



Changing the present, building the future

10

Working towards a future
of inclusion and progress for
everyone

30

Driving research,
talent and innovation

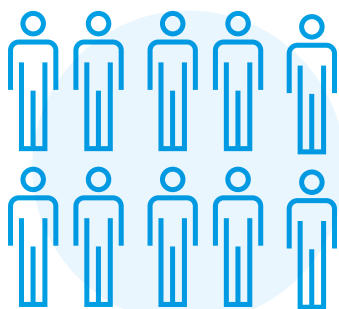
38

Promoting shared
experiences of
culture and knowledge

Beneficiaries
of the Foundation's
programmes

Over

10.8 million
people



Activities in 2016

48,980
initiatives

Index

04

Letter from the Chairman

06

Our Reason for Being

07

Horizon 2019

08

"la Caixa" Banking Foundation
Board of Trustees

09

"la Caixa" Banking Foundation
Management Team

10

**WORKING TOWARDS A
FUTURE OF INCLUSION
AND PROGRESS
FOR EVERYONE**

Child Poverty_12

Jobs_14

Housing_16

The Elderly_18

Comprehensive Care for People
with Advanced Illnesses_20

Volunteers_22

Interculturalism_24

Fundació de l'Esperança_26

International Programmes.
Alliances for Fighting
Poverty_28

30 **DRIVING RESEARCH, TALENT AND INNOVATION**

Research Collaboration
with Research Centres_32

Scholarships. Training for
Excellence and Future Researchers_34

Innovation for Society.
Transferring Research
Results_36

38 **PROMOTING SHARED EXPERIENCE OF CULTURE AND KNOWLEDGE**

Promoting Culture_40

30 Years of the
"la Caixa" Collection_42

Music_44

Travelling Exhibitions_46

CaixaForum Centres_48

CaixaForum Barcelona 48

CaixaForum Madrid 50

CaixaForum Zaragoