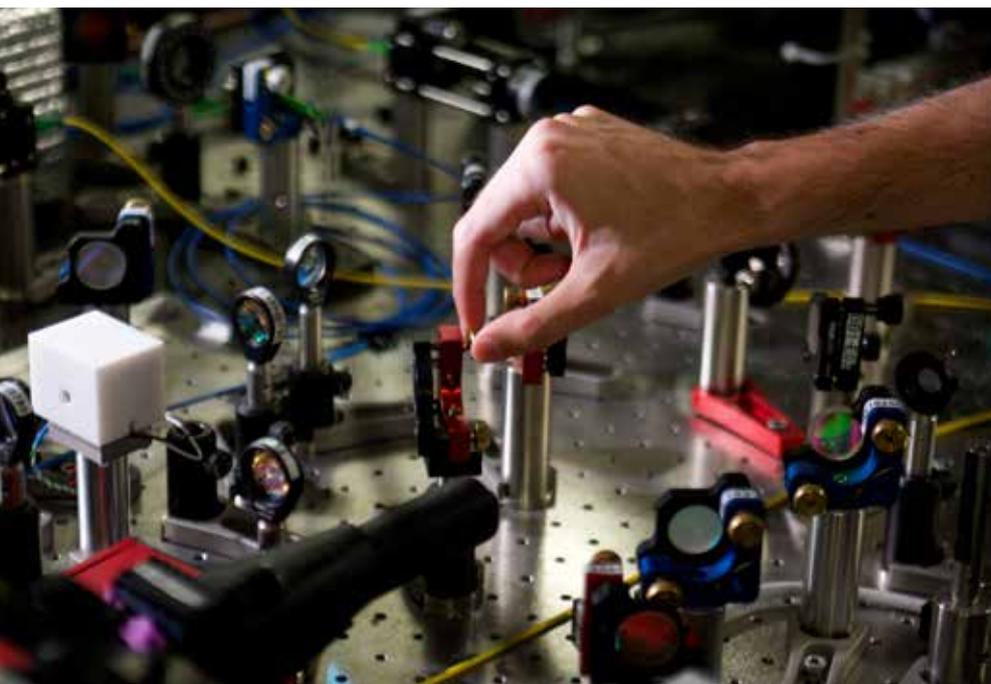
A contribution of 23 million euros from the European Union has enabled IrsiCaixa and IDIBAPS to become part of a global network that will work on researching a vaccine for the next five years.

"We now understand a great deal more regarding the way in which protective immune responses take place in human beings and how to structure possible vaccines. We have a level of molecular-related understanding which was not available a few years back."

Robin Shattock, from the Department of Medicine of the Imperial College London and Coordinator of EAVI2020

ISGlobal, the Global Health Institute, in 2015 celebrated the fifth anniversary since it was first created. During this period, it has become a benchmark global health organisation in Europe, playing a relevant role in the advances made in the fight against malaria. The programme has developed a special plan in Mozambique with the aim of eradicating the disease in this country.

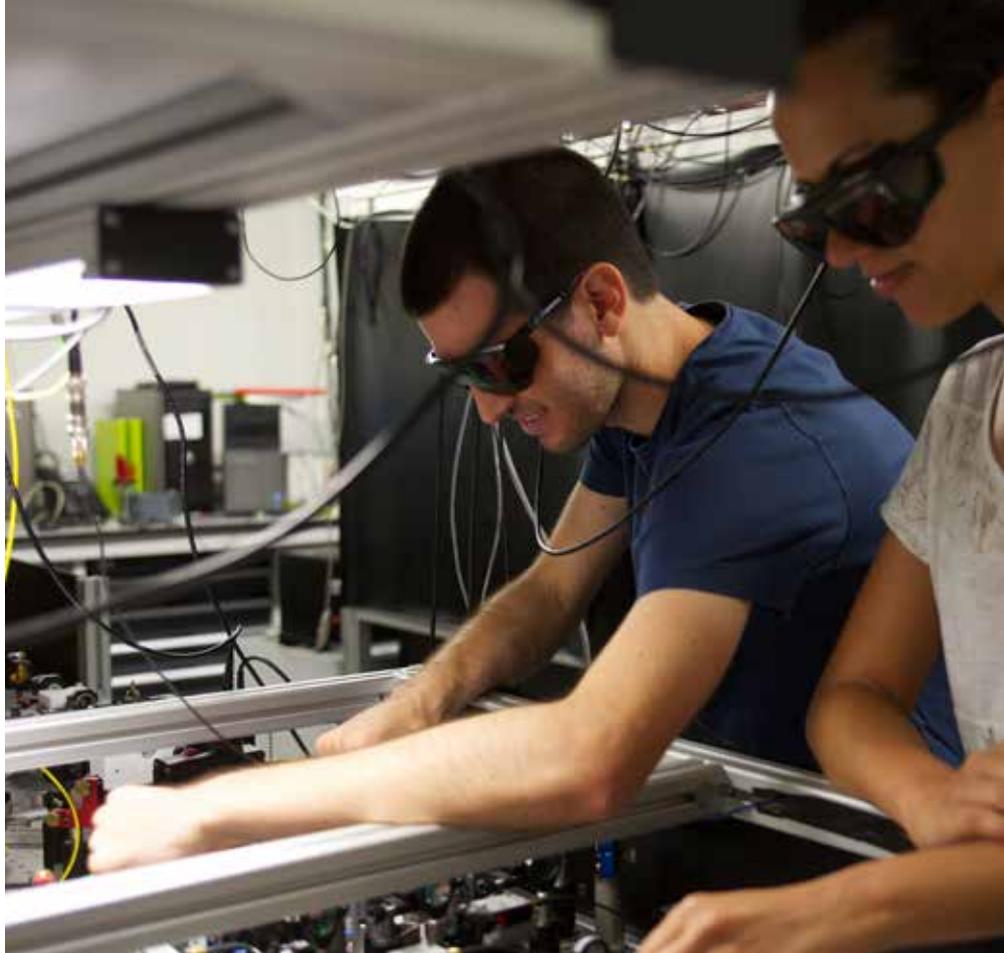
ISGlobal is comprised by the Government of Spain, the Regional Catalan government, Hospital Clinic, University of Barcelona and "la Caixa" Foundation. Over these five years, it has managed to extend its activity to 149 projects carried out in 40 countries around the world.





“It is time for the Catalan research system to take a leap forward and consolidate the collaboration of these centres from a new organisation that allows them to promote more cross-cutting scientific projects and achieve greater international competitiveness.”

Rolf Tarrach, Barcelona Institute of Science and Technology and Chairman of the European University Association (EUA)



Responsible for sharing scientific advances with everyone

“la Caixa” Foundation collaborates with leading centres within the life sciences and health sector for promoting the transformation of the outcome of their research projects and their extension to actions that contribute value to society. The most relevant initiative in 2015 has been the launch of the CaixaImpulse programme. This avant-garde project aims for university research centres and non-profit organisations promoting research to be able to create companies (spin-offs) or establish transfer agreements to fast-track the solutions, products and services into the public domain.

The programme, which includes the participation of “la Caixa” Foundation and Caixa Capital Risk, has selected in 2015 the first 15 projects, which have been provided 840,000 euros in financial support for defining and executing the transfer plans. In addition, there is complementary assistance amounting to 225,000 euros for consultancy from international mentors, specialists, entrepreneurs and trainers with experience in creating the companies and putting them into operation.

CaixaImpulse wants to give back the knowledge generated by Spanish researchers to society. These researchers are considered to be the tenth best in the world and the fifth best in Europe for generating scientific production. The programme will help to transfer the marketing of the results arising from these research projects.

The first call for applications selected 15 projects, from the 41 that were presented. The selected proposals include a kit for early detection of

Alzheimer's disease, an intelligent bandage for treating chronic wounds, a new treatment for preventing brain damage in patients that have suffered a stroke, a computer programme that identifies genome mutations or new drugs for treating inflammatory disorders and cardiovascular problems.

2015 also saw the launch of BIST, the Barcelona Institute of Science and Technology, which encompasses six of the country's cutting-edge research centres. BIST brings together the Centre for Genomic Regulation (CRG), the Institute of Chemical Research of Catalonia, the ICN2 (Institute of Nanoscience and Nanotechnology of

Catalonia), the Institute of Photonic Sciences (CFO), the Institute for High Energy Physics (IFAE) and the Institute for Research in Biomedicine (IRB Barcelona).

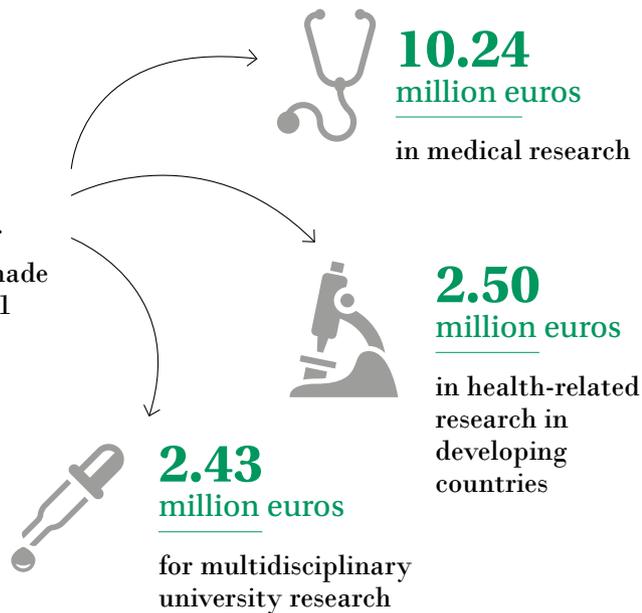
BIST was founded for the purpose of developing interdisciplinary research with greater scientific impact and for positioning the country's research at the forefront of the European research sector. In addition to "la Caixa" Foundation, BIST also receives help from five other member institutions: Banco de Sabadell, Catalunya-La Pedrera, Cellex, Femcat, the private business people foundation, and the Catalan government.

RRI, responsible research and innovation

"la Caixa" Foundation is leading the European RRI Tools project, which promotes responsible research and innovation through a series of practical tools, training and awareness programmes. For 2016, this project aims to become a reference in RRI at an international level. The project consortium is comprised by 26 organisations representing 30 countries and includes researchers, professors, representatives from the industry and business and social organisations. A first version of the RRI Toolkit was presented in November 2015, and was shared with 80 international experts and high-level representatives from the European Commission. The Toolkit, hosted within the website www.rri-tools.eu, contains tools and resources that can help to develop research and innovation processes with society and for society, in other words, helping to align the research objectives with social values. In order to do this, the project explores new scenarios involving science governance, taking into account the relationships between science, innovation, ethics, gender equality, education and public implication involved in decision-making. However, this is not the only programme linked to this new stance on research. "la Caixa" Foundation and the Universitat Pompeu Fabra are leading the European project HEIRRI, a three-year project for integrating responsible research and innovation into scientific and engineering degrees.

15.17
million euros

Global figure of contributions made to research at 31 December 2015



A photograph of three children, two girls and one boy, looking intently at a display case in a museum. The boy on the left is wearing a yellow shirt, the girl in the middle is wearing a grey sweater, and the girl on the right is wearing a red shirt and glasses. The display case is illuminated from below, and a red cylindrical object is visible inside. The text 'Promoting shared experiences of culture and knowledge' is overlaid in white serif font.

Promoting shared experiences of culture and knowledge



“la Caixa” Foundation has developed programmes that promote citizen participation in cultural practices with a view to facilitating personal development and evolution in their social environment.

The various CaixaForum spaces offer exhibitions, conferences, workshops, concerts and a series of activities aimed at all audiences, comprising a unique life experience.

Culture is brought beyond our centres through the CaixaEscena programmes, Art for social improvement, concerts and exhibitions.

Experiencing and living the adventure of knowledge and culture



2 015 has been a year of growth in the policy of establishing alliances and agreements with prestigious cultural institutions. This year, a new strategic agreement has been arranged with the British Museum, which is added to the list of those currently in force with the Prado Museum, the Louvre, MACBA, the Joan Miró Foundation, the Museo Nacional Centro de Arte Reina Sofía and the Calouste Gulbenkian Foundation.

This new alliance reflects the commitment of both institutions to produce four large scale exhibitions from the British Museum's collection. These exhibitions will be on three

ancient civilisations: Egypt, Greece and the Middle Ages, and an exhibition of cross-cutting content on man's relationship with luxury. The exhibitions will be designed for our centres, which will be on show from 2016, and a large part of the content will include masterpieces that have never before left the British Museum.

This year the fifth Joan Miró Award was presented to Ignasi Aballí.

Furthermore, the alliance with the Prado Museum has been extended with a new agreement, which has brought about since 2009 programmes such as The art of educating, which reached nearly half a million children all over the country, and the joint production and organisation of large-scale exhibitions.

By virtue of this new agreement, our collaboration will extend its presence and scale. In the field of large-scale exhibitions, events have been planned on the figures of Goya and Velázquez or cross-cutting themes such as classical mythology.

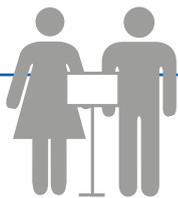
"la Caixa" Foundation has designed a varied programme of travelling exhibitions that complement those on display at the Foundation's centres. In 2015, these exhibitions travelled to 85 cities and welcomed a total of 2,123,567 visitors. In addition to the

turnout of visitors at the CaixaForum and CosmoCaixa centres, which in 2015 has exceeded five million people.

Within the second edition of Comisart, the programme that provides opportunities to emerging curators, the first of the three programmed exhibitions has taken place. The selected curators will be working for the first time with the contemporary art collections of "la Caixa" and MACBA.

Within the programme Art for social improvement, "la Caixa" has carried out 29 projects in Spain within a call for applications for which 340,000 euros have been set aside, reaching 8,841 beneficiaries. The assistance programme provides support to cultural organisations and artists for carrying out artistic projects that entail participation from collectives of vulnerable people for favouring social transformation processes.

Along these same lines, "la Caixa" Foundation also promoted the community dance show *Made in Girona: Political Mother* in collaboration with the Festival Temporada Alta and the Mercat de les Flors. 64 people of all ages and conditions took part under the direction of the modern dance company belonging to the Israeli choreographer Hofesh Shechter.



20
Number of participatory concerts in 2015

Audience attending the participatory concerts: **31,949**



493
Concerts held in 2015 (participatory, for students, families and CaixaForum)

Total audience for the season in 2015: **180,420**



PARTICIPATORY CONCERTS

It was back in 1995 when the first participatory concert was held, which was *Messiah* by Handel. The proposal, which invites visitors to enjoy a shared musical experience by producing a choir concert with amateur singers and professional musicians, has been taken to auditoriums and theatres all over the country. This year Madrid has celebrated the tenth consecutive edition. 20 concerts were programmed for 2015, attended by a total of 31,949 spectators.

Over nearly three months, singers and musicians work on the score amidst an immersion into a musical and learning experience. More than 42,000 singers and performers took part in this programme of concerts, estimated to have reached more than 392,000 spectators.

Since 2010, a family orientated participatory concert has been held and this year it welcomed the participation of 211 children aged from 6 to 18 years. Some of these singers belong to intercultural programmes and others aiming to fight poverty. They all take part in creative workshops culminating in the adaptation of Handel's oratorio and the concert.

In addition to the classical choir repertoire, this year there has been a new edition of the participatory musical. With the same format, the concert repertoire offers a choice of scores from well-known musicals. In 2015, the musical was staged for the first time in Madrid and Barcelona.

In 2015, "la Caixa" continued its collaboration with Aproa Cultura, a socio-educational programme for users of social centres who work with people in vulnerable situations. A new alliance has also been established with the José Manuel Lara Foundation to carry out a writing workshop at Huelva prison and another for children in vulnerable situations in Granada.

Another relevant programme within this Area is CaixaEscena, which aims to provide support and training to secondary-school teachers and social educators for staging theatrical projects.

Throughout 2015, the programme has launched its new website, promoted activities within the CaixaForum spaces and has extended its scope to collectives with special educational needs. This year, the proposed topic of interest has been *El Quijote* as part of the 4th anniversary of its publication.

The programme has seen 786 users, 560 teachers and 220 social educators, and has provided support to 382 theatre projects all over the country, welcoming the participation of 8,267 children involved in theatre.

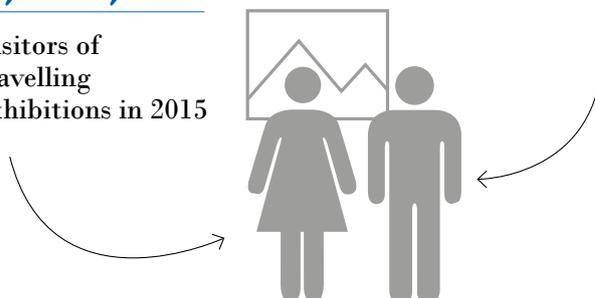


93

Travelling exhibitions held in 85 cities in 2015

2,123,567

Visitors of travelling exhibitions in 2015



5,016,406

Visitors of the overall offer at "la Caixa" Foundation centres in 2015

(travelling exhibitions, CaixaForum and CosmoCaixa centres)



CaixaForum Barcelona

For 2015, the CaixaForum Barcelona cultural offer was dedicated to two exhibitions resulting from the agreement reached with the Louvre Museum: *The Animal Kingdom in Ancient Egypt* and *Drawing Versailles. Charles Le Brun (1619-1690)*.

Moche Art from Ancient Peru. Gold, Myths and Rituals was one of the great exhibitions dedicated to ancient culture from the Larco Museum in Lima (Peru).

CaixaForum Barcelona also opened its doors to the artistic expressions of the 21st century such as cinema and photography. This is the case of *Pixar. 25 years of animation* and the photographic exhibitions on Pedro Madueño and FotoPres.

The exhibition programme dedicated to the architect *Alvar Aalto 1898-1976. Organic architecture, art and design* allowed visitors to submerge themselves into the creative universe by the Finnish architect.

The CaixaForum spaces dedicated to exhibiting the Contemporary Art

Collection have housed three proposals within the cycle *Participation, Memory and Language* and the first Comisart exhibition *I Speak, Knowing it's Not about Speaking*.

CaixaForum Barcelona opened its doors at night for a new season of DNit, offering events involving emerging creators and some of the latest trends in the electronic music scene.

Through the proposals for cultural dissemination, the CaixaForum Barcelona visitors have travelled the Nile of the pharaohs and have literally entered into a *mastaba*, have tasted the fusion between cuisine and anthropology, have listened to young creators explaining their career, have had the chance to listen to the most advanced electronic music, and have created a sustainable Christmas tree.

775,020

Visitors to
CaixaForum
Barcelona



CaixaForum Zaragoza

Sebastião Salgado. Genesis was our great exhibition dedicated to image held at CaixaForum Zaragoza. As for ancient history, the exhibition *Egyptian Mummies. The secret of eternal life* took us back to the burial rituals of Ancient Egypt.

Among the great exhibitions dedicated to the art of painting, three important proposals should be mentioned. The first, *Objects talk. Collections from the Prado Museum*, which introduced the viewer to the objects that artists have captured in their art for many years.

The second art exhibition was *Sorolla. The Colour of the Sea*, introducing us to the masterful techniques of this Valencian painter who captured the light of the Mediterranean sea like nobody else.

Lastly, *El Greco. Rusiñol's gaze* enabled viewers to link the modernist painter Rusiñol through his fascination for the works by El Greco.

The CaixaForum Zaragoza visitors have also had the chance to enjoy a heterogeneous and varied cultural proposal, transmitted through a series of cinema cycles, auditions and concerts, conferences and workshops.



273,930

Visitors
to CaixaForum
Zaragoza



CaixaForum Madrid

The exhibition *Alvar Aalto 1898-1976. Organic architecture, art and design* has brought this major retrospective of the Finnish architect and designer to Madrid.

Among the exhibitions aimed at providing insight into the history of ancient civilisations, *Moche Art from Ancient Peru. Gold, Myths and Rituals* helped us to understand the vision of the world through art created by this pre-Columbian agricultural culture that lived around 5,000 years ago.

The exhibition season was completed by the exhibitions *Animals and Pharaohs. The Animal Kingdom in Ancient Egypt*, a glimpse into the Egyptian culture from their appropriation of animals, and *Women of Rome. Seductive, Maternal, Excessive*, collections from the Louvre

Museum, showing illustrations of women used to decorate Roman villas.

Within the scope of contemporary art, Madrid staged an exhibition of the works by Roni Horn, the winner of the fourth edition of the Joan Miró Award.

Among these singular exhibitions was *I see what you don't see. A graphic exhibition on autism*.

Through the cultural dissemination proposals, the CaixaForum Madrid visitors have come into contact with new visions of the world by means of the seminars on Art and Autism, have discovered the Moche culture through a Peruvian musician and narrator, have travelled the Nile, and have witnessed the vital career of young creators.

564,555

Visitors
to CaixaForum
Madrid



CaixaForum Palma

Anglada-Camarasa and Japanese art was the permanent exhibition held at CaixaForum Palma.

The season included the exhibition dedicated to the Moche culture, *Moche Art in Ancient Peru. Gold, Myths and Rituals*, the photographs on the *Genesis of the world as seen by Sebastião Salgado* and the exhibition dedicated to El Greco, from the perspective of the Modernist painter Santiago Rusiñol, *El Greco. Rusiñol's gaze*. And the exhibition dedicated to The Jesuit Settlements in Paraguay.

The CaixaForum Palma visitors have had the chance to reflect on concepts such as freedom, good, responsibility through the Humanities Classroom, have enjoyed a trip through the Moche culture accompanied by a Peruvian musician and narrator, as well as cinema cycles, concerts and workshops.

304,034

Visitors to
CaixaForum
Palma



CaixaForum Lleida

The great exhibition dedicated to the genius film-maker Georges Méliès offered the first major exhibition dedicated to the person considered to be the father of special effects in films.

Sorolla. Notes in the Sand offered a selection of drawings which have never before been on display, making up one of the most comprehensive exhibitions on the Valencian artist, with over 120 paintings, drawings, colour notes and large canvasses. Gaining a vision of Sorolla's works through a perspective of the world of science, creating a collective poem, participating in the Méliès exhibition by creating a personal short film and enjoying the best cinema, conferences and workshops are just a few of the cultural experiences provided by CaixaForum Lleida for this year.

60,814

Visitors
to CaixaForum
Lleida





CaixaForum Tarragona

The CaixaForum centres organise exhibitions dedicated to ancient and modern history, architecture, photography, painting, ancient and contemporary art, as well as designing exhibitions dedicated to creating awareness among spectators. This is the case of the exhibition *Inventions, ideas that change lives*.

This proposal is dedicated to the wit of the students, aid workers, entrepreneurs and engineers who have designed all kinds of artifacts for improving the living conditions of thousands of people in underdeveloped countries.

Tarragona's programme also included the exhibitions *Roman Times. Art, life and awareness*, which is part of the Open Roman programme, promoted by the Culture Department of the Regional Catalan government and "la Caixa" Foundation, and *Georges Méliès, The magic of film*.

Thanks to the Georges Méliès exhibition, visitors have had the chance to get to know the work and career of this genius and have participated in all kinds of programmed activities, such as cinema, conferences and workshops. Some of the other cultural experiences proposed have been dedicated to poetry, music and cinema.

CaixaForum Girona

The exhibition staged at CaixaForum Girona dedicated to *Gabriel Casas. Photography, information and modernity, 1929-1939* was the result of a unique collaboration with the Catalan National Art Museum and the National Archive for showing the photographic works by one of the country's first photographers.

Girona's cultural programme included two other exhibitions. The first, *Roman Times. Art, life and awareness* and *Another expo*, which forms part of the programme Art for improving social conditions. Within the scope of this exhibition, CaixaForum Girona has offered the city a Citizens' Photo Booth thanks to the collective Ruido Photo.

CaixaForum Girona proposes a changing and renewed vision of an exhibition of our Contemporary Art collection through the Direct access project, especially focused on students and families which this year have had the chance to enjoy an experience through the works by Joan Miró, Gillian Wearing and Juan Ugalde.

104,077

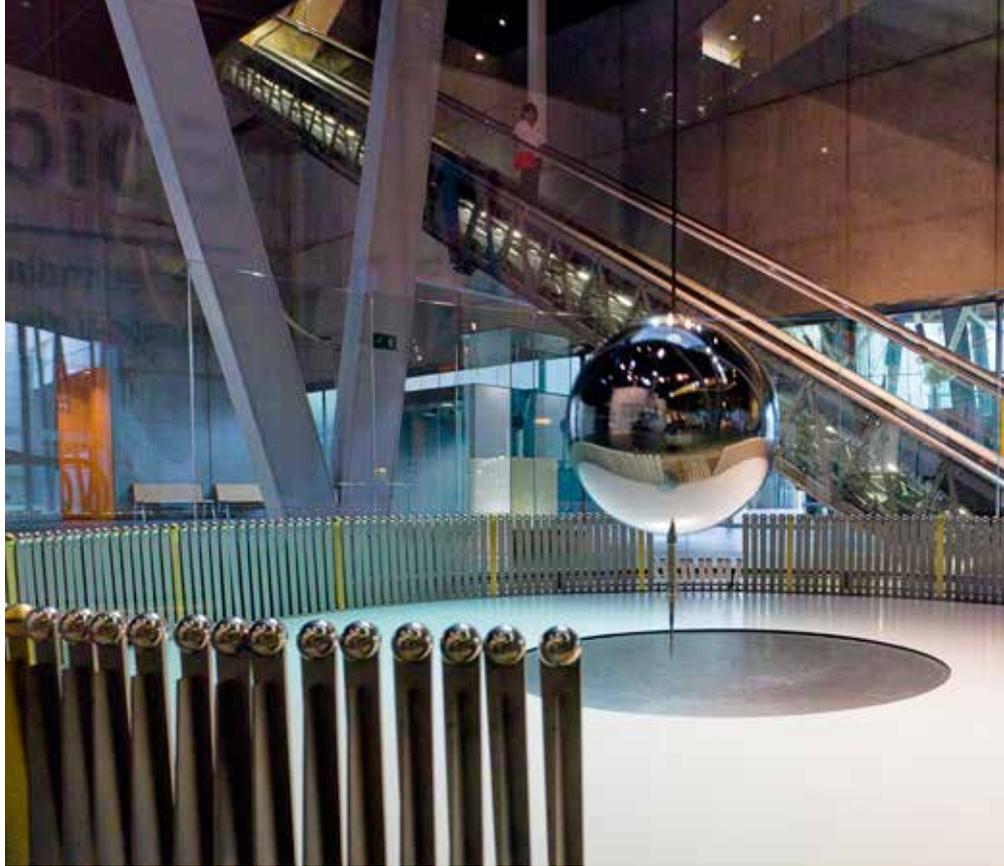
Visitors
to CaixaForum
Girona



76,631

Visitors
to CaixaForum
Tarragona



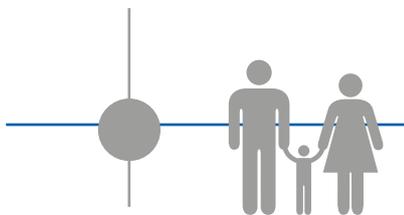


Awaking scientific vocations and embarking on citizen's science projects

more: la Solana, Almonte, Astorga, Medina del Campo, Jumilla, Ubrique and Valdés. An open access web-based platform for citizens to contribute and participate in informative projects was also added.

Extending scientific knowledge from an early age is a substantial part of the Foundation's activities, thus it is already incentivised at school. In 2015, the first International Conference on Science, Technology, Engineering, Art and Mathematics (STEAM) was held. The aim is to increase digital literacy, education and extension of science at educational centres. The STEAM model is based on integrated, cross-curricular learning of content linked to the acquisition of knowledge, skills and abilities related to everyday life situations.

An initiative related to these new forms of learning is the pioneering project Saca la Lengua (Stick your tongue out) in collaboration with the Centre for Genomic Regulation. Its scientists have involved 2,000 third-year ESO students from 40 different schools to carry out a study of the oral microbiome, within this citizen's science project.



733,778

Visitors to CosmoCaixa in 2015

The scientific dissemination project **Science City** (www.ciudadciencia.es) continues to grow and consolidate a network of opportunities for communicating scientific and technological developments through a series of activities carried out by a network of member municipalities. Comprising exhibitions, conferences, tours and workshops, in-person and online, that are integrated within the cultural programme.

Since 2012, this network has grown to its current 35 member municipalities. 2015 saw the incorporation of seven



COSMOCAIXA

CosmoCaixa is the space for living the experience of science, knowledge and technology. A unique centre for enjoying and acquiring scientific knowledge relating to the evolution of mankind and nature through a programme open to everyone. Throughout 2015, these facilities worked towards disseminating science and technology programmed activities, workshops, conferences and three temporary exhibitions, receiving 733,778 visitors.

This year also saw the opening of a new interpretative space before visiting the Flooded Forest. Thanks to this, visitors can gain a better understanding of this permanent space within CosmoCaixa, which replicates an area of the Brazilian Amazon Jungle.

The new space named Creativity, inspired by the Tinkering Studio model of the Exploratorium in San Francisco, was opened. Creativity, encouraging children aged between 7 and 12 years to "think with their hands", i.e. learning in a creative and intuitive manner.

The dissemination of scientific knowledge aims to stimulate interest among young people and encourage them to study STEM courses (*Science, Technology, Engineering and Mathematics*). This has led to an assessment study carried out by the FECYT (Spanish Foundation for Science and Technology) and the everis Foundation based on activities run by "la Caixa" Foundation. The

Observing the sea, guarding the land

The Medcllic project: The Mediterranean just a click away continues to develop a network for measuring climate parameters in the western Mediterranean, enabling studies on oceanic variability. In 2015 the www.medcllic.es website developed for the purpose of gathering real-time data from the new oceanic observation technologies and making them accessible to everyone.

The project aims to help people understand the behaviour of the climate of the sea surface as well as geostrophic currents. Its variability has consequences on the submarine ecosystems and littoral fringes. Analysing the different impacts enables us to respond to environmental challenges such as spills, marine debris, the proliferation or disappearance of marine species or the coastal erosion of beaches and seaweed banks.

The Foundation also launched the Tejiendo Redes programme in 2015, created in conjunction with the Land Stewardship Network. This organisation aims to involve civil society to take on an active role in preserving the natural environment.



study measured the impact on 2,500 students in Barcelona and Madrid and detected a trend towards increasing the scientific/technological vocations after taking part in the activities.

Other informative actions with a significant civic impact have included the conference cycle held at the Madrid Planetarium, where the Planetary Science Division Director and the Russian cosmonaut Oleg Artémiev took the stand to celebrate the 50th

anniversary of Alexei Leónov's first space walk in 1965.

In the field of entrepreneurs, one highlight was the Ecoinnovation laboratory, focusing on improving competitiveness in companies, introducing and emphasising the best practices and latest trends in the field of sustainable innovation. This year saw the publication of the first ecoinnovation guide for entrepreneurs to implement innovative practices.



Providing tools to teachers for developing education inside and outside the classroom

eduCaixa can act as a resource available to schools to be developed within classrooms as well as an excellent complementary tool and reinforcement for helping students outside the classrooms. The varied and diverse range of resources guarantees all kinds of proposals for aiding the task carried out by teachers.

The educational content of these proposals focuses on acquiring basic life skills. The aim is to help educate 21st century citizens. eduCaixa also works on socio-emotional education, personal growth and critical thinking; discovering talent and promoting entrepreneurial attitudes and, additionally aims to awaken artistic and cultural creation and scientific vocations.

This entire offer can be found at the eduCaixa.com portal. It enables visitors to download the different resources available online and teaching material with which the educational community can complement its work inside and outside the classrooms.

With regard to physical resources, the KitCaixa kits, with 670,685 users,



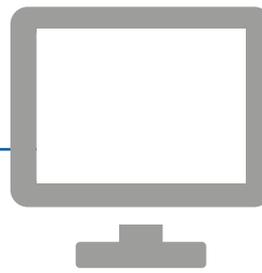
In 2011, the Foundation's entire educational offer was reorganised around the eduCaixa project. This programme offers a range of open and accessible educational resources covering the different educational cycles and stages with the aim of helping and complementing the education provided to new generations. A series of resources for improving and reinforcing the development of basic skills for everyday life among young people.

are one of the best examples, given that both teachers and students can access activities and content linked to values (KitCaixa Valores), to an entrepreneurial attitude (KitCaixa Jóvenes Emprendedores y Economía), to good eating habits and prevention (KitCaixa Hábitos Saludables), to international cooperation (KitCaixa Una pequeña mirada al mundo) and to generating an interest for science (KitCaixa Curiosity, LaboCosmoCaixa and Planeta Móvil) at their schools. The activities carried out through these resources within the classroom have reached 1,528,569 students.



2,348,855

Users of eduCaixa in 2015



8,887

Member schools in 2015



ENTERPRISE CHALLENGE

This year the second edition of the Enterprise Challenge Award was held. This initiative aims to work on entrepreneurial attitudes within the classroom for awakening entrepreneurial skills and promoting the development of basic abilities. The centres working with this resource can opt to present the projects they have developed to the Enterprise Challenge Award.

The projects, selected based on the levels of innovation and economic, environmental and social sustainability of the solutions provided, invite 35 teams of students and teachers to take part in the Enterprise Challenge campus. In the end, the five best projects are selected and take part in a trip to Silicon Valley (California, USA). The trip combines visits to some of the most innovative companies, education, leisure and facing the adventure of resolving a real challenge. This year the challenge was posed by the award sponsors: everis Foundation, Eurest, SegurCaixa Adeslas, HP and our Foundation.

The other resources include the permanent offer of educational activities provided at the CaixaForum and CosmoCaixa centres. An offer that is estimated to have reached 820,286 people via activities such as the programme *CaixaEscena, The art of educating*, and the schools programme made available through CaixaForum and CosmoCaixa or the school concerts.



887

Projects presented to the Enterprise Challenge

Reflection, dialogue and social debate

The Palau Macaya has become a centre for reflection on issues of relevance to society. Throughout 2015 a series of informative activities have been carried out, with a special emphasis on dialogue and in-depth analysis of aspects ranging from consumer habits and their impact on the economic model to the impact of the economic crisis on employment and young people through political and inter-religious reflection or ethical debate.

As part of the cycle *Reflections: Growing without consuming* and in the field of economics, a series of workshops have been organised in relation to new current consumer trends to show citizens how they can influence the economic model by looking at new experiences such as energy cooperatives, for example. Other proposals within the



programme, in the field of social work, have touched on poverty through a child's eyes. This proposal included a workshop aimed at encouraging journalists to rethink the best ways of communicating the significant impacts of impoverishment and inequalities.

The Palau Macaya also held dialogue cycles *Debates for understanding today's society: The Catalan society of the 21st century*. These debates focused on the impact of the financial crisis

on the quality of employment and the effects of increasing migration flows of young people on the social classes. Other interesting debates dealt with aspects such as the social organisation of time and formulas to improve reconciliation of work and family life.

Within the scope of political reflection, this year's cycle *Dialogues* centred its attention on aspects linked to language, identity and religion in Catalonia. On the other hand, the cycle *Dialogues* in



41,954

Visitors to the Palau
Macaya in 2015



collaboration with the Factor Humano Foundation focused on ethics applied to companies.

Some of the well-known figures called to participate include the philosophers Alain Brossat, Giacomo Marramao, Daniel Innerarity and Yves Charles Zarka; the sociologists Sami Naïr, Marina Subirats, Eva Illoouz, and the theologians Luis Duc and Carmelo Dotolo, in addition to economists and experts in the fields of law and literature.

The Palau houses the permanent headquarters of the Club de Roma, an organisation that has contributed activities for further enriching the position of the Palau as a hub for the diffusion of ideas, calling the cycle *Europe facing the future* with the historian Margaret MacMillan and the former Polish president, Aleksander Kwaniewski. For its part, the Royal Academy of Economic and Financial Sciences (RACEF) has focused its proposal on talking about the challenges of science and research activity in the current economic situation.

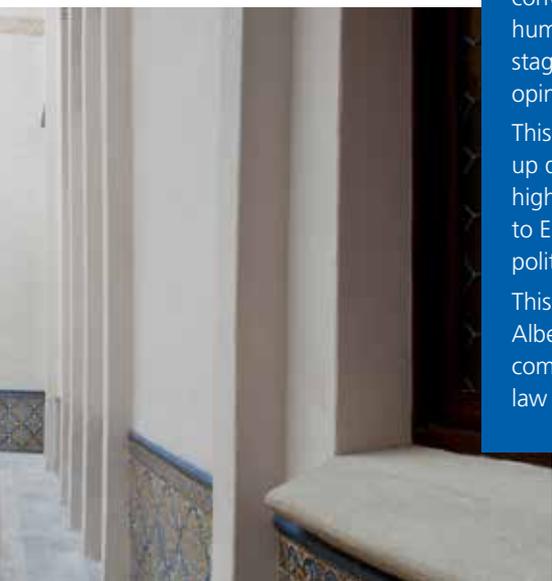


EUROPEAN SCHOOL OF HUMANITIES

The European School of Humanities was created in 2015 as a catalyst for the thoughts contributed by philosophers, sociologists, economists, political scientists and other experts for the purpose of generating a space for the convergence of their ideas. The experience prior to the interventions of the humanities space at the Palau Macaya was the embryo for this new open stage for contrasting and building thoughts based on bringing together opinions from renowned experts.

This humanistic window, open to the world, has played a role in opening up debates to bring into context the great challenges to be faced in future, highlighting possible channels and paths for dealing with them. In relation to Europe's geopolitical umbrella, talks have been held on the crisis, new politics, religion, democracy and terrorism, among others.

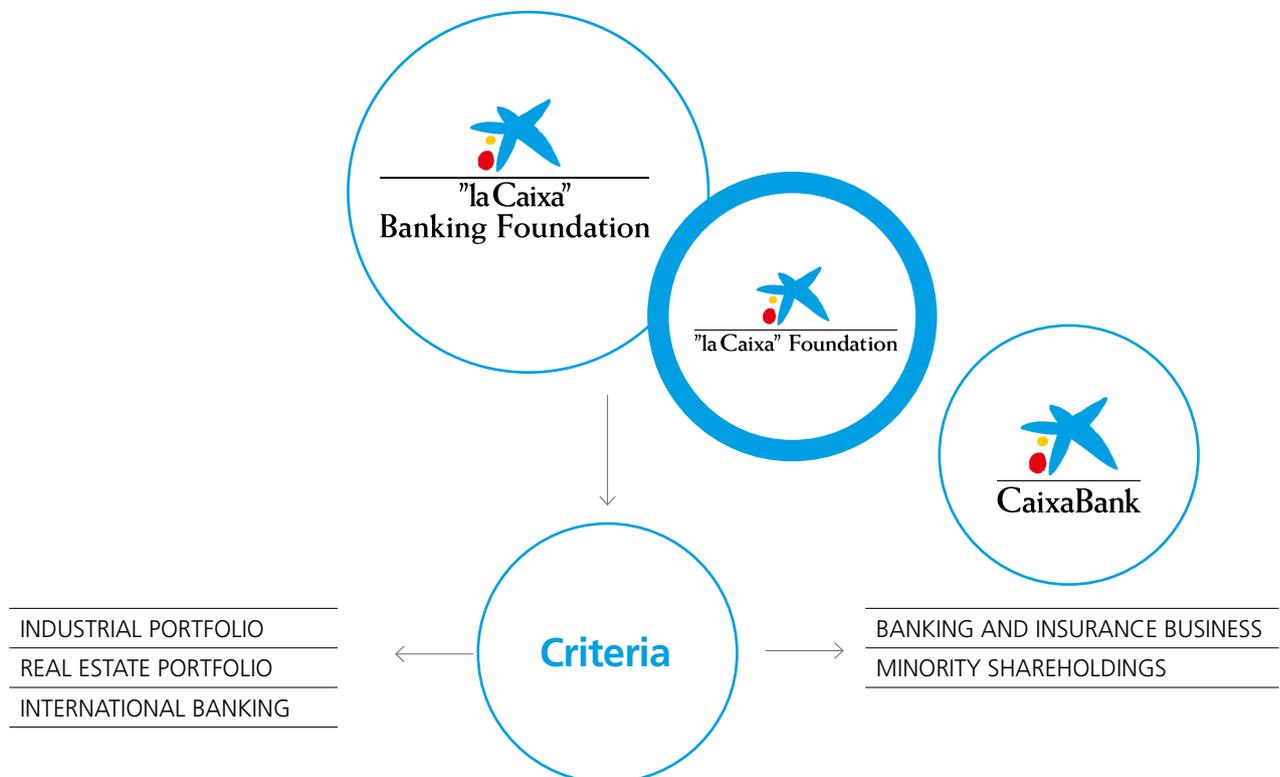
This School is directed by the philosophers Josep Ramoneda and Jordi Alberich. They also benefit from the collaboration with an advisory committee made up by relevant figures in the fields of philosophy, sociology, law and other branches of thought.



Banking Foundation Structure with Criteria and CaixaBank

Premier financial and business holding company in Europe. Leading financial group in retail banking within the Spanish market

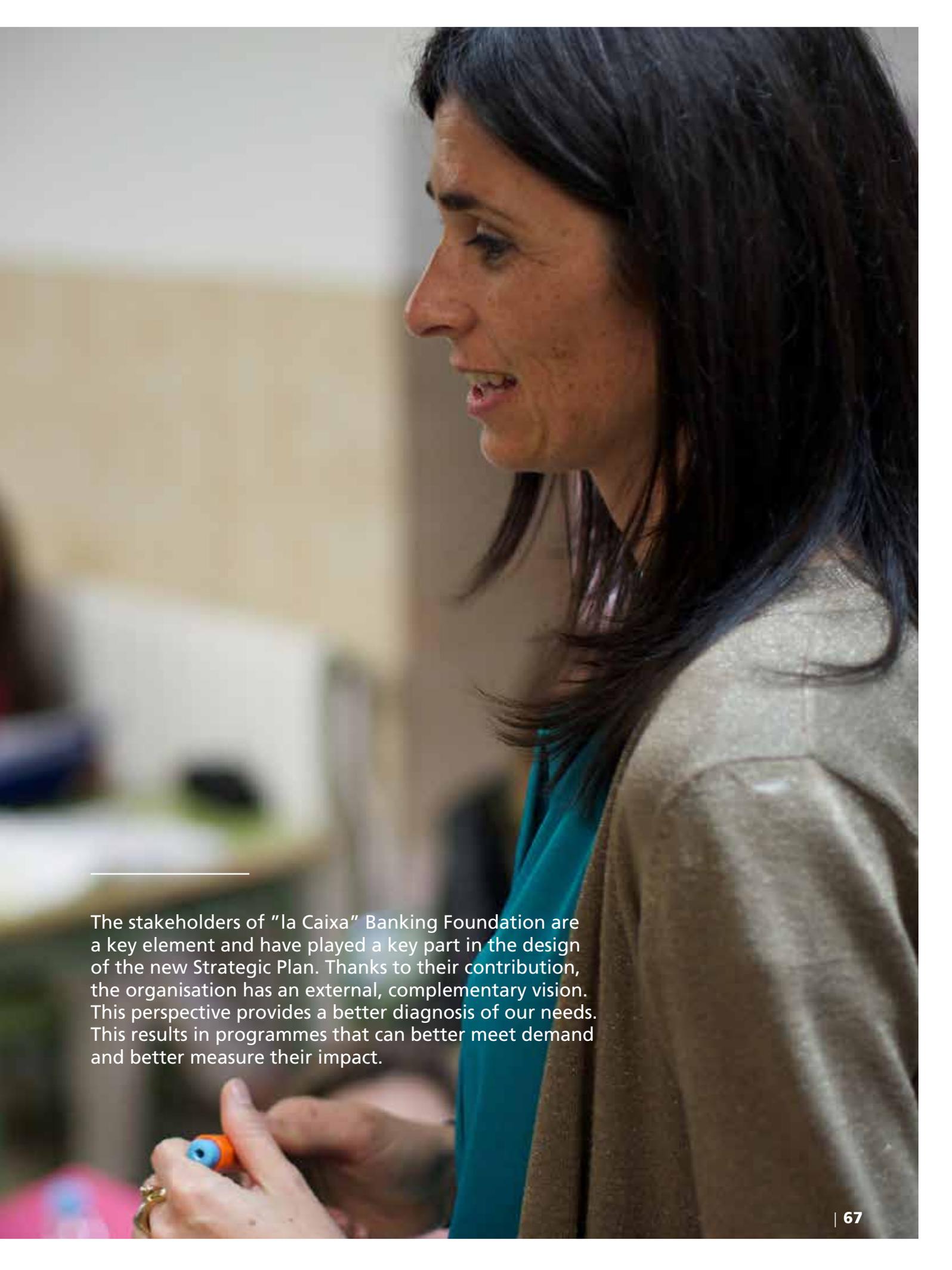
"la Caixa" Banking Foundation directly manages the Foundation which has marked the historic character of "la Caixa", and furthermore, groups all of "la Caixa" Group's shareholdings in Criteria CaixaHolding, the premier financial and business holding company in Europe, and in CaixaBank, the leading retail bank within the Spanish market.







Commitment to our stakeholders



The stakeholders of "la Caixa" Banking Foundation are a key element and have played a key part in the design of the new Strategic Plan. Thanks to their contribution, the organisation has an external, complementary vision. This perspective provides a better diagnosis of our needs. This results in programmes that can better meet demand and better measure their impact.

”la Caixa” Banking Foundation Stakeholders

(G4-24 and G4-25)

Dialogue and agreement among all stakeholders are one of the key instruments for the ”la Caixa” Banking Foundation (FBLC hereinafter) in its social commitment to contribute to the progress of people, and as such it directs the management of Corporate Social Responsibility. Measuring the impact of activities on these stakeholders is the best contribution to sustainability and proper management of the Foundation.

This is a collective task where, be it because they are influential or because they are significantly affected by the activities carried out by FBLC, they are a vital link in the organisation’s activities.

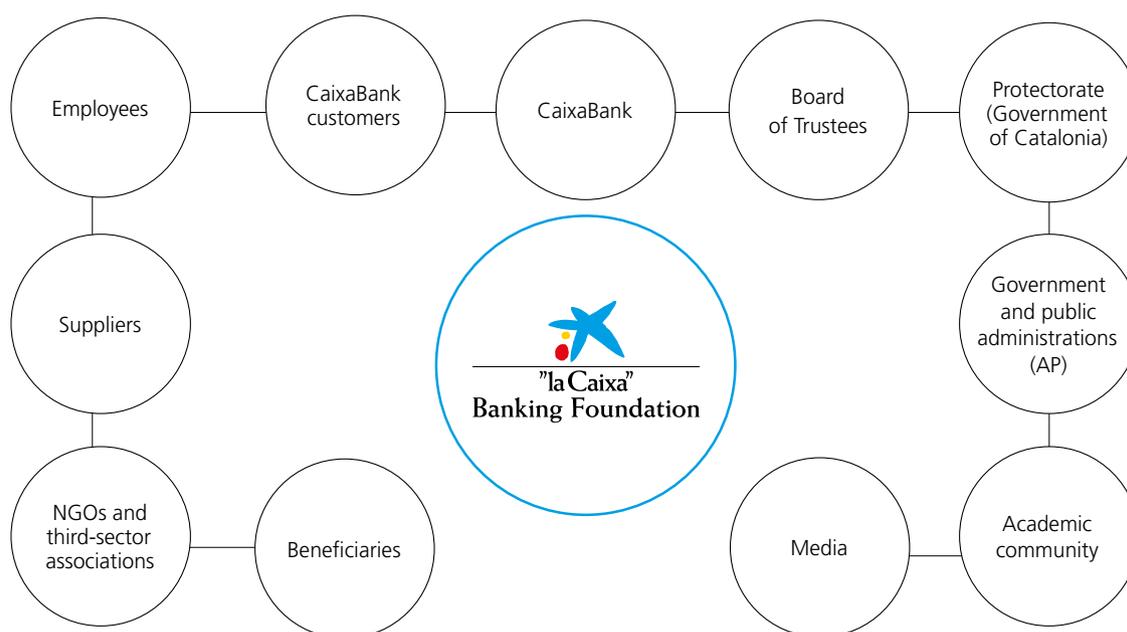
In the process of reflection initiated during the preparation of the new Strategic Plan, FBLC has identified and studied its main stakeholders. This is further proof of its commitment to the process of continuous improvement in their relationship with these stakeholders.

The universe analysed included almost all the projects that make up its main activity, grouped into 10 major priority lines of action, circumscribed to three new areas of activity outlined by the Strategic Plan: social programmes, research and training programmes and programmes for the dissemination of culture and knowledge.

The stakeholders of FBLC are:

CaixaBank, the Board of Trustees, the Protectorate of Foundations of the Catalan Government, public administrations and the Government, the academic community as well as the media, the various types of beneficiaries of programmes and activities of the Banking Foundation (including children, young people, the elderly, the sick and in particular groups at risk of social exclusion such as the disabled, immigrants and prisoners, as well as society in general), non-profit organisations and third-sector organisations/associations, service providers and employees of the Foundation, as well as customers of CaixaBank.

Outline of the stakeholders of ”la Caixa” Banking Foundation (G4-24)



Determining relevant aspects and coverage

(G4-18, G4-19, G4-20, G4-21, G4-26 and G4-27)

This is the third integrated report on the “la Caixa” Foundation and the first to include a full year as Banking Foundation. The document outlines the various ways to respond to the needs of our stakeholders. It also includes aspects that can be considered relevant (material) to the organisation. Firstly, they reflect significant economic, environmental and social impacts on the organisation and, secondly, they show those that substantially affect the analysis and decisions of our stakeholders.

In the detection and analysis of these issues, we have followed the “Principles for determining report content” by the Global Reporting Initiative (GRI hereinafter) in accordance with the *Guidelines for the preparation of sustainability reports* (version G4) following the comprehensive option.

The value chain of FBLC (G4-18a)

The starting point to determine which issues can be considered as relevant for an organisation is to draw their value chain. This way it can detect and analyse what stages or activities are relevant issues for the organisation.

FBLC has defined its value chain to include both its activity as well as the various inputs/outputs that interact and affect the management of the Foundation.

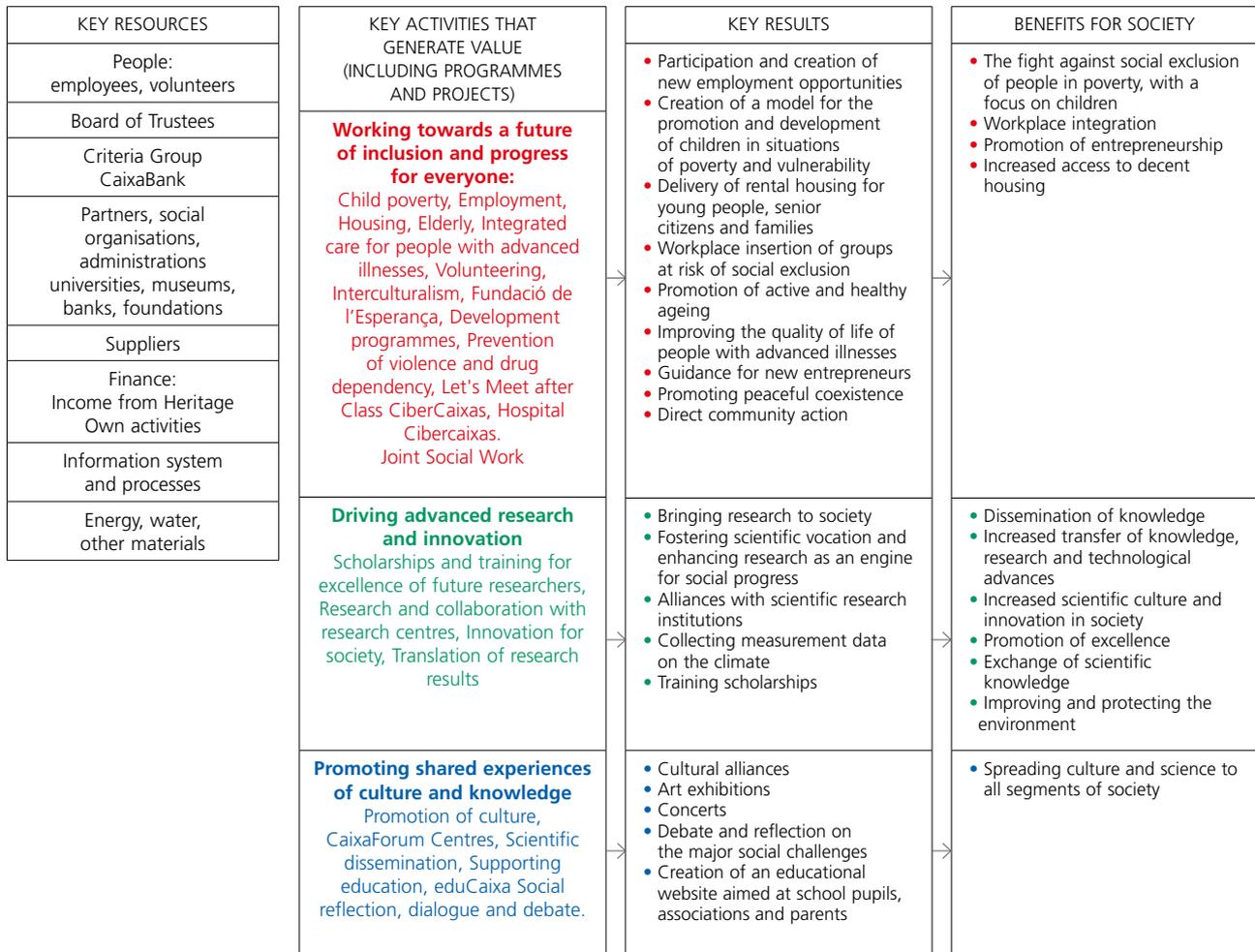
In 2015, as part of its 2016-2019 Strategic Plan, the FBLC redefined its mission and values based on which it operates in accordance with a robust strategy and clear and transparent guidelines (pages 6 and 7 of this integrated report).

The FBLC needs a number of major resources to allow it to carry out its activity while ensuring financial stability and reinforcing its reputation. The key resources needed for the Foundation are based around its main stakeholders: employees, CaixaBank, its members, the Board of Trustees, volunteers and third-sector organisations, suppliers, financial resources and natural resources such as energy and water.

Finally, once the Banking Foundation’s value chain were identified, the relevant issues were singled out along with the FBLC area of activity they might affect. Below is an outline of the main issues taken into consideration, as well as the stages that might affect FBLC.

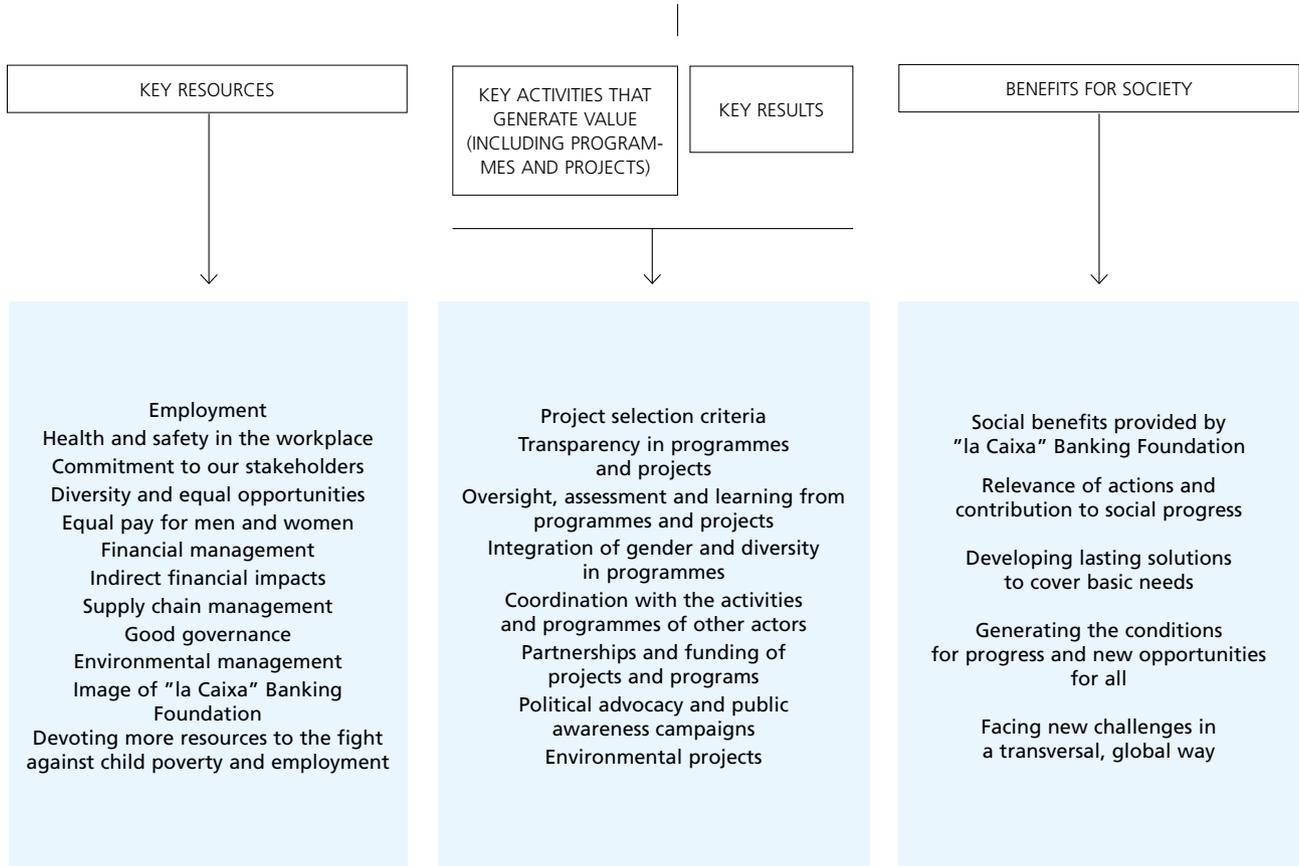
To build a better, fairer society, providing more opportunities to the people who need them the most.

Our mission



To build a better, fairer society, providing more opportunities to the people who need them the most.

Our mission



Prioritisation (G4-27)

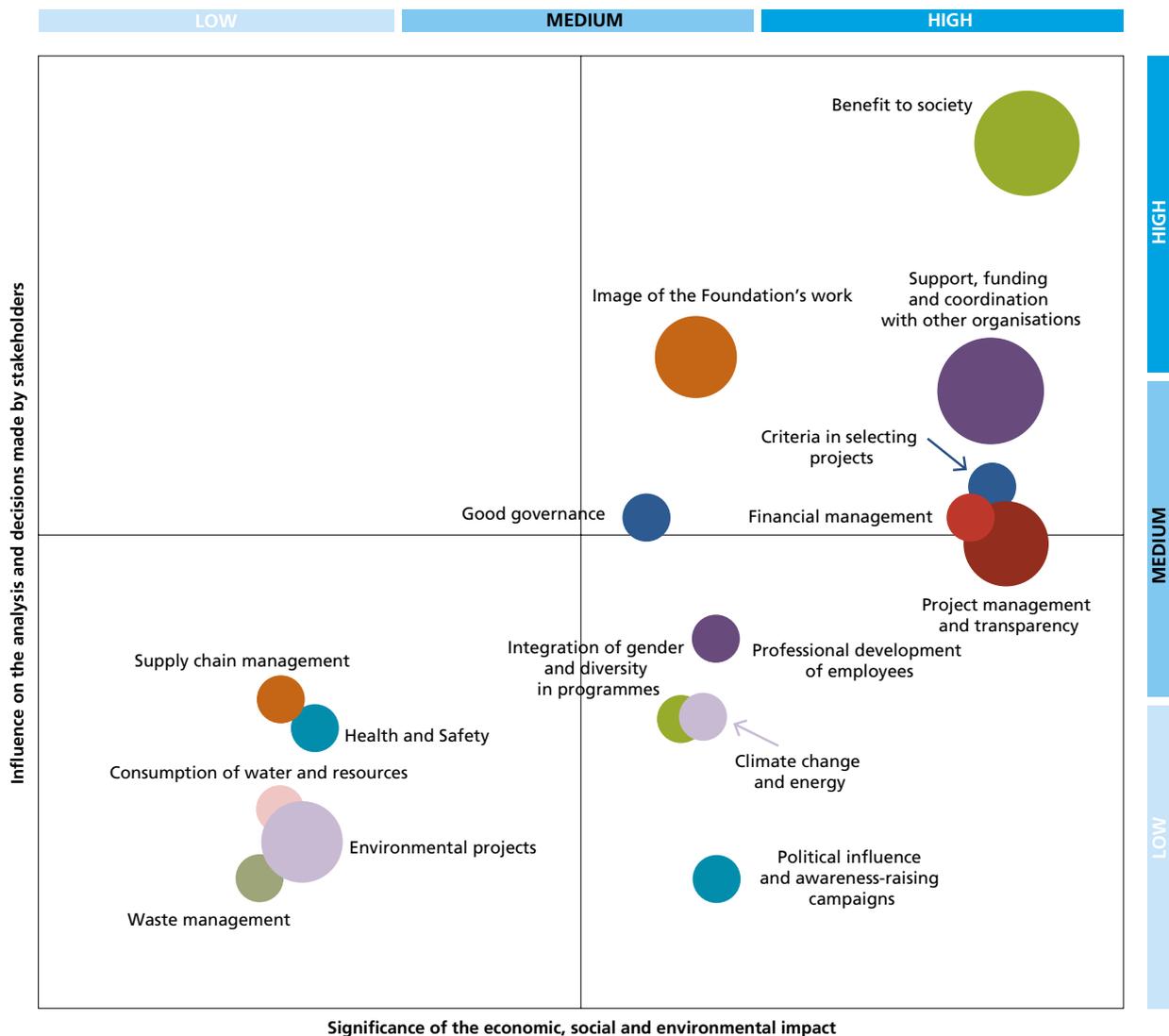
Once the relevant issues were identified, they were prioritised, determining every aspect of the reality of the organisation in accordance with the relevance of each activity to FBLC. Similarly, this point also included the relevant issues included in the GRI document "Sustainability Topics for

Sector: What Stakeholders want to know". This document establishes, by sector, issues that might be considered relevant.

The most important issues for the various stakeholders consulted fall under FBLC's social action. As such, FBLC has reoriented its Strategic Plan to give more importance and allocate more resources to the area of social

action. The important aspects are to reinforce the impact of programmes in their contribution to social progress, to strengthen the image of the Banking Foundation in society, the social benefits of FBLC and the relevance of the actions carried out by "la Caixa" Foundation.

Prioritisation chart (G4-18a, G4-26 and G4-27)



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

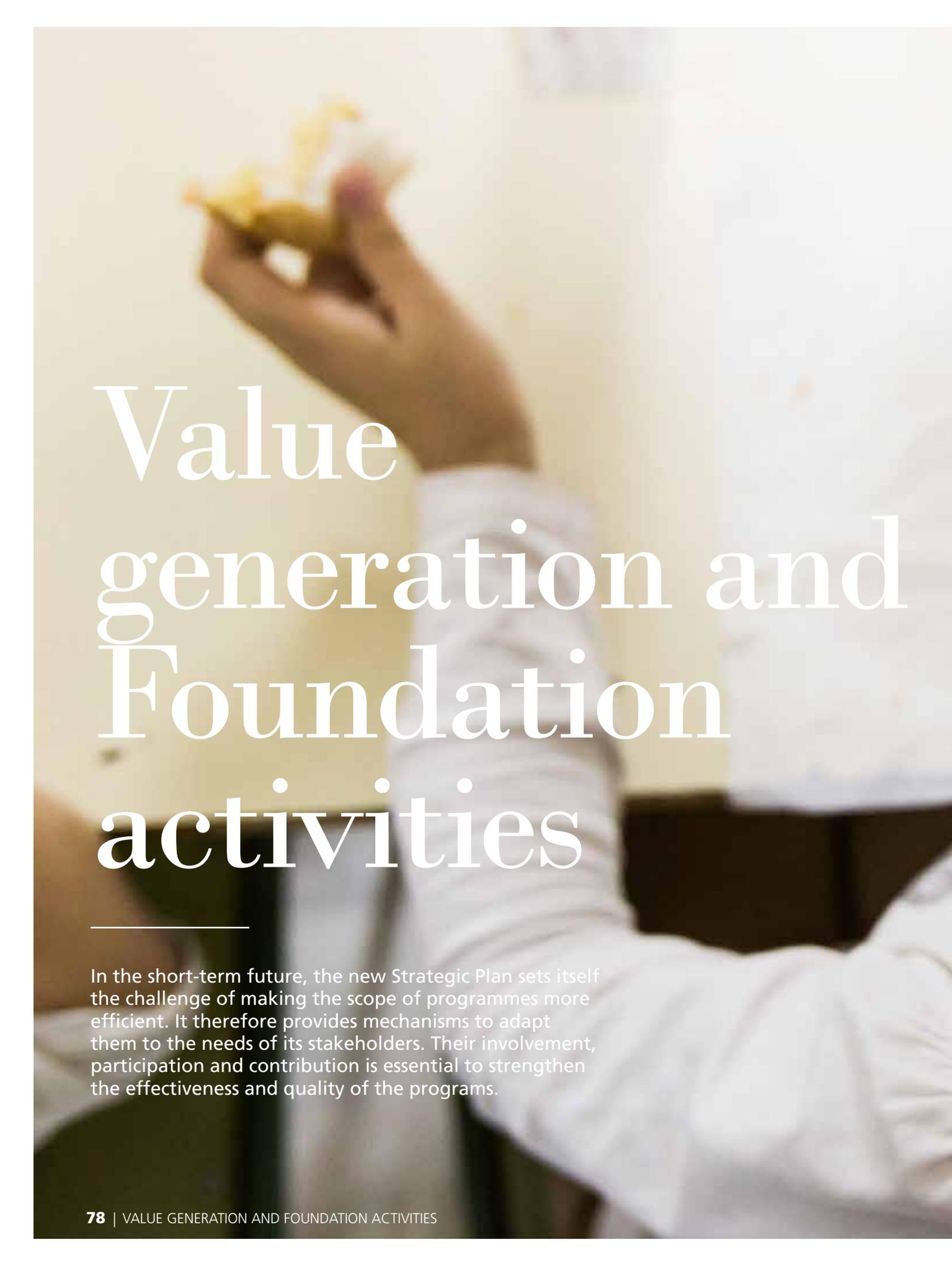
ASPECTS CONSIDERED RELEVANT IN MATERIALITY STUDY	ISSUES	G4 AND GRI SECTOR INDICATORS
Social benefit	<p>Major projects in accordance with FBLC strategy in different areas: the fight against poverty and social exclusion, generating jobs for people with low education, Incorpora programme, social entrepreneurship, social action, education, health, humanitarian aid, social inclusion, excellence in training and research in science</p> <hr/> <p>Social benefits provided by "la Caixa" Banking Foundation</p> <hr/> <p>Relevance of actions and contribution to social progress</p>	<p>G4-EC1: Direct economic value generated and distributed</p> <p>NGO G4-DMA Resource allocation (formerly NGO7)</p>
Support, financing and coordination with other actors	<p>Coordination with the activities and programmes of other actors, alliances with other organisations/ foundations</p> <hr/> <p>Financial support for other organisations/ foundations</p>	<p>NGO G4-DMA Coordination (formerly NGO6): Processes that allow coordination with activities and programmes of other actors</p>
Image of the Foundation	<p>Image</p> <hr/> <p>Differential aspects compared to other institutions</p>	<p>No equivalent aspects found</p>
Good Governance	<p>Structure, diversity, remuneration and transparency of the Board of Trustees and the various governing bodies in accordance with best practices in corporate governance</p> <hr/> <p>Code of ethics and training plans and promotion of the code</p> <hr/> <p>Existing management committees</p> <hr/> <p>Internal procedures to prevent conflicts of interest</p>	<p>G4-LA12: Members of the Governing Bodies and breakdown of employees by professional category and gender, age, minority groups and other indicators of diversity</p>
Financial management	<p>Financial management policies</p> <hr/> <p>Budgetary allocations by areas</p> <hr/> <p>Financial policy and control mechanisms</p> <p>Grants received from governments</p> <p>Sources of financing and value of contribution</p>	<p>G4-EC1: Direct economic value generated and distributed</p> <p>G4-EC4: Financial assistance from Government</p> <p>NGO8: Sources of funding by category and five largest donors, as well as monetary value of their contribution</p> <p>G4-PR7: Number of cases of non-compliance with regulations or voluntary codes relating to marketing communications, including advertising, promotion and sponsorship, broken down by type of result</p> <p>G4-EN31: Breakdown of expenses and environmental investments</p> <p>NGO G4-DMA Resource allocation (formerly NGO7)</p>

ASPECTS CONSIDERED RELEVANT IN MATERIALITY STUDY	ISSUES	G4 AND GRI SECTOR INDICATORS
Criteria for the selection of projects	Criteria considered in the selection of projects in accordance with FBLC strategy	No equivalent aspects found
Project management and transparency	Transparency, oversight mechanisms, assessment and learning from programmes and projects	G4-SO1: Percentage of centres where development programmes have been carried out, impact assessments and participation by the local community
	Efficiency and impact of programmes and projects	G4-PR8: Number of complaints due to violation of privacy and losses of customer data
	Changes implemented in programmes and projects to improve them	NGO G4-DMA Feedback, complaints and actions (formerly NGO2): Mechanisms to obtain feedback and complaints regarding programmes and their policies, and to determine the actions to be taken to solve them
	Measures established to communicate changes to programmes and projects	NGO G4-DMA Oversight, assessment and lessons (formerly NGO3): Systems for overseeing, assessing and learning lessons (including systems to measure effectiveness and impact of the programme), the resulting changes in the programmes and how they are communicated
	Privacy and security of customers/beneficiaries	
Integration of gender and diversity in programmes	Measures to integrate gender and diversity into the design, implementation, evaluation and learning cycle of programmes and projects	NGO G4-DMA Gender and diversity (formerly NGO4): Measures to integrate the “gender and diversity” component into the design, execution, assessment and learning cycle of the programme

ASPECTS CONSIDERED RELEVANT IN MATERIALITY STUDY	ISSUES	G4 AND GRI SECTOR INDICATORS
Professional development of employees	Implementation of a system for attracting and retaining talent (remuneration policies and social benefits)	G4-EC3: Coverage of the obligations arising from the organisation's benefits plan
	Job stability (unions, retirement plans)	ENG4-EC5: Relationship between the starting salary, broken down by gender, and the local minimum wage in places where significant operations are carried out G4-LA1: Number and rate of hiring and average staff turnover, broken down by age group, gender and region
	Pay	G4-LA2: Social benefits for full-time employees that are not provided to temporary or part-time employees, broken down by significant locations of activity
	Employee training and development	G4-LA3: Rates of return to work and retention after maternity or paternity leave, broken down by gender G4-LA10: Programmes for skills management and lifelong learning that promote employability of workers and help manage the end of their careers
	Policies on diversity, equality and integration of employees	G4-LA11: Percentage of employees receiving regular performance and career development assessments, broken down by gender and professional category
	Dialogue with unions and collective bargaining	G4-LA12: Members of the Governing Bodies and breakdown of employees by professional category and gender, age, minority groups and other indicators of diversity
Health and safety	Implementation of a health and safety management system in accordance with international standards	G4-LA5: Percentage of employees represented on formal health and safety committees with both management and employees, set up to help monitor and advise on occupational health and safety programmes
	Promoting awareness and training in health and safety among employees	G4-LA6: Type and rate of injuries, occupational illnesses, lost days, absenteeism and number of work-related fatalities by region and gender
	Risk management	G4-LA8: Health and safety issues covered in formal agreements with trade unions
	System for logging data on employee accidents, lost days and absenteeism	

ASPECTS CONSIDERED RELEVANT IN MATERIALITY STUDY	ISSUES	G4 AND GRI SECTOR INDICATORS
Climate change and energy	<p>Identification, assessment and goals for reducing energy consumption and emissions (carbon footprint and/or emissions associated with organisation activity)</p> <hr/> <p>Promotion of energy efficiency and renewable energy to mitigate climate change</p>	<p>G4-EN3: Internal energy consumption G4-EN4: External energy consumption G4-EN6: Reduction of energy consumption G4-EN15: Direct greenhouse gas emissions (Scope 1) G4-EN16: Indirect greenhouse gas emissions during energy generation (Scope 2) G4-EN17: Other indirect greenhouse gas emissions (Scope 3) G4-EN19: Reducing greenhouse gas emissions</p>
Consumption of water and resources	<p>Identification, assessment and targets for reducing the consumption of paper and printing supplies</p> <hr/> <p>Identification, evaluation and reduction of the impact generated by the organisation on water resources</p> <hr/> <p>Promotion of water reusage</p>	<p>G4-EN1 Materials by weight or volume G4-EN2: Percentage of materials used that are recycled G4-EN8: Total water withdrawal by source G4-EN9 Water sources significantly affected by withdrawal of water G4-EN22: Total water discharge by quality and destination.</p>
Political advocacy and public awareness campaigns	<p>Processes of formulation, communication, implementation and change in the defence of organization positions regarding specific issues, as well as public awareness campaigns</p> <hr/> <p>Strategies, activities and actions taken regarding public awareness</p>	<p>NGO G4-DMA Public awareness and promotion (formerly NGO5): Processes for the formulation, communication, implementation and change in political advocacy and public awareness campaigns</p>
Supply chain management	<p>Supplier management systems to extend labour, environmental, health and safety and ethical commitments to the supply chain</p> <hr/> <p>Measures to identify, evaluate and oversee suppliers</p>	<p>G4-EC9: Percentage spending on sites with significant operations corresponding to local suppliers</p>
Environmental projects	<p>Work to prevent forest fires, planting of species by communities, CosmoCaixa and the environment, participation in global blackout</p> <hr/> <p>Minimizing the FBLC carbon footprint. Promoting clean energy generation projects and participation in environmental initiatives to combat climate change</p>	<p>No equivalent aspects found</p>
Waste management	<p>Identification, assessment and waste reduction targets</p> <hr/> <p>Waste management system</p>	<p>G4-EN23: Total weight of waste by type and disposal method.</p>





Value generation and Foundation activities

In the short-term future, the new Strategic Plan sets itself the challenge of making the scope of programmes more efficient. It therefore provides mechanisms to adapt them to the needs of its stakeholders. Their involvement, participation and contribution is essential to strengthen the effectiveness and quality of the programs.



Areas and programmes

The “la Caixa” Foundation works to contribute to the advancement of the welfare of society as a whole, with a solid, firm commitment to people and groups who suffer from the greatest fragility and vulnerability. This sustained commitment has been its defining mission from its very beginnings. The new Strategic Plan has redefined the priorities of the action of the Foundation’s programmes, which are focused on three main areas: Social, Research and training and Dissemination of culture and knowledge.

Involvement of stakeholders at different stages of the project (design, implementation, oversight and assessment) (G4-25)

The different levels of relationship with the agents involved with the collectives, social organisations and the third sector, public administrations and organisations, including universities, hospitals, research centres, etc., represent a way for “la Caixa” Banking Foundation (FBLC

hereinafter) to improve the effectiveness and efficiency of its various programmes. Sharing the know-how and resources resulting from this interaction makes it possible in many cases to ensure quality, increase the effective impacts on beneficiaries and helps to build models of intervention that can be evaluated and replicated.

Each programme, depending on its specific structure, incorporates to various degrees stakeholder participation at each of the different stages (design, implementation, monitoring and assessment), and the Banking Foundation promotes this involvement of stakeholders.

This intervention takes the form of partnership agreements, such as those signed by the CaixaProinfancia and CiberCaixa *Let’s Meet after Class* programmes, as well as those signed with city councils, third-sector organisations and universities. There is also the Intercultural Community Intervention agreements with 32 city councils and other public administrations where the programme is implemented, in addition to the University of Madrid, which carries out scientific oversight of the programme.

A similar model is followed for the programme of Comprehensive care for people with advanced illnesses, the Hospital CiberCaixas and Violence: zero tolerance, which establish agreements with scientific bodies, ministries and the regional departments for Health and Justice, hospital directors and social organisations, professional associations and universities.

In other programmes, this intervention is carried out through physical events (as in the case of educational programmes, such as Young Entrepreneurs through the Repte Emprèn campus), educational

trips and interactions online with the educational community (such as teacher forums on Facebook), and the consolidation of channels of communication through newsletters and social networks such as Twitter, Instagram, YouTube and Facebook.

2015 saw the renovation of the Volunteer programme website, incorporating an application aimed at improving communication and installing a sense of belonging among “la Caixa” volunteers. This group can now choose to participate in activities that best match their interests. They also have online training tools to access different training modules and acquire knowledge and skills in areas related to their contribution as volunteers. The new platform aims to improve the active participation of citizens through local action, as well as improving the contribution to the development of Foundation programmes.

In general, FBLC stakeholders, the groups with which FBLC establishes the most frequent, systematic relationship and dialogue dynamics, are: beneficiaries, government, service providers, the academic community and third-sector organisations and NPOs.

Below is a table for each of the five stakeholders with the strongest direct link to projects: beneficiaries, government, service providers, the academic community and third-sector organisations and NPOs. This also includes the degree of participation in the various stages of the project and the level of effective participation of all stakeholders (effective meaning that the participation is through dialogue and partnership).

It should be stressed that while all stakeholders included here are involved in over 80% of projects and programs, the government (85.7%), beneficiaries

NGO G4-DMA Relations with the affected stakeholders (previously NGO1)

Engagement processes of the direct stakeholders during the different stages of the project

% ENGAGEMENT	BENEFICIARIES	PUBLIC ADMINISTRATIONS	THIRD SECTOR AGENTS	ACADEMIC COMMUNITY	SUPPLIERS
Total engagement	77.80	85.71	61.11	86.11	91.67
Engagement in the design stage	36.11	51.43	55.88	77.78	60.00
Engagement in the implementation stage	44.44	74.29	61.76	77.78	83.33
Engagement in the follow-up stage	52.78	77.14	61.76	66.67	69.44
Engagement in the evaluation stage	75.00	65.71	61.76	72.22	70.22
Continued engagement during dialogue or alliances	47.22	80.00	68.75	72.73	80.56

(77.8%), academic community (86.11%) and suppliers (91.67%) are by and large involved at some stage in the projects. Similarly, we should mention that the inclusion of various government bodies takes place mainly in processes of implementation and oversight of projects and programmes, while the participation of beneficiaries occurs mainly in the implementation stages of the project, or during assessment. Suppliers, on the other hand, are involved mainly during project implementation as well as during assessment.

FBLC carries out various activities to include the different stakeholders in the cycle of each project.

The most important actions that are part of this dynamic to include stakeholders in projects include oversight meetings with social organisations and agents involved on the ground with the running of the programmes. This is the case of the Intercultural Community Intervention programme where intervention teams establish relationships with the three groups that are most relevant in the community: local government (politicians and heads of private

bodies), technicians and professionals (for example, in education and health fields) and the public. It is through this creation of spaces for relationship and coordination that it promotes and carries out community action and programmes. In this dynamic, agents can intervene at various stages in the design, implementation, monitoring and assessment. This means the shared protagonism is comprehensive in terms of the level of action and results. The Fundació de l'Esperança works with this same goal, and people are understood as the organisers of their own projects.

Other Foundation programmes where the beneficiaries are specifically involved are those related to the elderly. In this case, volunteers are responsible for the process of decision-making, creation and design of local action projects, with the support and guidance of technicians. In other programmes, such as Caring as we would like to be cared for, beneficiaries have participated in a process of reflection that has led to the drafting of the *Charter on Ageing and Care* document, which outlines priority areas for caring for the elderly.

The levels of involvement and participation of stakeholders involved help improve and sometimes model and define Foundation programmes. In the case of calls for grants for social initiatives, social organisations are involved in the process of designing the terms of the yearly calls, as well as defining the priority areas for intervention. In the case of the Social Entrepreneurship grants programme, entrepreneurs, as the main stakeholders of the programme, are consulted to include improvements based on their experience. Other agents involved in providing support to the programme, such as partners and suppliers (IESE, URJA, TAMdel Social SCCL) are also actively involved in the design, evaluation and implementation of the programme.

Other examples of stakeholder involvement can be found in programmes such as the *Let's Meet After Class* CiberCaixa, which involves municipal technicians from city councils linked to the programme, educational experts and advisors who have been instrumental in the pilot programme for *You've Got Talent* and in defining the different stages of the programme.

Mechanisms for obtaining feedback on programmes and projects

FBLC understands dialogue and the contributions made by its stakeholders as a critical part in the process of improving programmes and projects. In the spirit of this commitment, it implements mechanisms and tools for agents involved to give the organisation their opinions, suggestions, requests for information or complaints. This is a measure that is very much present in the processes of programme evaluation.

This is a way to reinforce the efficiency of the programmes while responding to the needs arising from the respective stakeholders. These open channels with programmes managers are a means of expression to convey the needs, problems and suggestions for improvement. As far as possible, the organisation is committed to bringing about these proposals as part of the organisation's process of continuous improvement.

Tailor-made tools

Some programmes develop specific tools to collect the opinion of its beneficiaries. In the case of the 2015 Social Housing programme, improvements were made to the Affordable Housing website to make the platform also accessible from mobile devices. A specific section on the website was also created dedicated specifically to tenant support. This new space will include incidents and notifications and provide relevant

information such as contact phone numbers or a section for frequently asked questions.

Satisfaction surveys

In 2015, the Comprehensive care for people with advanced illnesses programme carried out an exhaustive follow-up assessment, as it does every year. It does so with on-site visits to organisations that implement projects, as well as to hospitals where the care is offered. It also carried out a satisfaction survey among health teams in contact with psychosocial care teams (EAPS). The opinion of these teams is also very relevant, and in-depth interviews are conducted with 15 people from these teams. The results of these consultations are excellent year after year. In 2015, the score was 4.59 out of 5.5.

Satisfaction surveys are also a common dynamic as they are done annually by tenants with more than a year's contract, but welcome surveys are also carried out among new tenants after their first month in their new home, and exit surveys when they leave them to describe their reasons for leaving the house.

Continuous improvement

In 2015, the Grants for Social Initiatives programme, while drawing up the reports on completed projects, asked social organisations to review their procedures for information and grant applications. The aim is to use their contributions to detect improvements that can be made to the programme in subsequent calls. In particular, it called for the opinion on the terms of the call

for applications, the application forms, the format of the final project or proposal report to improve the digital aspect of the applications.

On-site visits

Feedback for the *Let's Talk about Drugs* programme takes place through on-site follow-up visits at the educational centres signed up to the "Here we talk" educational project. Visits also complement the collection of information from follow-up forms and assessment of the programme. Similar mechanisms are used for International Cooperation programmes where oversight and assessment takes place in the form of in-person oversight sessions or by collecting evaluation forms from the parties involved, in this case Spanish and local NGOs, strategic partners the programme works with as well as the volunteers.

The use of specific surveys for users or stakeholders is another way to get feedback and review. Palau Macaya uses these to obtain user feedback from the *Reflexions* cycle of debates and the cinema forums. This is also the case of the Young Entrepreneurs programme, with surveys for the teachers and students, which are supplemented by interviews and conversations carried out with the teachers and students in person or during their attendance at various scheduled events.

Oversight from specific meetings is the model adopted by programmes such as Intercultural Community Intervention. These meetings are held periodically with intervention teams

running different projects in each region, as well as the city councils that have signed up to collaboration agreements. The meetings are supplemented by the establishment of a collaborative environment with the creation of forums where these agents may take part. The Social Entrepreneurship programme does likewise, with direct, continued, open access to all entrepreneurs affiliated to the programme.

Given the importance the organisation places on receiving feedback on their activities, approximately 83.3% of FBLC projects include some mechanism

to that end. A total of 69.4% of projects provide mechanisms for requesting information; 72.2%, to express opinions; another 75% provide mechanisms for lodging complaints and 77.7% for suggestions.

FBLC has established procedures and channels for the organisation that allow any of its stakeholders to give feedback on FBLC programmes and projects; the general Foundation number is the most common mechanism used. Upon receipt of the request for information/opinions/suggestions/complaints, they are redirected to the head of the project

in question. However, only some of these programmes depend solely on general mechanisms to request information.

Most programmes have developed specific, adapted mechanisms. The main mechanisms are: the provision of an email address or specific form for claims/suggestions on the website, as well as physical claim/suggestion forms handed out at relevant points (centres and exhibitions), face-to-face service and direct contact (for example at the OACs (Customer Support Offices)) and specific phone lines for projects.

NGO G4-DMA Feedback, complaints and actions (previously NGO2)

	CASES	%	SOCIAL	RESEARCH AND TRAINING	CULTURAL DISSEMINATION AND KNOWLEDGE
Projects that include some form of feedback mechanism	30	83.33	78.26%	66.67%	100%
Feedback through requests for information	25	69.44	60.87%	66.67%	90%
Feedback through requests for opinions	26	72.22	73.91%	33.33%	80%
Feedback through suggestions	28	77.78	78.26%	33.33%	90%
Feedback through complaints	27	75.00	73.91%	33.33%	90%
Projects	36		23	3	10

NGO G4-DMA Feedback, complaints and actions (previously NGO2)

TYPE	THE PROJECT PERMITS THE REQUEST OF INFORMATION	THE PROJECT PERMITS THE EXPRESSION OF OPINIONS	THE PROJECT PERMITS SUGGESTIONS	THE PROJECT PERMITS COMPLAINTS
Specific mechanisms (Internet)	78.13%	88.46%	92.31%	88.89%
Different Internet mechanisms	65.63%	70.37%	68.00%	69.23%

Systems for monitoring, assessment and learning

Accountability and transparency are key aspects of FBLC's commitment to its stakeholders.

The capacity for innovation in each of the programmes and projects is based on the ability to detect possible improvements from the systems used for monitoring and assessing, in order to implement them in future designs of the projects. Proper management of monitoring and assessment of programmes and projects is essential in achieving the objectives set forth by FBLC.

Strategic goals

Indeed, one of the priority lines of action set forth in the new FBLC Strategic Plan is to further systematise the measurement and assessment of programme activities, as well as their specific impact and scope. Another priority is to improve the efficiency,

quality and talent of programmes continuously.

All Foundation projects and programmes across its three areas have some system for monitoring and/or follow-up, assessment and learning. A total of 97.2% of projects have systems for oversight and checks. The same number of projects carry out assessment exercises or results analysis to evaluate their projects. The learning phase is derived from these results.

The most common oversight and checks systems used for FBLC projects and programmes are quantitative. A total of 91.67% continuously use them throughout the project. A total of 97.22% have systems of quantitative indicators at the end of the project.

The majority of FBLC projects and programmes also apply continuous qualitative information systems (75%) and qualitative follow-up systems at the end of the project (86.1%).

Furthermore, the oversight actions and/or activities carried out in 2015 are specified: in 91.43% of projects via continuous recording of activity data, and in 88.89% of cases through follow-up visits. In addition, most of the projects have oversight committees (82.86%), that carry out audits and/or consultancy from external experts (75%), assessment surveys of certain collectives, and make requests for audits of accounts (77.78%) and qualitative studies (72.22%). Finally, the least common oversight operations performed were process audits (44.44%). During the assessment stage, the most commonly used evaluation and analysis exercises used by FBLC projects were: assessment meetings (94.44% of projects) and reports or assessments using quantitative indicators and/or qualitative information (91.67% of projects). Finally, 88.9% of programmes have introduced modifications and changes for improvement ahead of 2016.

NGO G4-DMA Monitoring, evaluation and learning (previously NGO3)

	CASES	%	SOCIAL	RESEARCH AND TRAINING	CULTURAL DISSEMINATION AND KNOWLEDGE
Monitoring, evaluation and learning available	34	94.44	96.65%	66.67%	100%
Follow-up and control systems available	35	97.22	96.65%	100%	100%
Follow-up actions performed	36	100	100%	100%	100%
Assessment exercises or results analysis performed	35	97.22	100%	100%	90%
Improvements or changes introduced for 2016	32	88.89	86.96%	66.67%	100%
Projects	36		23	3	10

NGO G4-DMA Monitoring, evaluation and learning (previously NGO3.1)

CONTINUAL QUANTITATIVE INDICATORS (THROUGHOUT THE PROCESS)	FINAL QUANTITATIVE INDICATORS	CONTINUED QUALITATIVE INFORMATION SYSTEMS	FINAL QUALITATIVE INFORMATION SYSTEMS
91.67%	97.22%	75%	86.11%

Each of the programmes and projects independently manages its own systems for oversight, checks and evaluation depending on the particular needs.

In 2015, the Intercultural Community Intervention programme carried out evaluations of results through periodic reports (weekly, monthly and quarterly), in addition to drawing up annual project reports. All this is complemented by audits of processes and qualitative studies on the situation of each of the 39 territories where the project is run.

In 2010 and 2012, an impact assessment was carried out using two surveys on coexistence and interculturality, which were used to draw up an analysis of the first phase of the project and the impact it has had on the territories. These surveys were taken by a wide range of people, with 8,928 interviews in 2010 and 9,323 in 2012. In 2015, a third survey was conducted in the 23 new territories with a total of 12,082 interviews. The next of these surveys is planned for 2017.

The Comprehensive care for people with advanced illnesses programme has developed various instruments for monitoring and evaluating, such as an online platform for the programme, clinical care documentation, oversight meetings and on-site visits by programme management and the scientific managers, throughout the year. These instruments are in addition to the effectiveness studies that measure the efficacy of psychosocial care provided and the satisfaction surveys given to relatives, professionals and patients. In 2015, improvements

were made to each of these instruments to improve the yearly effectiveness studies and incorporate new self-assessment tools for psychosocial care teams. Also in 2015, assessment pilots were run as part of the lines of action of the volunteer and spirituality programme.

Some programmes include specific indicators of impact. This is the case of the Grants for Social Initiatives, which uses these indicators to measure effective impact of grants for each project once completed. For projects in 2015, the impact on four areas was analysed: improving physical health, improving learning and skills development, improving emotions and improving relationships. This will involve the inclusion of specific questions in the call for applications for 2016 so that beneficiary organisations will need to specify the measures for these indicators in their projects. Finally, a financial audit is carried out of 30% of completed projects to evaluate the performance and effectiveness of the investment. Throughout the year, on-site visits were made to 20 projects under way to learn in detail about the development of the funding approved and identify the impact on beneficiaries as well as the methodologies used by organisations in the execution of their intervention.

In the case of calls for applications for Social Entrepreneurship, qualitative assessments of the various stages of support offered to beneficiaries are carried out, as well as annual opinion surveys of the entrepreneurs and those involved in delivering training, mentoring and legal support, among others. Throughout execution of the

programme, semi-annual assessments are carried out using quantitative and qualitative data to measure the social and economic impact of entrepreneurial projects. It also measures the relevance and quality of the process for generating synergies between similar social entrepreneurship projects. Annual visits are also made in the initial stages of the programme and in the final stages of projects to identify expectations, needs and improvements to be made in subsequent calls for applications. To this same end, annual meetings are held between the programme coordination office and entrepreneur project mentors.

Some of the programmes have specific tools aimed at achieving optimal measurement. *Let's Talk about Drugs* has developed a tool to measure the impact of the programme on the high school students involved. This involves a questionnaire to be filled in by students who have completed the educational programme, which includes a visit to the exhibition, classroom work and discussions with the commissioner. The first surveys were carried out in 2015 and they will be presented in 2016.

This is also the case of international cooperation programmes to combat pneumonia carried out by the Foundation alongside Unicef. As it is still in the early stages of design and implementation, a strategy for oversight and evaluation is being developed in parallel that will be critical for the success of the project and learning from it. Each of the programmes for the elderly implement different mechanisms to carry out these measurements. The volunteer

programme for the elderly carries out surveys aimed at project participants, the discussion groups involved as well as the technical managers and activity monitors.

The Caring for the elderly as we would like to be cared for programme does the same, and has carried out a survey on expectations of care as well as other instruments, such as the qualitative study on “Caring for dependency relationships” and semi-structured interviews with experts.

The Fundació de l’Esperança is currently introducing oversight tools and is planning to begin a process of creating a CRM tool adapted to their needs for next year. “Customer relationship management” tools are used for following up on beneficiaries.

Since the research programmes, a pilot project was started up in 2015 to define the optimal indicators for monitoring scientific projects that

provide solutions to major health challenges and which therefore need to have specific data on the results from research supported. The Art for social improvement programme offered in conjunction with the Pere Tarrés Foundation is similar in that it is working on a model for the evaluation of projects that are eligible for financial aid, as well as overseeing such projects once the financial aid is granted. As an exercise in transparency, the “la Caixa” grants programme publishes assessment procedures and selection of candidates on its website following the internationally recommended model of best practice listed in the *Peer Review Guide* publication by the European Science Foundation.

Finally, programmes for the dissemination of knowledge and culture, such as Science in Society and the activities at the CaixaForum centres, are obliged to continuously assess their quantitative and qualitative

impact for all the programming and exhibition activities.

One of the functions of the assessment systems is the ability to evaluate the scope of the objectives by measuring three aspects: efficacy, efficiency and impact. FBLC therefore increases transparency in its management while increasing the social value associated with its projects.

Of the total number of programmes and projects, 86.1% measure efficacy, efficiency and impact. A total of 72.2% measure efficacy and efficiency and 80.56% measure impact.

All projects in the field of Research and Training measure impact, but those that measure efficacy and efficiency amounted to 33.3%. A total of 86.9% of Social programmes have systems to measure all three parameters. Programmes in the field of dissemination of culture and knowledge have reached 80%.

NGO G4-DMA Monitoring, evaluation and learning (previously NGO3.5)

CASES	%	SOCIAL	RESEARCH AND TRAINING	CULTURAL DISSEMINATION AND KNOWLEDGE
31	86.11	86.96%	100%	80%

NGO G4-DMA Monitoring, evaluation and learning (previously NGO3.5)

		SCOPE OF ACTIVITY		CULTURAL DISSEMINATION AND KNOWLEDGE
		SOCIAL	RESEARCH AND TRAINING	
NGO G4-DMA. Monitoring, evaluation and learning (previously NGO3.5.1)	% of projects that permit the measurement of the EFFECTIVENESS	78%	33%	70%
NGO G4-DMA. Monitoring, evaluation and learning (previously NGO3.5.2)	% of projects that permit the measurement of the EFFICIENCY	78%	33%	70%
NGO G4-DMA. Monitoring, evaluation and learning (previously NGO3.5.3)	% of projects that permit the measurement of the IMPACT	78%	100%	80%

Integration of the gender and diversity component

Factors relating to gender and diversity are key components integrated into the dynamic of the “la Caixa” Foundation programmes. The respective managers responsible for the running of these programmes establish the framework and the criteria with regard diversity and equality with the aim of encouraging not only the effectiveness of the project, but also the equality between the participants.

The gender and diversity component is included in 91.4% of the projects. The most common formula or mechanism for incorporating the gender diversity

criteria, applied in 97.6% of all the projects of the FBLC is the application of the principle of non-discrimination.

Furthermore, 94.12% of the projects monitor the real equality of opportunities that the different groups have by participating in the programme, and 55.8% of the projects apply a positive discrimination policy, thereby ensuring a certain level of presence and/or participation of the agreed groups. Lastly, it should be noted that 29.4% of the FBLC projects directly address gender-specific problems, that is, the same objective of the project is to offer a response to a problem of gender.

In addition to the gender component, FBLC projects (74.29%) include other

diversity awareness factors in order to guarantee the equality of opportunities. The diversity awareness factors often included in the projects include: disability, age (children, young people, the elderly), alien status and/or immigration. The most common formula applied of these factors, the same as with the gender component, albeit at a lower percentage, is the application of the principle of non-discrimination (100% of all FBLC projects). It should be noted that 57.58% of FBLC projects directly address typical diversity problems, that is, the same objective of the project is to offer a response to a problem of diversity and equal opportunities.

NGO G4-DMA Gender and diversity (previously NGO4)

	CASES	%	SOCIAL	RESEARCH AND TRAINING	CULTURAL DISSEMINATION AND KNOWLEDGE
Incorporate gender or diversity component	32	91.43	95.65%	66.67%	88.89%
Incorporate gender component	23	65.71	78.26%	33.33%	44.44%
Incorporate diversity component	26	74.29	86.96%	33.33%	55.56%
Projects	36		23	3	10

NGO G4-DMA Gender and diversity (previously NGO4)

% OF PROGRAMMES THAT INTEGRATE	GENDER COMPONENT	OTHER DIVERSITY FACTORS
Principles of non-discrimination	97.06%	33.00%
Non-discrimination and control of equal opportunities	94.12%	84.85%
Apply positive discrimination	55.88%	66.67%
Problems of gender directly addressed	29.41%	57.58%

In the case of the Intercultural Community Initiatives programme, attention to the gender and diversity components form an inseparable part of the project. Its function and objectives are precisely to generate collaborative dynamics between the social agents of a territory with high cultural diversity. This involves the presence of immigrant groups, whether of international or internal origin, and immigrant or autochthonous minorities, such as the case of the Roma community, etc. There is a joint effort to work together with all these groups in order to advance in certain aspects related to social cohesion, tolerance, respect and coexistence.

The ICI project also works towards promoting equal opportunities for the whole population of these territories and ensure the presence of minority groups. They also ensure that there is a balance of gender, an equal number of men and women in the work place, in the actions they carry out and in the different stages of the project.

The International Cooperation programmes specifically organise aid for local economic development to be able to provide effective support to women in vulnerable situations. This factor is also essential in the global health programmes that focus a good part of their interest and attention on infants living in countries and regions with a high prevalence of diseases such as malaria and pneumonia.

Another programme where this attention is evident is the Grants for Social Initiatives Projects (Ajuts a Projectes d'Iniciatives Socials). In 2015, the Social Action and Interculturality (Acció Social i Interculturalitat) congress included attention to intercultural coexistence of citizens and management of diversity and prevention of the different forms of violence as central lines in the application for grants. Furthermore,

and in coherence with this sensibility, projects applying for grants must clearly specify how they contemplate these gender and diversity perspectives.

Among the new developments for 2015, the programmes for the elderly (Gent Gran) dedicated to the prevention of dependency analysed the transformation of the role of the carer from the perspective of gender. Additionally, the volunteer and participation programmes for the elderly include the intergenerational factor that promotes the relationship between young and old.

The Art for Social Improvement programme is another example of how attention to gender and diversity components are included in how the FBLC works. In 2015 the show *Made in Girona: Political Mother* was produced within the framework of the programme. A production that premiered at the Temporada Alta Festival in Girona. This was a community dance show involving 64 people of all ages and abilities directed by the Israeli choreographer Hofesh Shechter.

Finally, the "la Caixa" Scholarship programme achieved parity of gender in the committees and assessment panels and in the selection of scholarship awardees. The territorial rebalancing of the origin of these experts was also taken into account. Furthermore, disciplinary diversity in the awarding of these scholarships was encouraged.

Coordination with the activities and programmes of other actors

Stimulating strategic alliances is, according to the new Strategic Plan, one of the central lines of action in meeting the target levels of excellence and improving the impacts and scope of the "la Caixa"

Foundation programmes. With these agreements, the FBLC has been able to prevent or reduce possible programme overlaps, as well as identify better opportunities for other actors to participate, either in FBLC programmes or with external agents, entities and bodies. In all, this helps improve the effectiveness of the programmes.

Programmes such as CiberCaixa *Let's Meet After Class* is typically coordinated with CaixaProinfancia, given that both programmes have the same target public. The Grants for Social Initiatives Projects programme operates along the same lines. In this regard, the coordination is carried out with CaixaProinfancia, Incorpora, Intercultural Community Intervention (Intervenció Comunitària Intercultural) or the programmes for the elderly. The objective is to find out what the emerging social problems are through these programmes so that they can be incorporated into the annual bases of the meetings. This information, together with that gathered from the agents themselves from third sector organisations, help provide guidance and influence regarding the grants by guiding them in conjunction with the FBLC lines of work. Another of the programmes whose transversal nature means it requires coordination is eduCaixa, which establishes synergies with almost all the areas of the Banking Foundation. The Volunteer programme find itself in an identical situation because through transversal collaborative actions volunteers can offer support to the work of social organisations which help deploy the "la Caixa" Foundation programmes.

Palau Macaya is also working towards the same goal by using the programmes to foster contributions along the lines of the dialogues and debates and frequently promoting actions, workshops and seminars in which it actively participates. In

addition, Fundació de l'Esperança also establishes collaborations by signing agreements with the social organisations in the area or with the government bodies through social services, SAIER (Immigrant, Emigrant and Refugee Support Service) or ICS (Catalan Institute of Health). It also works with the corporate social responsibility programmes of different companies in the region where it carries out its direct social actions.

The International Cooperation programmes have a long tradition in working closely with bodies and organisations around the world. In 2015, the FBLC joined IMPACT 2030, a private initiative in the corporate voluntary work in conjunction with the United Nations. The objective of this initiative is to meet the United Nations Sustainable Development Goals through the work of corporate volunteers. In 2015, they participated in the Strategy Workshop held in New York to define the working lines and roles of each member of this initiative.

Other collaborations were with the World Bank, Development Alternative or as a participant in the 2015 European Conference on Corporate Volunteering. As part of the programme for the fight against pneumonia, this year the Foundation's International Area and UNICEF presented this initiative to Pushing the pace ... the Pneumonia Innovations

Summit, the world summit in the fight against pneumonia. This event was attended by more than 150 international experts, researchers and innovators involved in the fight against this disease with a high prevalence among the infant population.

One of the most prestigious alliances is the International GAVI Alliance through which the Child Immunisation Programme will be deployed. The Foundation works in this alliance alongside UNICEF, the World Bank, the governments of developing industrialised countries, the pharmaceutical industry, NGOs and the main research institutes and centres where new vaccines are researched.

The 2015 *Let's Talk about Drugs* programme drafted the Third Report by the Projecte Home Observatory on the profiles of people with addiction problems who are in treatment. This initiative was made possible thanks to the collaborative agreement with the Mankind Projecte Home

A new management software application was needed to carry out the study, which will be useful for improving knowledge on the models and habits of drug users. It will also offer an overview of drug dependency in Spain. The Ministry of Health, Social Services and Equality and the university institute of drug dependency were also

involved in the project. Other agreements also reached by the programme include collaboration with the Connecta i Actua Association which organises workshops for parents with adolescent children.

Furthermore, the Violence: Zero Tolerance programme became involved in the programme run by the Ministry of Health, Social Services and Equality "Companies for a society free of gender-based violence" and in the Integra II European project. This project is a programme for legal, social and therapeutic support specifically aimed at the victims of torture suffering complex trauma who are also at risk of social exclusion.

Violence: Zero Tolerance has for many years held agreements with the Justice Department of the Regional Catalan Government to run a psychosocial support programme for women victims of gender-based violence, as well as an agreement with the Catalan Government's Secretariat for Family the Aequitas Foundation to run a programme for preventing the elderly from suffering abuse.

With regard the Social Entrepreneurship programme, in addition to the agreements established with the main partners in the call for applications of the IESE Business School or the Uria Menéndez law firm, in 2015 it joined the United at Work

NGO G4-DMA Coordination (previously NGO6)

	CASES	%	SOCIAL	RESEARCH AND TRAINING	CULTURAL DISSEMINATION AND KNOWLEDGE
% of projects with internal or external links to the organisation	35	97.22	100%	66.67%	100%
% of projects coordinated with FBLC internal projects	28	77.78	78.26%	0%	100%
% of projects that participate in programmes or initiatives	33	91.67	91.30%	66.67%	100%
Projects	36		23	3	10

programme. This initiative is headed by the Santa Casa da Misericórdia in Lisbon and financed by the European Commission through the Directorate-General for Employment, Social Affairs and Inclusion. As a result of this agreement a European summit was organised in Barcelona under the title "The social entrepreneur as a lever for employment integration".

The programme also works with other benchmark programmes in social entrepreneurship such as the Catalan Government's ARACOOOP. With respect to internal collaboration, the programme collaborates closely with Caixa Capital Risk at the 21st Entrepreneur Awards. The FBLC grants

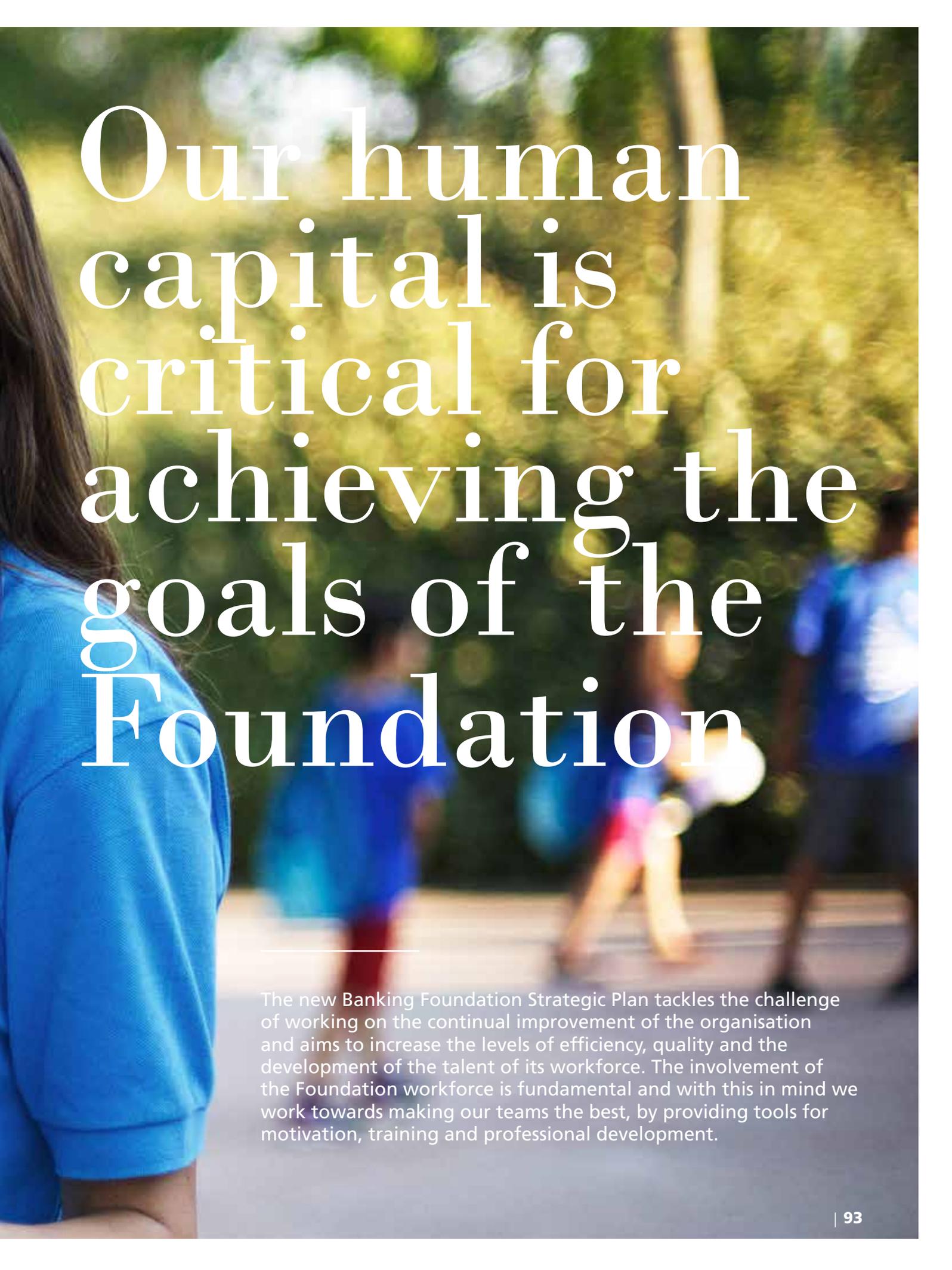
a secondary award of €25,000 to the business project with the best social impact.

The collaboration agreements established in relation to the programmes for the Dissemination of Culture and Knowledge can be counted by the dozen. In addition to major strategic alliances, among some of the most relevant this year was a close working relationship with the Catalan Autism Federation in planning activities under the title "I see things you don't". There was also collaboration with the Ernest Lluch Foundation and hosting of the course for Friends of the Prado Museum at CaixaForum Barcelona, among others.

The Art for Social Improvement programme also signed several agreements such as the one with the Apropa Cultura project. This is a social educational programme of the cultural facilities of Catalonia which favours the assistance and participation of users of social centres in the programming and activities. The agreement reinforces the general public's accessibility to the centres' regular programmes and generates new alliances with teams in the sector.







Our human capital is critical for achieving the goals of the Foundation

The new Banking Foundation Strategic Plan tackles the challenge of working on the continual improvement of the organisation and aims to increase the levels of efficiency, quality and the development of the talent of its workforce. The involvement of the Foundation workforce is fundamental and with this in mind we work towards making our teams the best, by providing tools for motivation, training and professional development.

Our human capital is critical for achieving the goals of the Foundation

Commitments to the employees of the “la Caixa” Banking Foundation

The “la Caixa” Banking Foundation (hereinafter FBLC) has a commitment with society with a clear objective of contributing to the progress and development of individuals. This commitment has the backing of a professional team who are equally involved in achieving these goals and who carry out their work at the highest levels of excellence and efficiency. In 2015, the first full year as the Banking Foundation, the organisation reaffirmed and consolidated this commitment to society as a whole and also to its own workforce. A shared responsibility to advance in improving the working and social conditions of all workers.

The new Strategic Plan which will guide the actions of the FBLC throughout the 2016-2019 period places the organisation’s human capital at the centre of achieving the established goals. These are measures that aim to help the workforce achieve the institutional goals, actions that must serve to improve employees and

suppliers’ skills and facilitate training for the entire FBLC workforce. These policies and lines of action will define and guide the management of the Banking Foundation’s workforce as an inherent part of its character. A spirit deriving from its values, a history of more than 100 years of experience and still relevant today.

The fundamental principles of the management the FBLC’s workforce are the application and promotion of good working practices, specifically those linked to equal pay and gender equality. It is also essential to ensure skills development, promote the reconciliation between work and family and respect human rights and current legislation.

At the end of 2015, negotiations began with the social representatives of what will be the 1st Collective Agreement of the “la Caixa” Banking Foundation which is expected to enter into force sometime in 2016-2017.

In 2015, the employees were able to enjoy some of the improvements negotiated as a result of the banking transformation processes. A Parity Commission with representatives of the workforce and representatives of the institution addressed and resolved the issues relating to equality, reconciliation, mediation and arbitration.

The workers’ representation consists of: a group committee of the centres in Barcelona that include central services, CaixaForum Barcelona and CosmoCaixa Barcelona with new

members and complemented by a staff representative from CaixaForum Palma and CaixaForum Madrid.

The committee represents and manages queries received directly from the organisation’s employees. It is the responsibility of the committee to forward any requirements and/or situations raised by the employees which they deem relevant to the Personnel and Strategy Department. The framework for this is the meetings held every month or two. Any incident of an urgent nature that may arise is dealt with at that moment through the Personnel Department.

Among the new developments from 2015 was the consolidation of instruments to promote flexible timetables, such as the time bank scheme. This tool helps reconcile employees’ working hours with their needs. Its use by the workforce did not produce any significant disruptions to the employment relations or employee productivity. The positive evaluation of this instrument means it has been extended to other groups, while increasing options for flexible time.

The inclusion of a new measure to improve reconciliation and flexible working hours within the collective agreement was also negotiated with a pilot test consisting of providing software for pregnant women during the last two months of their pregnancy to work from home and for workers with reduced mobility to remain in active employment.

Improving tools to guarantee health and safety at work

Throughout 2015 the necessary actions were taken for the global deployment of the online application CTAIMAcae.net, the procedure for coordinating business activities (CBE). This tool fulfils the directives of Law 31/95 on the prevention of occupational hazards. The application was implemented in all large and medium-sized FBLC centres.

Current legislation provides for the establishment of coordination measures between companies to guarantee and improve workers' health and safety. An express order for where there is a confluence of workers from different companies or where subcontracted teams coincide.

2015 also saw an update of the emergency plans and risk assessments of the facilities in 30 of the 60 foundation's Elderly Centres and the two centres in Barcelona (CosmoCaixa and CaixaForum) were certified for self-protection measures in accordance with current law. Once the self-protection plans were aligned with the legislation, the corresponding emergency simulations were carried out.

Basic courses on prevention were held during the year and specific training was provided on working at heights.

One of the challenges for 2016 focuses on applying access control at centres for outsourced service workers. This

control is carried out by the contracted security service, which checks documentation using the CAE platform and the online tool CTAIMAcae.net.

More than 1,400 employees currently have accredited documentation in the platform and around 190 companies have already been registered. The process still has some way to go before it includes all the companies working in some capacity at FBLC centres.

This system allows for greater control of documentation, given that it is checked and validated by specialised personnel. The objective of all this is to improve security in all companies providing services for FBLC and at the same time apply a filter for approved companies committed to health and safety in the work place.

Another of the challenges undertaken by the Prevention Service is that of reducing the number of motorcycle accidents on the way to and from work. The FBLC employees only suffer

accidents related to their specific place of work and the majority of those reported are related to accidents on the way to and from work. In 2015, each of the three accidents occurring on the way to and from work that were reported resulted in sick leave. In addition, there are plans to publish and distribute via the corporate intranet a manual on preventive measures for all personnel, especially for those employees travelling to and from work by motorcycle.

With regard the participation of the employees through their employment representatives, mention should be made of the fluent, two-way communication, not only during the regular meetings of the Health and Safety Committee, but also during actions related to risk assessments, environmental conditions studies, work accidents, etc. The prevention officers attend the inspection visits to review risk assessments and are informed about any accidents and their investigation when completed.

G4-LA6. Type and injury frequency rate, occupational disease, days lost, absenteeism and number of work-related mortal victims by region and gender¹

	2015		
	MEN	WOMEN	TOTAL
Total common contingencies	16	63	79
Total work related accidents	0	0	0
Total absenteeism	16	63	79

¹Total common contingencies: number of people on sick leave due to temporary disability caused by illness during the year.

Total absenteeism: number of people who have been absent from their work place due to any type of disability, not only as a result of an accident or occupational disease. Authorised absences, such as holidays, studies, maternity or paternity leave, are not considered absenteeism.

We promote good practices to continue advancing in equality

The 2012-2015 Equality Plan was completed with a favourable evaluation, having put into practice all the measures that were agreed on during its negotiation and approval. The plan reflects the commitment of FBLC to its employees and respect for diversity. This is part of the organisation's philosophy and complies with Organic Law 3/2007 of 22 March on effective equality between women and men.

The 2012-2015 Plan aimed more to consolidate the set of measures achieved rather than promote new measures. Its purpose is to contribute to improving the working environment, employment relationships, employee satisfaction, their quality of life and occupational health. Likewise, one of the main principles of the plan was the promotion and consolidation of equal opportunities training. In this regard, actions were undertaken to train and sensitise employees on this issue, particularly executives and middle managers.

The plan is applicable to all Foundation employees of both genders. This work tool for equality between men and women within the organisation will be the object of a review to determine

new lines of improvement. The Equality Committee is responsible for ensuring management compliance with the Equality Plan. It actively participates in all the organisation processes, channelling any incident or query regarding non-discrimination on the grounds of gender.

The Equality Committee meets weekly and consists of two social representatives and two company representatives. Likewise, the Equality Committee carries out an annual evaluation of the plan by analysing achievement of objectives, implementation of measures and sampling of diagnostic indicators.

The 2012-2015 Equality Plan ended with the application of the following measures:

- Time bank scheme
- Measures for reconciling work and family
- Variable and flexible remuneration
- Indicators for the consolidation of equality.

The current workforce at FBLC stands at 366 employees (254 women and 112 men). Thus, the percentage of women is 69.4% compared to 30.6% men.

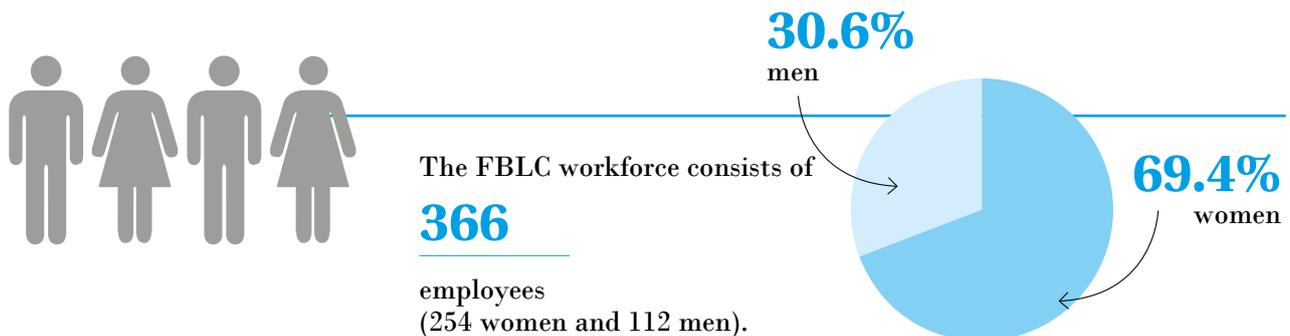
The Executive Committee is the highest decision-making body. In 2015, it was made up of five men and two women.

The management team of the Foundation consists of 59 people: 30 women and 29 men. Women are more highly represented in FBLC senior management.

Furthermore, the FBLC maintains the protocol on the prevention, treatment and elimination of sexual and workplace harassment. Since its creation, the organisation has recorded no cases of moral or sexual harassment on the grounds of gender or discrimination.

In 2015, the Foundation continued distributing and training in good practices for employees through the *Good Practices Manual*. This manual was prepared by the Personnel Department, in conjunction with the Environment, Organisation and General Services departments and was published in 2011. The manual aims to raise employee awareness of good working practices. It promotes the extension of equal relationships between men and women, and provides tools to advance in effective integration of diversity.

Since 2012, the Ministry of Health, Social Services and Equality in the Workplace, has awarded the FBLC the distinction of excellence in "Equality in the Workplace". The award accredits the innovative character, commitment and involvement of the organisation in the policies of equal opportunities between men and women.



We are committed to maintaining stable, quality jobs

In 2015, the workforce of FBLC consisted of 366 professionals. Of these, 93.7% of employees had permanent contracts and 96.4%

were employed full time. Women formed 69.4% of the organisation's total workforce compared to 30.6% of men; 99.7% of FBLC employees work in Spain.

As shown in the indicators on the breakdown of the workforce by contract and employment type,

FBLC has an organisational structure aimed at promoting the maintenance of work places and providing stable and quality employment for employees.

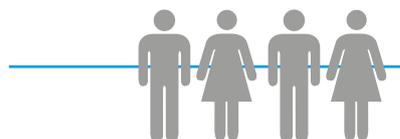
G4-10. Breakdown of the workforce by gender, contract type and job type

	2015			
	TOTAL	(%) COMPARED TO TOTAL EMPLOYEES	MEN	WOMEN
Total number of employees	366		112	254
Indefinite or permanent contract	343	93.7%	107	236
Fixed-term or temporary contract	23	6.3%	5	18
Employed full-time	353	96.4%	109	244
Employed part-time	13	3.6%	3	10
Men	112	30.6%		
Women	254	69.4%		
Spain	365	99.7%	112	253
Abroad	1	0.3%	0	1

Distribution by years of service and gender are shown in the following table.

Other diversity and equal opportunities indicators

	2015 (31/12/2015)	
YEARS OF SERVICE (REGISTERED WITH COMPANY OR ON PAYROLL)	MEN (%)	WOMEN (%)
Less than 5 years	34.78	65.22
Between 5 and 9 years	29.51	70.49
Between 10 and 14 years	20.83	79.17
Between 15 and 19 years	29.47	70.53
Between 20 and 24 years	33.33	66.67
Between 25 and 29 years	40.00	60.00
More than 30 years	0.00	100.00



366

Professionals

93.7%

Employees with an indefinite contract

96.4%

Full-time employees

FBLC turnover, an indicator that provides relevant data on the workforce satisfaction and the capacity of the company to attract and retain qualified personnel, is a very low, in

both general terms and by age and/or gender. For the first time, compared to previous financial years, the figures for turnover were positive. The reason is that there was a slight increase in the

number of people hired compared to the number of people ending employment in the context of the reorganisation of the Foundation.

G4-LA1. Total number and rate of hiring and employee turnover by age group, gender and region

2015			
	TOTAL	TURNOVER (%)	NEW HIRES (%)
Total number of employees	366		
Turnover rate		4.4	
New hires rate			10
Men		0	22
Women		6.3	78
Age < 30 years	15	3.0	31
Age between 30 and 40 years	83	1.6	42
Age between 41 and 50 years	179	1.6	25
Age > 50 years	89	-1.9	3
Spain	365	4.4	100
Abroad	1	0	0

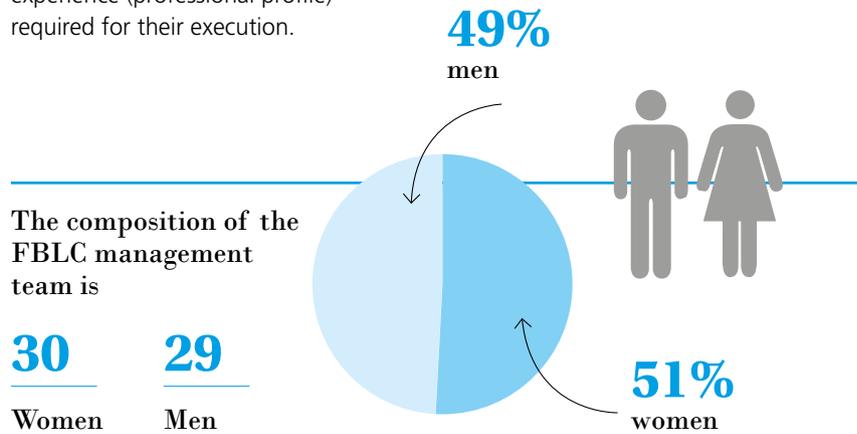
G4-LA3. Rates of return to work and retention after maternity or paternity leave, broken down by gender

Workforce as at 31/12/2015						
	TOTAL	RATE	MEN	RATE	WOMEN	RATE
Total number of employees	366					
Total number of employees with right to maternity/paternity leave	19	5.19	8	2.19	11	3.01
Employees taking maternity/paternity leave	19	5.19	8	2.19	11	3.01
Employees returning after taking maternity/paternity leave	19	5.19	8	2.19	11	3.01
Number of employees returning after taking maternity/paternity leave and remaining in their jobs for the following 12 months	19	5.19	8	2.19	11	3.01

The Foundation management team comprises corporate managers, area managers, department managers, centre heads and managers, with 30 women (51%) and 29 men (49%). It is a far higher percentage compared to the national estimate of 20% in functional managerial roles held by women, according to a study carried out by the Isotés group (2012).

The Personnel Collective Agreement (CCP) defines and specifies the different professional groups and levels of the employees. It also distributes the

tasks to be performed by each level as well as the skills, knowledge and experience (professional profile) required for their execution.



G4-LA12. Breakdown of the workforce by professional category and gender, age, minority group membership and other indicators

Workforce as at 31/12/2015

	TOTAL NUMBER	MEN	WOMEN	< 30 YEARS	30-40 YEARS	41-50 YEARS	> 50 YEARS
Total number of employees	366	112	254	15	83	179	89
Executives (level D)	15	11	4	0	1	4	10
Managers (level C)	88	38	50	0	9	45	34
Administrators (level B)	225	58	167	2	59	121	43
Administrative assistants (level A)	38	5	33	13	14	9	2

A mixed remuneration system that incorporates flexibility and social benefits

FBLC employees are provided with a remuneration system that consists of a fixed part and a variable part in addition to other social benefits. The fixed remuneration of its employees is established according to the Personnel Collective Agreement (PCA) and is determined in accordance with the professional skills, responsibilities and degree of autonomy, and professional tasks required in the system of professional groups and levels.

With regard to variable remuneration, 2015 saw further progress in the variable remuneration system, towards the objectives in effect since 2013 for everyone. Target-based variable remuneration aims to:

- Focus employees' time and effort to achieve stages that are in line with the organisation's strategic goals.
- Increase the degree of objectivity of variable remuneration payment;

moving from subjective bonus payments to a variable remuneration system based on meeting previously defined objectives.

- Recognise and reward individual differences linked mainly to efficiency and high performance to guide employees.
- Ensure that employees receive feedback from their superior on their performance so they can readdress their actions if considered necessary, thus completing the feedback given in the skills assessment.

The area managers are responsible for communicating the area goals and assigning an amount of estimated bonuses to each person in their area in accordance with the annual targets. Next, the calendar and the evaluation indicators are established for these targets, to be validated by the Human Resources Department. At the end of the year, an evaluation on target achievement is carried out and both the targets and bonuses are established for the following year.

The flexible compensation system offers the option to choose, voluntarily, how part of the salary is received. Payment includes products such as training, health insurance for employees, family health insurance, childcare, transport expenses and the purchase of computers.

Therefore, in FBLC remuneration policies there are no differences based on gender at equal salary levels. The basic salary of men compared to women in the different professional groups/levels is the same. Likewise, it is worth noting that the minimum remuneration (standard minimum salary) of FBLC employees established in the PCA is approximately two and a half times the minimum inter-professional salary for Spain for 2015.

A skills assessment is carried out on a periodic basis which involves more than 85% of the employees. The next skills analysis is scheduled for 2016.

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

Workforce as at 31/12/2015

	TOTAL NUMBER	NUMBER OF MEN (M)	NUMBER OF WOMEN (W)	BASIC SALARY RATIO [BS] (M/W)	REMUNERATION RATIO [R] (M/W)	RATIO BETWEEN [R]/[BS]	
						MEN	WOMEN
Total number of employees	366	112	254	–	–	–	–
Executives (level D)	15	11	4	1	0.99	2.96	2.90
Managers (level C)	88	38	50	1	0.92	1.23	1.13
Administrators (level B)	225	58	167	1	0.96	1.08	1.09
Administrative assistants (level A)	38	5	33	1	0.76	1.05	1.05

Promoting professional development and growth through training

Changes in training actions

	2014	2015
Payroll investment (thousands of euros)	207,644	296,960
Of total payroll	0.93%	1.12%
% of the workforce	76.82%	83.60%

Classroom-based training (Corporate/self-learning)

Training actions	113	330
Employees benefiting from training	200	257
% of the workforce	57.63%	70.21%

Virtual training (Virtaula)

Training actions	2	6
Hours	534	555
Impacts on virtual materials	3,559	5,496
Users	345	395
Connectivity	96%	97%

The FBLC considers the need to train its employees a key factor in the professional and personal development of its workforce. Throughout 2015, 83.6% of all the employees at the different professional levels received training, an investment amounting to more than € 296,000.

All employee training is coordinated through the Personnel and Strategy Department. This department centralises all training requests and also assigns a determined number of courses and content depending on the position and function of the employee.

In general terms, employees have a high level of training, in accordance with their functions and tasks. Approximately 73% of FBLC employees have a minimum level of

training equivalent to a university degree, of which 27% have also completed postgraduate studies and 5% hold doctorates.

The FBLC detects employees' needs through different methods. One of these is linked to the skills assessment system involving a conversation held between the manager and the employee. The skill level is then scored and an agreement reached on the actions required to improve the employee's professional development. These actions may simply be specific technical training, acquisition of skills or mentoring, as well as personal accompaniment.

There is also a form available on the FBLC intranet so that employees can request specific training whenever they deem it necessary to be evaluated by the management.



73%
FBLC employees have a minimum level of education equivalent to university degree

Lastly, programmes specific to the development and skills requested by the Area Managers are designed, in order to respond to any new change requirements that may be implemented.

The year 2015 saw continued development actions and universal training for all male and female employees via the "Virtaula"

interactive virtual learning system. Six training actions were carried out using the platform with 395 users totalling 555 hours.

The virtual platform recorded 5,496 impacts on the training materials delivered. Two training sessions dealt with the topic of equality and stand out for the enrolment of all the employees on the mandatory training sessions on the prevention of occupational hazards and the prevention of money laundering, as well as learning groups in the area of scholarships, international and the

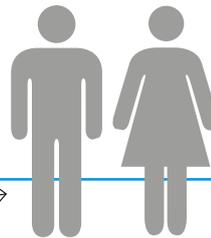
TIEPOLO international exchange programme. In the short-term, this platform will be the main tool for the development of male and female FBLC employees, due to its accessibility from computers regardless of their location.

In 2015, the FBLC performed 330 face-to-face training actions with the participation of 257 employees. Two types of training are particularly notable: firstly, group training sessions aimed at the acquisition of skills for the development of the Foundation's specific software tools. Secondly, individual training sessions, which have

mainly been carried out in two areas, language courses and training to acquire skills and develop management and team leadership techniques.

Furthermore, in addition to promoting continual training and improvement in skill management, the FBLC offers its employees training and/or support programmes to improve skills through internal training courses (office IT skills and languages), financing for external training and/or education, as well as participation in congresses and seminars.

Main training actions in 2015



Languages

- French 7
- English 165
- English-French 2

Group: skills development

- CaixaForum Zaragoza
- CaixaForum Tarragona
- Palau Macaya
- Area administrators
- Communication: advertising and corporate image
- Good practices for project leadership, suppliers and people

Group: technical skills

- IT systems
- SGI@ Training

Individual: development and technical

- Administration of non-profit organisations
- Transformational leadership
- MBA
- Coaching

Skills for the workplace

- Office IT skills
- Creation of projects
- EFQM Workshop
- Corporate compliance

Information and technology

- Web Visions Europe Event
- Itxpo-Gartner Symposium

Seminars and congresses

- Mobile Thinking Days
- Museum visits and education
- Family Tourism Congress

- Prevention of occupational hazards
- Prevention of money laundering
- New computer code
- Cardiovascular
- Skills: innovation and team

Social benefits

The FBLC offers all its employees the same social benefits regardless of the duration of the employment contract or whether it is full or part time.

The main social improvements resulting from the successive improvements incorporated into the PCA are:

- Increased timetable flexibility (arriving/leaving/extension of intensive timetable).
- Reduction of annual hours to 1,117.
- Time bank scheme: increase in number of quarterly hours.
- Co-responsibility measures:
 - One week's paid leave for the mother when sharing maternity leave with her partner during the last two weeks of the leave.
 - Increase of five days paternity leave for fathers.
- Working from home: pilot test consisting of providing software for pregnant women during the last two months of their pregnancy to work

from home and for workers with reduced mobility to remain in active employment.

- Salary topped up to 100% in the case of maternity leave or temporary disability.
- Greater contribution to pension plan.
- Widow's/widower's and orphan's risk premium.
- Health care insurance coverage.
- Grants for studies and languages, salary advances, school grants for children from 0 to 3 years of age (crèche vouchers) and for those aged 4 to 23, family grants.
- Retirement bonus, grant for birth/ fostering or legal adoption, bonuses for 25 and 35 years of service in the organisation, collective professional

accident insurance, provision of uniforms when required, expenses covered for use of a private vehicle.

- 'Ticket Restaurant' meal vouchers and maternity/paternity leave.

The only exception are expenses for the use of a private vehicle, as this concept is linked to the workplace; it is the managers of territorial action and personnel with a level below C1 who are able to use their private vehicle for work-related matters on a regular basis.

Coverage of the obligations arising from the organisation's benefits plan are shown in the following table:

G4-EC3. Coverage of the obligations arising from the organisation's benefits plan

	2015
Pension plan contributions	708,467.37
Life insurance contributions	178,678.24
Health insurance contributions	155,924.66



In accordance with the alignment agreement signed in 2014 and with regard to the FBLC pensions plan, the entire active workforce at FBLC, with at least two years of service, may benefit from a collective pension plan with contributions shared between the company and the employees. This contribution will be 5% of their basic salary and a dedicated personal contribution, with the express exclusion of other existing contributions payable by the FBLC whatever their origin, and of 1% of the same concepts by the workforce eligible to join the plan. The conditions of this pension plan are specified in the terms and conditions.

The principles of the plan are as follows:

1. Non-discrimination: this guarantees access as well as participation in the plan for all employees of the member promoters provided they meet requirements, in which no more than two years of service may be required for participation.
2. Capitalisation: this pension plan is based on financial and actuarial systems of individual capitalisation and the benefits are strictly adjusted to the calculation deriving from these systems.

3. Attribution of rights: the contribution of the participants and the capitalisation system used determine the participant's rights over the financial content earmarked for meeting the established benefits.
4. Inclusion in a pension fund: the contributions and any other assets in the plan are obligatorily included in a pension fund.

As part of the same agreement, the constitution of a risk benefit is approved for disability, widows/widowers and orphans and is available to all active employees. The benefit and calculation of the complement shall be regulated by the new regulations of the pension plan which will come into force on 16 October 2014. This new benefit for disability, widows/widowers and orphans will be automatic from the moment of the person's incorporation into the workplace.

It is worth highlighting the programmes that the FBLC implement to help employees manage the end of their professional careers: the award of a retirement bonus to all FBLC personnel (specifically the payment of the equivalent of three month's gross annual pay) and the improvement in the flexibility of the working day for

those who are close to retirement. In the latter case, employees from the age of 63 and during the period prior to their retirement can enjoy intensive working hours, if the workplace is able to permit this. Alternatively, they can benefit from additional holidays of 15 working days, including two Saturdays.

Likewise, active employees with at least one year of service at FBLC can benefit from life insurance for an insured capital of €36,060.73, which covers the event of death due to illness and absolute permanent disability, the latter if due to common illness or accident. The amount insured in the event of accidental death is €72,121.45. FBLC covers 70% of the premium of the policy with the employee paying the remaining 30%. In all cases, the life insurance covered by this article is voluntary, with the employee confirming in writing his/her wish to take out the insurance.

Lastly, the FBLC takes out collective healthcare insurance, provided by the organisation ADESLAS, free of charge for the entire workforce with at least six months of service.

Moving forward to make work and family life compatible

The FBLC is committed to the reconciliation of work with family life. Therefore, it has adopted the commitment to continual improvement in this area and promotes actions and initiatives aimed at reconciling the personal and professional life of its employees beyond those established by law.

The incorporation of the time bank scheme in 2012 is one of these measures. In 2015, this was improved with an increase in flexible hours. This option is available for all FBLC employees. The time bank scheme consists of the availability of a certain number of weekly flexible hours for all FBLC employees to be distributed over the standard working day.

These hours and periods are available in the following manner: from January to June: 38 hours and from September to December: 22 hours.

For each six-month period, FBLC employees can make their working day more flexible within the times detailed below. These employees must recover the hours within the same six-month period and always within the current maximum working day of FBLC, between the hours of 8 a.m. and 7.15 p.m. Monday to Thursday and from 8 a.m. to 4 p.m. on Fridays.

In 2015, 28 people used the time banking scheme (7.59% of the workforce) with a total of 715 hours redistributed within the working hours of FBLC. The intensive timetable for June 2015 was the reason for the decrease in the number of total redistributed hours compared to the 2014 financial year.

The systematisation in managing the time bank scheme has used the Endalia online platform since 2015. This tool is accessible from the Employee Portal.

In addition to the time bank scheme, the FBLC carries out the following actions and initiatives:

- School grants (crèche vouchers).
- Grants for care providers to dependants.
- Possibility of flexible hours when arriving or leaving work.
- Possibility of working intensive hours on Fridays.
- Working intensive hours during the three summer months.
- Ensuring the contributions towards social security benefits to make up 100% for maternity.
- Increasing maternity leave by two days.
- Increasing paternity leave.
- Increasing breastfeeding period.
- Improving working hours for a period of 20 months following the birth of a child. Offering the parents flexible working hours for two months following the birth of a child.
- Providing all people working for the Foundation with children with school grants for each child.
- Providing family grants caregivers of dependants.
- Providing a reduction in working hours for parents with disabled children.
- Extended leave for volunteer actions.

In 2015, the number of people registered on the time banking scheme totalled

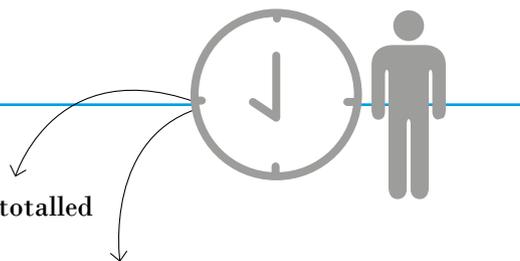
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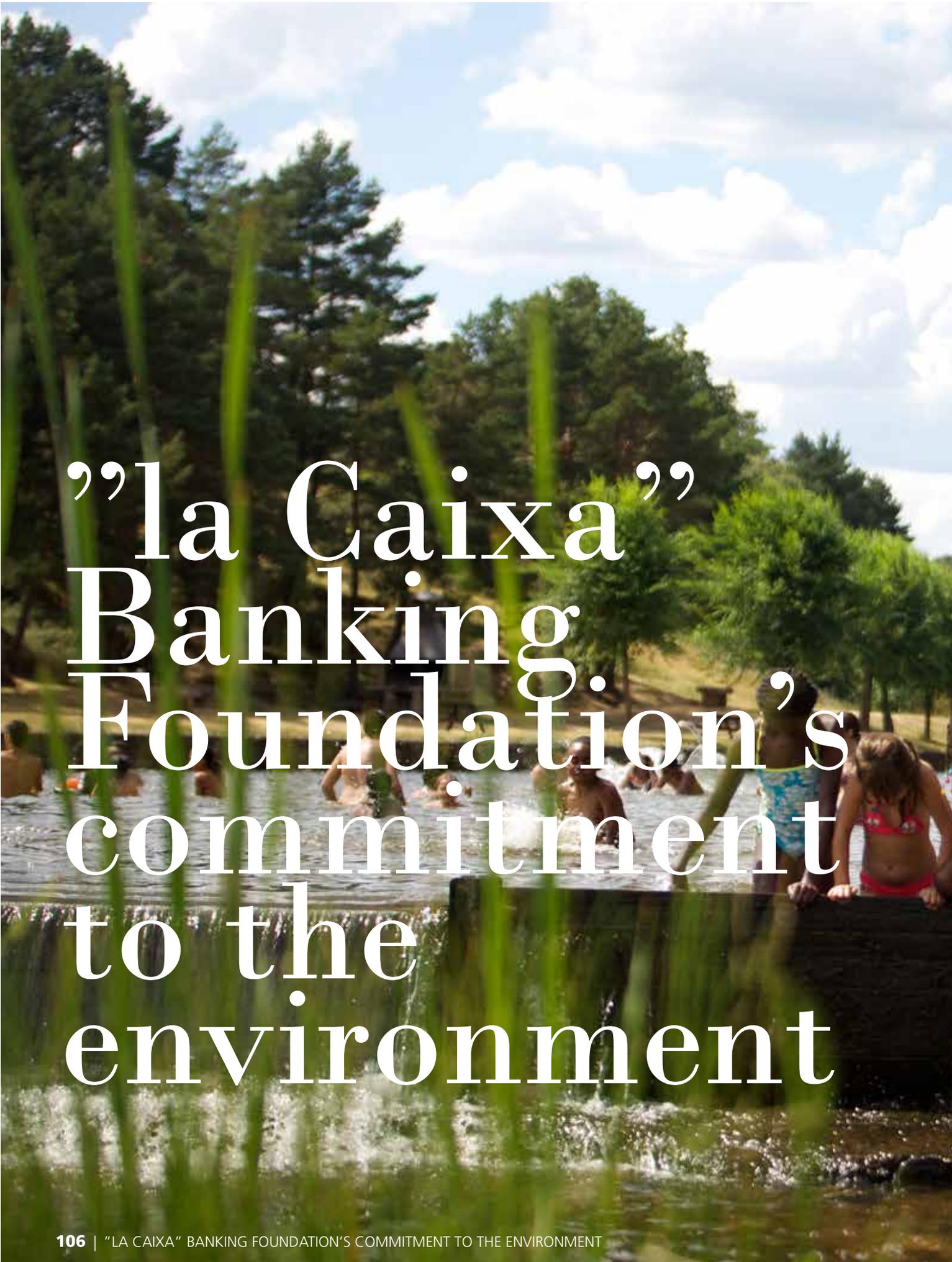
(7.59% of the workforce)

A total of

715

hours redistributed





“La Caixa” Banking Foundation’s commitment to the environment



The "la Caixa" Banking Foundation's commitment to the environment can clearly be seen from the programmes and projects promoted by the "la Caixa" Foundation. This involvement is also present internally in order to improve environmental management and the impacts of the organisation's activity. Thus, it continuously strives to reduce these impacts by promoting good environmental practices and applying eco-efficiency, savings and recycling measures in its management and activity.

Minimising impact on the environment

The “la Caixa” Banking Foundation (hereinafter FBLC) commitment to the environment is evident in numerous

ways. Firstly, the promotion of specific programmes of the “la Caixa” Foundation which give priority to the development actions for awareness-raising, preservation and conservation of the environment, such as the research and dissemination of environmental values and raising awareness regarding some of the environmental challenges of greater impact and importance, such as climate change.

These actions are undoubtedly the most visible and widely publicised part of the organisation, but they are not the only ones. The FBLC holds ideals such as the adoption, defence and extension of environmental values in how it carries out its work. It aims to extend good environmental practices as a way of becoming actively involved in the need to protect, heal and respect the environment.

Sensitisation and reflection



As part of the sensitisation and reflection actions, between September and December 2015, Palau Macaya held activities such as the *Reflections: Growing without consuming* cycle. Talks with film and discussion. An event where documentaries and films on consumption, mobility, energy, waste and the squandering of resources were shown.

Other actions included talks in the *Knowledge, Creativity and Change* cycle on sustainable development, as well as the talk on energy and geopolitics, where the degree of Europe’s dependency on energy was highlighted. Finally, within the framework of the *Dialogues* cycle, there was also a session dedicated to the Paris climate summit.

Sensitisation is also transversally developed through the educational programmes. The *Sea in Depth* project, together with the Spanish National Research Council and the Institute of Marine Sciences is but one example. The project promotes the creation of online, informative and open educational content, but which is also aimed specifically at the teaching community as a complement to what is taught at school.

Conservation of Natural Areas



The environmental commitment of the “la Caixa” Foundation has a long history. One of the longest running programmes is the Conservation of Natural Areas. Since 2005, agreements have been reached with administrations and bodies to develop projects for the conservation and protection of unique areas. Initiatives that simultaneously favour the social-labour reintegration of people at risk of exclusion.

In 2015, 210 projects were carried out around the country which achieved a total of 1,105 employment integrations. Since the beginning of the programme in 2005, there have been a total of 13,364 employment integrations and 3,640 projects completed.

Some of the concrete actions have been improvements to forest environments, such as the clearing and pruning of woodland in order to prevent fires. Work was also carried out on the maintenance of forest paths and tracks, the protection of river areas and river woodland, the restoration of degraded forest areas, the promotion of farming and recovery of shepherds as forms of sustainable management of the environment. Lastly, actions were carried out in protected areas to reduce the effects of climate change.

ClimaDat and Medclic



Other projects related to environmental research continuing in 2015 were *ClimaDat* and *Medclic*, two pioneering initiatives in international research focussing on the study of changes in climate and climate change indicators and parameters.

ClimaDat does this through climate measurements at eight stations in natural parks throughout the country and *Medclic* is developing a multiplatform for the observation and measurement of ocean variability on the Mediterranean coastline, as well as its effects on coastal areas and marine ecosystems.

The data obtained from these stations are freely accessible, therefore both the scientific community and the general public have access.

Teixint Xarxes (*Weaving Networks*) is a joint project between the “la Caixa” Foundation and the Xarxa de Custòdia del Territori (Land Custodian Network) started in 2015. The project aims to achieve greater involvement from organisations that work within the scope of civil society on surveillance and preservation of the land, and its values relating to its heritage, environment and countryside. It also aims to reach the owners and managers of estates with great natural importance as well as public administrators who also operate some of these areas.

Ecoinnovation and Ecotrends



The objective of the Ecoinnovation Laboratory is the observation of good environmental practices resulting from applying solutions resulting from innovation. This joint initiative between the “la Caixa” Foundation and the Fundació Fòrum Foundation analyses these actions in order to extend good environmental practices to companies.

It also allows verification of which competitive and social improvements have been achieved. Some of the parameters which are worthy of attention are the ways in which the implementation of innovative measures save energy, improve the efficiency and durability of designs or minimise environmental impacts in order to achieve environmentally-friendly solutions. The incorporation of recycling, reduction in the use of raw materials or energy for the production of goods and services or the manner in which these are recycled or reincorporated into the production processes at the end of their useful life are some of the aspects that this laboratory focusses on.

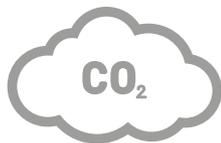
The Ecotrends platform operates with a similar objective of involving social participation in the environmental debate. This instrument combines face-to-face sessions with the contents of its website and offers instruments for the dissemination, reflection and debate on the main current and future environmental challenges. Among the proposals launched from this platform are aspects such as the electric vehicle, aviation, the management of digital information, urban models, food and health, production, energy consumption and efficiency, climate change, the vulnerability of the Mediterranean Sea and biodiversity.

Membership of global initiatives

Other awareness-raising actions conducted by the "la Caixa" Foundation include the membership for the fourth year running of the Earth Hour initiative, promoted by the NGO World Wildlife. This environmental mobilisation campaign annually launches this cry to fight climate change. The social and cultural centres of the FBLC were blacked out for an hour on the night of 28 March 2015.

With the same objective in mind other informative actions have been performed such as the touring educational exhibition *l'Àrtic es trenca* (The Arctic is Broken) which directs the focus of the consequences of global warming onto more fragile ecosystems, such as the planet's polar regions.

883.42



tonnes of CO₂ eq: carbon footprint in 2015.

FBLC's carbon footprint

Since 2011, the FBLC has employed a strategy specifically for carbon management and measuring its carbon footprint and the impacts of the emissions generated by FBLC activities and centres. The carbon

footprint for 2015 was 883.42 tonnes of CO₂ eq.

This is the equivalent, measured in tonnes of CO₂, of the greenhouse gas (GHG) emissions released into the atmosphere as a result of the annual activities and consumption of FBLC.

Carbon footprint reduction of 90%

The Banking Foundation has reduced its greenhouse gas emissions by 90% compared to the start of the programme in 2011. The first calculation placed the equivalent tonnes of CO₂ released by the foundation's activity at 9,211.7 tonnes of CO₂.

A good part of this drop in emissions is due to the reduction in the consumption of scope 2, corresponding to electricity consumption. Since 2013, electrical consumption has come from renewable sources with certificates of guarantee accrediting origin; therefore they do not generate CO₂ equivalent emissions.

With regard to scope 1 impacts corresponding to the consumption of natural gas, these decreased in 2015 by 81% compared to the previous year. This decrease is mainly due to the significant drop in natural gas consumption at some of the CaixaForum centres.

Scope 3 emissions, those deriving from corporate transportation (air, rail and private vehicles) and the consumption of water, paper and consumables, as well as the production and management of waste, etc., increased by 25% compared to 2014. This rise was primarily due to the increased amount of corporate transportation and, secondly, due to the consumption of materials. Corporate transportation is now the main source of scope 3 emissions, representing 69.45%.

Emissions table

		2015	2014	2013	
G4-EN15	Direct GHG emissions (scope 1)	(t CO₂ eq)	38.08	89.3	62.47
	Natural gas	(t CO ₂ eq)	38.08	89.3	62.47
G4-EN16	Indirect GHG emissions (scope 2)	(t CO₂ eq)	0	0	0
	Electricity	(t CO ₂ eq)	0	0	0
	Indirect GHG emissions (scope 3)	(t CO₂ eq)	845.340	678.646	1,435.3
	Corporate travel by air	(t CO ₂ eq)	470.22	347.57	429.87
	Corporate travel by rail	(t CO ₂ eq)	82.7	69.27	86.6
	Travel in private vehicle	(t CO ₂ eq)	60.5	58.3	70.9
G4-EN17	Paper	(t CO ₂ eq)	22.7	22.9	25.2
	Bags	(t CO ₂ eq)	0.23	n/a	3.3
	Publications	(t CO ₂ eq)	121.48	79.17	713.8
	Waste	(t CO ₂ eq)	65.11	65	57.6
	Water	(t CO ₂ eq)	19.05	32.1	50.1

Offsetting emissions

The FBLC applies annual measures depending on the data obtained and focuses on reducing the impacts produced. Furthermore, it compensates the emissions that are not possible to prevent through the acquisition of high quality carbon credits and certificates according to international standards.

In 2015, these emissions were compensated through collaboration with the *Mariposas* hydroelectric project. This project is being executed in Chile and is certified by the Verified Carbon Standard (VCS). It is a programme for the generation of

electrical energy from renewable sources and with the use of hydroelectric resources.

In this manner, the FBLC contributes to financing a reduction equivalent to that generated in greenhouse gases (GHG) in other areas. This is a formula that provides solutions to a global problem with measures that are compatible with continuous processes and the promotion of sustainability in the organisation's activity.

As an initiative to generate energy using renewable sources, the project reduces the greenhouse gas emissions through the elimination of fossil fuels. Furthermore, the project

provides social benefits connected to the commercial activity of generated energy and the direct creation of jobs related to clean electricity production.

As a result of this collaboration, the FBLC has received the *Clean CO₂ Certified* seal which demonstrates the neutrality of emissions from its activity as a result of its participation in an emissions reduction project which has been approved according to international standards.

Environmental Management System

The FBLC has an Environmental Management System in operation at its Central Services as well as the CosmoCaixa Barcelona, CaixaForum (Barcelona, Madrid, Palma, Lleida and Tarragona) and EspaiCaixa (Madrid and Murcia) centres. CosmoCaixa Barcelona maintained its ISO 14001 certificate in 2015 and has abided by the EU EMAS regulation since 2009.

In March 2012, the FBLC also obtained the EMAS II Environmental Management Certification for its main centres of work: the FBLC Central Services and the CaixaForum (Barcelona, Madrid, Palma, Lleida and Tarragona) and EspaiCaixa (Madrid and Murcia) centres.

Using this system, the organisation can identify the processes necessary for adequate environmental management. The Foundation ensures the correct adaptation of these processes to current legislation and regulations. To this effect, environmental aspects deriving from activity are monitored to ensure they are verifiable, assessable and efficient. A follow-up, measurement and analysis are also performed. Lastly, depending on the results obtained, it proposes and implements the necessary actions to achieve the established milestones and the continual improvement of the procedures.

By using these protocols, the FBLC is committed to carrying out its activity in a manner that is environmentally friendly and addresses several commitments:

- Training, sensitising and involving each worker by making them a participant in environmental management, and transmitting our environmental directives to suppliers and subcontracted companies.
- Protecting the environment and preventing contamination through the sustainable use of natural resources, the efficient use of water and energy and promoting practices for the reduction, reuse and recycling of waste.



Main consumption

The most significant environmental impacts generated by the FBLC are, by volume, those due to the consumption of paper and energy resources.

The FBLC took on the commitment to implement measures throughout 2015 to reduce the greenhouse gas emissions deriving from these two items: corporate travel and paper consumption.

- Continued promotion of the reduction of the amount of corporate travel by encouraging virtual meetings and prioritising where possible, travel by public transport.

- Continued reduction of printed production of leaflets and catalogues and their substitution for electronic publications. Guidelines recommend reducing the number of pages in the publications and the grammage of the paper used.
- Reducing paper consumption by making preferential use of recycled paper over virgin paper.
- Reducing consumption of printer toner and prioritising the use of *laserjet* toners which produce fewer emissions than inkjet toners.

In 98% of cases, the FBLC carries out its publications, communications and publicity using environmentally-friendly paper with the FSC (Forest Stewardship Council) or PEFC (Programme for the Endorsement of

Forest Certification) seal. Similarly, all the wood used by the production area for its exhibitions is bought from an approved supplier within the Programme for the Endorsement of Forest Certification (PEFC).

98%



of communications and advertising are printed on environmentally-friendly paper with the FSC logo

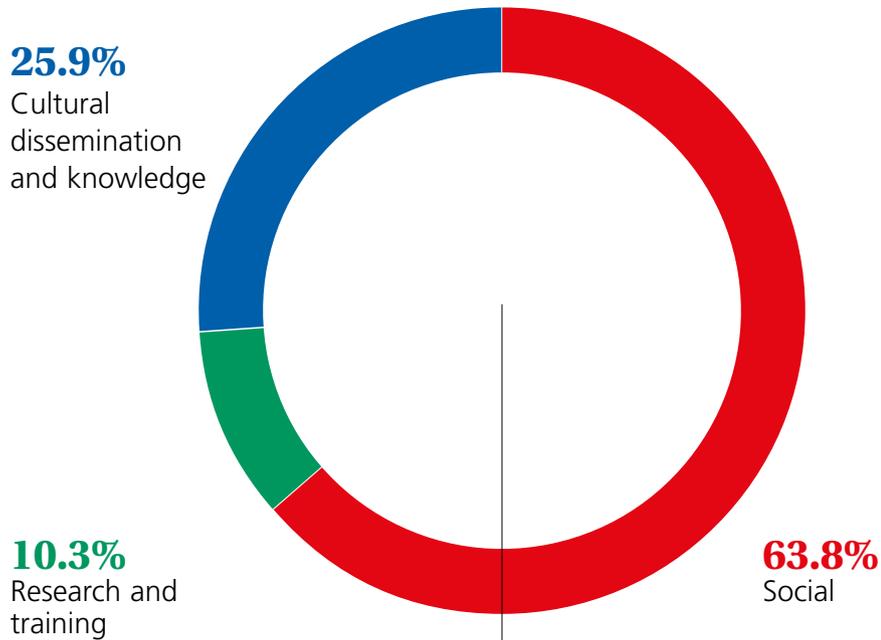
G4-EN1/G4-EN2/G4-EN3 and G4-EN8

	u	2015	2014	2013
Paper	(kg)	11,638.55	12,175.00	14,467.00
Total paper consumed	(kg)	11,638.55	12,175.00	14,467.00
Recycled paper of the total	(%)	62.2%	60.00	71.3
Potato starch bags	(kg)	n. a.	n. a.	n. a.
Paper bags	(kg)	14.35	n. a.	200
Publications - Catalogues	(kg)	47.810	31.160	10.432
Publications - Brochures	(kg)	6.10	7	260.750
Total recycled material used	(kg)	7,239.91	7,305.00	9.400
Total energy consumption within the organisation	(GJ)	90,553.256	81,091.07	87,742.00
Natural gas (non-renewable energy) ²	(GJ)	666.74	1,815.1	2,433.00
Electricity	(GJ)	89,886.512	79,275.89	85,309.00
Water	(m³)	48,241.46	43,948.03	52,905.00
Total water consumed (municipal supply)	(m ³)	48,241.46	43,948.03	52,905.00

¹ Includes the consumption of the following centres: Central Services, CaixaForum (Barcelona, Madrid, Palma, Girona, Lleida, Tarragona and Zaragoza), CosmoCaixa Barcelona, EspaiCaixa Madrid, Murcia, Girona, Esplais and Palau Macaya, unless otherwise indicated.

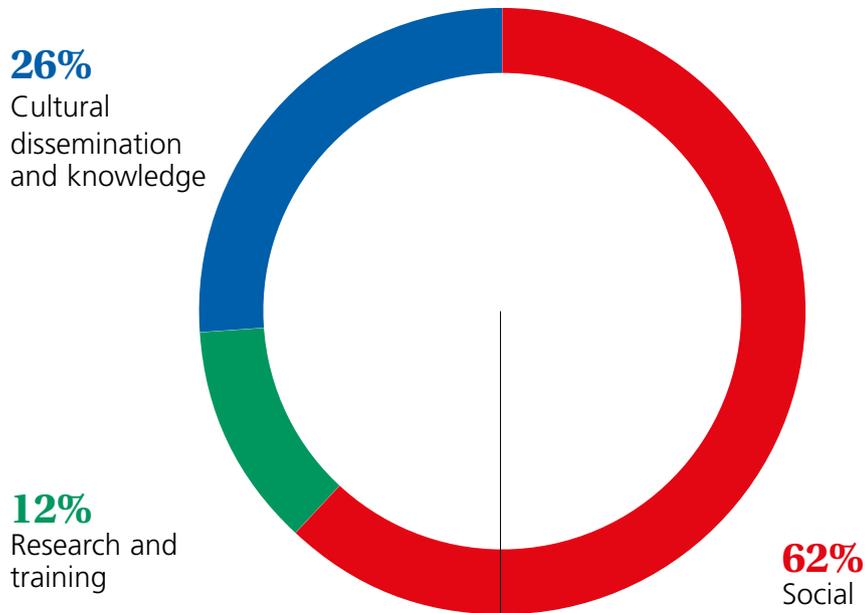
² CosmoCaixa Barcelona and CaixaForum Barcelona, Madrid and Zaragoza are the only FBLC centres that consume natural gas.

Budget expenditure for 2015



Budget	2015
Million euros	
PROGRAMMES	
Social	283.2
Research and training	45.8
Cultural dissemination and knowledge	115.2
Total	444.2

Budget for 2016



Budget	
Million euros	
PROGRAMMES	
Social	308.8
Research and training	61.3
Cultural dissemination and knowledge	129.9
Total	500.0



Annexes



The "la Caixa" Banking Foundation displays a faithful and exhaustive vision of the fulfilment of its commitments as an organisation. In this document, the FBLC details the principles, consistent with the strategic priorities and in accord with the stakeholders, self-defined as a "compliance report" under the "essential" option of the *Sustainability Reporting Guidelines G4* of the GRI (*Global Reporting Initiative*).

About this report. Principles

In accordance with the best international practices regarding annual reports, primarily promoted by the International Integrated Reporting Council (IIRC), the “la Caixa” Banking Foundation publishes its third integrated report for the “la Caixa” Foundation and its second as the “la Caixa” Banking Foundation (hereinafter, FBLC) for the year 2015. In this regard, and with the aim of providing a more complete vision of the reality of the organisation, and of the results obtained, this report contains legal economic-financial information, complemented with information of a social and environmental nature as well as that relating to corporate governance.

This report has been prepared in accordance with the methodology of the international standard of reference: *Guide for the preparation of sustainability reports, version G4*

following the document *Basic Principles and Contents*, explaining Guide G4, and the document *Implementation Manual*, which contains the instructions on how to implement G4 (www.globalreporting.org). Likewise, the GRI NGO Sector Supplement of version G4 has been used for the report on the sector-specific information. The management focal points and indicators of the sector supplement are included in the index of GRI contents (identified as “sector specific”) referenced in accordance with their nomenclature in G4 version.

The purpose of this report is to provide relevant information which transmits a precise, reliable, transparent and periodic overview of the business model, strategy and key issues for the FBLC due to its economic, environmental and social impact. In order to determine these issues, the principles included in the document *Basic Principles and Contents* have been applied and the recommendations included in the *Implementation Manual* (see the chapter on *Identified Material Aspects and Boundaries*, G4-18, G4-19, G4-20, G4-21, G4-26 and G4-27).

The scope of the data reported essentially corresponds to the FBLC financial statements for 2015 and

refers to the persons and to the centres of activity of the FBLC. Similarly, it includes specific information by area of activity. This report covers the activity programmes whose management and economic settlement of the budget are the responsibility of the Foundation.

For both the design and analysis of this study, other guidelines, manuals and standards were observed and applied to stakeholders (*The Stakeholder Engagement Manual*, volumes 1 and 2, by The Stakeholder research associates, UNEP and AccountAbility; *AA1000 Stakeholder Engagement Standard 2011. Final Exposure Draft* by AccountAbility) and for the design, formulation, evaluation and monitoring of social programmes and projects and their integrated systems (primarily from the social development division of ECLAC (UN commission) and the Assessment Department of MIDEPLAN 2001, Chile).

Furthermore, in accordance with the new G4 methodology, the report of the FBLC has been “self declared” as “**compliant**” with the “**essential**” option.

Principles for defining report content

(G4-18b)

The report content was defined and this version then prepared in accordance with both the strategic priorities of the organisation and consultation with the different stakeholders. To this end, the principles included in G4 *Basic Principles and Contents* have been followed.

Principle of stakeholder engagement and relevance

“The organisation should identify its stakeholders, and explain how it has responded to their reasonable expectations and interests.”

“The report should cover those aspects that reflect the significant economic, environmental and social effects of the organisation or which substantially influence the evaluations and decisions of the stakeholders.”

With regard the dialogue with stakeholders, as indicated in this report and in the relevance studies carried out, it is the desire of the organisation to work towards the continual

improvement of the stakeholder engagement processes in the forthcoming financial years as a tool to better understand and know their reasonable expectations and interests, and consequently optimise its response.

The chapter *Identified Material Aspects and Boundaries* (G4-18, G4-19, G4-20, G4-21, G4-26 and G4-27) includes the process carried out for the identification, prioritisation, validation and review of the key issues that have permitted the inclusion in the report of those aspects with a greater impact as well as those that have an influence in the stakeholders of FBLC.

Sustainability context

“The report should present the organisation's performance in the wider context of sustainability”

This report details the performance of the FBLC within the economic, environmental and social scope. Among the objectives of the organisation is the commitment to generate value in a manner that is respectful of the environment and society; to this end, this document

details the main challenges relating to sustainable development that affect the organisation.

Principle of completeness

“The report should include coverage of material aspects and their boundaries, sufficient to reflect significant economic, environmental and social impacts, and to enable stakeholders to assess the organisation's performance in the reporting period.”

The boundaries and scope of the information contained in this report have been clearly defined, priority has been given to the facts considered relevant and all the significant events occurring during 2015 have been included, without omission of any information of use to the organisation's stakeholders. With regard the boundaries, all relevant information of the FBLC is included.

Principles for defining report quality

(G4-18b)

Principle of balance

“The report should reflect positive and negative aspects of the organisation’s performance to enable a reasoned assessment of overall performance.”

With the objective of permitting a reasonable evaluation by the stakeholders, positive and negative aspects are included, thus presenting an unbiased image of each one of the issues detailed in the document.

Principle of comparability

“The organisation should select, compile and report information consistently. The reported information should be presented in a manner that enables stakeholders to analyse changes in the organisation’s performance over time compared to that of other organisations”.

The information has been gathered in a manner that allows the stakeholders to interpret the changes experienced in the organisation over time. For the majority of the indicators developed,

changes in the data compared to the previous year has been included. In the cases where this has not been possible, this is clearly indicated.

Principle of accuracy

“The reported information should be sufficiently accurate and detailed for stakeholders to assess the organisation’s performance.”

Tables, graphs and diagrams have been included to aid understanding of the information contained in the report.

Principle of timeliness

“The organisation should report on a regular schedule so that information is available in a timely fashion for stakeholders to make informed decisions.”

The FBLC has a formal commitment to inform its stakeholders on an annual basis regarding the economic, social and environmental performance of the company.

Principle of clarity

“The organisation should present the information in a manner that is

understandable and accessible to stakeholders using the report.”

This report has tried to avoid the use of technical terms which may be unknown to its stakeholders.

Principle of reliability

“The organisation should gather, record, compile, analyse and disclose information and processes used in the preparation of a report in a way they can be subject to examination and the quality and materiality of the information established.”

All the data used for the preparation of this report have been gathered taking into consideration the different records that the FBLC prepares. The FBLC prepares records and performs periodic inspections of both data on its programmes and projects and the environmental and social impact these cause. Similarly, this being of particular relevance to the FBLC, all data relating to human resources and health and safety are gathered, recorded and revised by the managers assigned in order to ensure their reliability and traceability.

Index of GRI content for the essential option according to the G4 Guide

General basic content

GENERAL BASIC CONTENT	PAGE	EXTERNAL VERIFICATION	
Strategy and analysis	G4-1	4. Letter from the chairman.	Not verified externally
	G4-3	64. Banking Foundation structure with Criteria and CaixaBank.	Not verified externally
	G4-4	10. Working towards a future of inclusion and progress for everyone. 42. Driving advanced research and innovation. 50. Promoting shared experiences of culture and knowledge. 80. Areas and programmes.	Not verified externally
	G4-5	Central Services: Av. Diagonal, 621 - 08028 Barcelona.	Not verified externally
	G4-6	28. International programmes. The geographic area of operation of Banking Foundation "la Caixa" is mainly in Spain, with the exception of the international programmes that operate in different countries worldwide.	Not verified externally
	G4-7	64. Banking Foundation structure with Criteria and CaixaBank.	Not verified externally
	G4-8	10. Working towards a future of inclusion and progress for everyone. 42. Driving advanced research and innovation. 50. Promoting shared experiences of culture and knowledge. 80. Areas and programmes. The "la Caixa" Banking Foundation operates mainly in Spain. Practically all of its revenue is generated in this area.	Not verified externally
	G4-9	10. Working towards a future of inclusion and progress for everyone. 42. Driving advanced research and innovation. 50. Promoting shared experiences of culture and knowledge. 80. Areas and programmes. 96 114. Budget settlement. 115. Budget for 2016.	Not verified externally
	G4-10	97	Not verified externally
	G4-11	The "la Caixa" Banking Foundation has its own collective agreement to which 100% of FBLC employees are subject.	Not verified externally
G4-12	69-70	Not verified externally	
G4-13	7	Not verified externally	
G4-14	108. Minimising the impact on the environment.	Not verified externally	
G4-15	28. International programmes. 88	Not verified externally	
G4-16	28. International programmes. 88	Not verified externally	

GENERAL BASIC CONTENT	PAGE	EXTERNAL VERIFICATION
Relevant (material) aspects and boundaries	G4-17 64. Banking Foundation structure with Criteria and CaixaBank.	Not verified externally
	G4-18 69. Determining relevant aspects and coverage. 70 72 118	Not verified externally
	G4-19 71 73-76	Not verified externally
	G4-20 71 73-76	Not verified externally
	G4-21 73-76	Not verified externally
	G4-22 There has been no re-expression of information with regard to the previous report.	Not verified externally
	G4-23 69. Determining relevant aspects and coverage. 118	Not verified externally
Stakeholder engagement	G4-24 68. "la Caixa" Banking Foundation stakeholders.	Not verified externally
	G4-25 68. "la Caixa" Banking Foundation stakeholders. 80. Involvement of stakeholders at different stages of the project (design, implementation, oversight and assessment).	Not verified externally
	G4-26 72 81	Not verified externally
	G4-27 72	Not verified externally
	G4-28 118	Not verified externally
Report profile	G4-29 118	Not verified externally
	G4-30 The "la Caixa" Banking Foundation undertakes to publish a sustainability report on an annual basis.	Not verified externally
	G4-31 http://obrasocial.lacaixa.es/	Not verified externally
	G4-32 118 121	Not verified externally
	G4-33 None of the contents of this report has been verified by an external party.	Not verified externally
Governance	G4-34 8. Board of Trustees of "la Caixa" Banking Foundation.	Not verified externally
Ethics and integrity	G4-56 6. Our reason for being.	Not verified externally

Specific basic content

MATERIAL ASPECTS	INFORMATION ON THE MANAGEMENT FOCUS AND INDICATORS (INDICATING WHAT SPECIFIC BASIC CONTENT CORRESPONDS TO EACH RELEVANT ASPECT; INCLUDING THE PAGE NUMBER OR A LINK)	OMISSIONS	EXTERNAL VERIFICATION
Category: Economy	<p>G4-DMA 114-115</p> <p>G4-EC1: DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED Most of the “la Caixa” Banking Foundation’s activity is carried out in Spain, this is therefore the territory where the direct economic value generated and economic value distributed are accrued. 114-115</p>		
	<p>G4-EC3: COVERAGE OF THE ORGANISATION’S DEFINED BENEFIT PLAN OBLIGATIONS The “la Caixa” Banking Foundation offers all its employees the same social benefits, regardless of the duration of the employment contract or the working hours. Furthermore, these benefits are the result of successive improvements incorporated into the Foundations’ collective agreement. 103</p>		Not verified externally
	<p>G4-EC4: FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT The “la Caixa” Banking Foundation did not receive significant financial assistance from governments in 2015.</p>		
	<p>G4-DMA 100</p> <p>G4-EC5: RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE AT SIGNIFICANT LOCATIONS OF OPERATION The largest part of the “la Caixa” Banking Foundation’s activity is carried out in Spain, with the same initial salary for both men and women. 100</p>		Not verified externally
Acquisition practices	<p>G4-DMA The largest part of the “la Caixa” Banking Foundation’s activities, and consequently purchases, are carried out in Spain.</p> <p>G4-EC9: PROPORTION OF SPENDING ON LOCAL SUPPLIERS AT SIGNIFICANT LOCATIONS OF OPERATION The volume of purchases from local suppliers is not significant.</p>		Not verified externally

MATERIAL ASPECTS	INFORMATION ON THE MANAGEMENT FOCUS AND INDICATORS (INDICATING WHAT SPECIFIC BASIC CONTENT CORRESPONDS TO EACH RELEVANT ASPECT; INCLUDING THE PAGE NUMBER OR A LINK)	OMISSIONS	EXTERNAL VERIFICATION
Category: Economy. Specific to sector	Allocation of resources G4-DMA: ALLOCATION OF RESOURCES (previously NGO7) 114-115		Not verified externally
	Sources of financing (ethical fund-raising) NGO8: SOURCES OF FINANCING BY CATEGORY AND THE FIVE LARGEST DONORS, AS WELL AS THE MONETARY VALUE OF THE CONTRIBUTION 114-115		Not verified externally
Category: Environment	G4-DMA 108. Minimising the impact on the environment. 112-113		
	Materials G4-EN1: MATERIALS BY WEIGHT AND VOLUME 113 G4-EN2: PERCENTAGE OF MATERIALS USED THAT ARE RECYCLED 113		Not verified externally
	G4-DMA 108. Minimising the impact on the environment. 110 112 113		
	G4-EN3: ENERGY CONSUMPTION INSIDE THE ORGANISATION 113 G4-EN4: ENERGY CONSUMPTION OUTSIDE THE ORGANISATION The most relevant energy consumptions outside the organisation are those associated with employee transport, the consumption of material, waste management and the consumption of water. Currently, efforts are being made to obtain the appropriate conversion factors to determine the energy consumption corresponding to this indicator in energy units. The data on CO ₂ emissions caused by these activities are reflected in the indicator G4-EN17. G4-EN6: REDUCTION OF ENERGY CONSUMPTION Quantitative data are not reported, just a description of the different initiatives carried out to conserve and improve the efficiency of the energy consumption. 113	Quantitative data for the G4-EN6 indicator are not included. The "la Caixa" Banking Foundation is currently making efforts to quantify and publish these data.	Not verified externally

MATERIAL ASPECTS	INFORMATION ON THE MANAGEMENT FOCUS AND INDICATORS (INDICATING WHAT SPECIFIC BASIC CONTENT CORRESPONDS TO EACH RELEVANT ASPECT; INCLUDING THE PAGE NUMBER OR A LINK)	OMISSIONS	EXTERNAL VERIFICATION
Water	<p>G4-DMA 108. Minimising the impact on the environment. 112 113</p>		
	<p>G4-EN8 TOTAL WATER WITHDRAWAL BY SOURCE 113</p> <p>G4-EN9 WATER SOURCES SIGNIFICANTLY AFFECTED BY WITHDRAWAL OF WATER The water consumed comes from the municipal supply and is discharged into the public sewer to be collected by urban residual water, therefore the possible affect on water sources is not considered.</p>		Not verified externally
	<p>G4-DMA 108. Minimising the impact on the environment. 110 112</p> <p>G4-EN15: DIRECT GREENHOUSE GAS EMISSIONS (SCOPE 1), G4-EN16: INDIRECT GREENHOUSE GAS EMISSIONS WHEN GENERATING ENERGY (SCOPE 2), G4-EN17: OTHER INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 3) 111</p> <p>G4-EN19: REDUCTION OF GREENHOUSE GAS EMISSIONS 110-111</p>		Not verified externally
Category: Environment <i>(continued)</i>	<p>G4-DMA 108. Minimising the impact on the environment. 112</p> <p>G4-EN22: TOTAL WATER DISCHARGE BY QUALITY AND DESTINATION The total water discharge is similar to the total water consumed originating from the municipal supply network which is discharged into the public sewer system.</p> <p>G4-EN23: TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD</p>	<p>There is no quantitative data for the indicator G4-EN23. The "la Caixa" Banking Foundation is currently making efforts to quantify and publish these data.</p>	Not verified externally

MATERIAL ASPECTS	INFORMATION ON THE MANAGEMENT FOCUS AND INDICATORS (INDICATING WHAT SPECIFIC BASIC CONTENT CORRESPONDS TO EACH RELEVANT ASPECT; INCLUDING THE PAGE NUMBER OR A LINK)	OMISSIONS	EXTERNAL VERIFICATION
Regulatory compliance	<p>G4-EN29: MONETARY VALUE OF SIGNIFICANT FINES AND TOTAL NUMBER OF NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS</p> <p>In 2015, the “la Caixa” Banking Foundation was not subject to any significant legal fines or sanctions relating to the compliance of environmental law.</p>		Not verified externally
<p>Category: Environment (continued)</p> <p>Overall</p>	<p>G4-DMA 108. Minimising the impact on the environment. 112</p> <p>G4-EN31: ENVIRONMENTAL PROTECTION EXPENDITURES AND INVESTMENTS BY TYPE</p>	<p>There is no quantitative data for the indicator G4-EN31. The “la Caixa” Banking Foundation is currently making efforts to quantify and publish these data.</p>	Not verified externally
<p>Category: Social performance Subcategory: Employment Labour practices and decent work</p>	<p>G4-DMA 94 97</p> <p>G4-LA1: TOTAL NUMBER AND RATES OF NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE GROUP, GENDER AND REGION 98</p> <p>G4-LA2: BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES, BY SIGNIFICANT LOCATIONS OF OPERATION</p> <p>The “la Caixa” Banking Foundation offers all its employees the same social benefits, regardless of the duration of the employment contract or the working hours. 103</p> <p>G4-LA3: RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE, BY GENDER 98</p>		Not verified externally

MATERIAL ASPECTS	INFORMATION ON THE MANAGEMENT FOCUS AND INDICATORS (INDICATING WHAT SPECIFIC BASIC CONTENT CORRESPONDS TO EACH RELEVANT ASPECT; INCLUDING THE PAGE NUMBER OR A LINK)	OMISSIONS	EXTERNAL VERIFICATION
<p><i>Subcategory: Labour practices and decent work (continued)</i></p>	<p>G4-DMA 94 95</p>		
	<p>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 95</p>		
	<p>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 GENDER The “la Caixa” Banking Foundation, due to its activity, does not have any disease that may be considered an occupational disease caused by the employment situation or activity. In 2015, there were no mortal victims, likewise in 2013 and 2014. 95</p>		<p>Not verified externally</p>
	<p>G4-LA8: HEALTH AND SAFETY TOPICS COVERED IN FORMAL AGREEMENTS WITH TRADE UNIONS 95</p>		
<p>Training and education</p>	<p>G4-DMA 94 101</p>		
	<p>G4-LA10: PROGRAMMES FOR SKILLS MANAGEMENT AND LIFELONG LEARNING THAT SUPPORT THE EMPLOYABILITY OF EMPLOYEES AND ASSIST THEM IN MANAGING CAREER ENDINGS 101-102</p>		<p>Not verified externally</p>
	<p>G4-LA11: PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY GENDER AND EMPLOYEE CATEGORY 101-102</p>		

MATERIAL ASPECTS	INFORMATION ON THE MANAGEMENT FOCUS AND INDICATORS (INDICATING WHAT SPECIFIC BASIC CONTENT CORRESPONDS TO EACH RELEVANT ASPECT; INCLUDING THE PAGE NUMBER OR A LINK)	OMISSIONS	EXTERNAL VERIFICATION
<i>Subcategory: Product responsibility (continued)</i> Customer privacy	<p>G4-DMA</p> <p>The “la Caixa” Banking Foundation carries out its relations in accordance with and within the framework of action described in Standard 028, Collection and Treatment of Personal Data, of the “la Caixa” Banking Foundation. This standard includes the actions that must be taken into consideration to protect the confidentiality of the personal data of the beneficiaries of the programmes and activities of the “la Caixa” Banking Foundation and its suppliers. The obligations of the “la Caixa” Banking Foundation and its employees concerning the collection and treatment of personal data guaranteeing the confidentiality and integrity of these data are set out in the Security Document of the Organic Law on the Protection of Personal Data and in Standard 023 of On Computer and Communications Security.</p> <p>G4-PR8: TOTAL NUMBER OF SUBSTANTIATED COMPLAINTS REGARDING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA</p> <p>In 2015 there were no duly substantiated complaints detected regarding privacy and losses of customer data.</p>		Not verified externally
	Stakeholder engagement processes	<p>G4-DMA: STAKEHOLDER ENGAGEMENT PROCESSES AFFECTED IN THE DESIGN, IMPLEMENTATION, OVERSIGHT AND ASSESSMENT OF THE POLICY AND ACTIONS OF THE PROGRAMME (previously NGO1)</p> <p>80. Involvement of stakeholders at different stages of the project (design, implementation, oversight and assessment).</p>	
<i>Subcategory: Product responsibility. Specific to sector</i>	<p>G4-DMA: MECHANISMS TO OBTAIN FEEDBACK AND COMPLAINTS IN RELATION TO THE PROGRAMMES AND THEIR POLICIES, AND TO DEFINE THE ACTIONS TO BE TAKEN IN RESPONSE (previous NGO2).</p> <p>82-83</p>		Not verified externally
	Control, evaluation and learning	<p>G4-DMA: SYSTEMS FOR THE MONITORING, EVALUATION AND LEARNING (INCLUDING SYSTEMS FOR THE MEASUREMENT OF PROGRAMME EFFICACY AND IMPACT) OF THE RESULTING CHANGES FROM THE PROGRAMMES AND HOW THEY ARE COMMUNICATED (previous NGO3)</p> <p>84-86</p>	
	<p>G4-DMA: MEASURES FOR THE INTEGRATION OF THE GENDER AND DIVERSITY COMPONENT IN THE DESIGN, IMPLEMENTATION, OVERSIGHT, ASSESSMENT AND LEARNING CYCLE OF THE PROGRAMME (previous NGO4)</p> <p>87-88</p>		Not verified externally

MATERIAL ASPECTS	INFORMATION ON THE MANAGEMENT FOCUS AND INDICATORS (INDICATING WHAT SPECIFIC BASIC CONTENT CORRESPONDS TO EACH RELEVANT ASPECT; INCLUDING THE PAGE NUMBER OR A LINK)	OMISSIONS	EXTERNAL VERIFICATION
<i>Subcategory: Product responsibility. Specific to sector (continued)</i>	Political impact and impact on public awareness- raising campaigns	G4-DMA: PROCESSES FOR THE FORMULATION, COMMUNICATION, IMPLEMENTATION AND CHANGE IN POSITIONS OF POLITICAL IMPACT AND IMPACT ON PUBLIC SENSITISATION CAMPAIGNS (previous NGO5) 88-90	Not verified externally
	Coordination with other actors	G4-DMA: PROCESSES THAT PERMIT CONSIDERATION AND COORDINATION WITH REGARD TO ACTIVITIES AND PROGRAMMES OF OTHER ACTORS (previous NGO6) 88-90	Not verified externally
Material aspects not included in GRI	Image of the "la Caixa" Foundation	68	Not verified externally
	Criteria in the selection of projects	10. Working towards a future of inclusion and progress for everyone. 42. Driving advanced research and innovation. 50. Promoting shared experiences of culture and knowledge. 80. Areas and programmes.	Not verified externally
	Environmen- tal projects	108-109	Not verified externally

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Alberto Van Stokkum

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Corporate Equality 2014



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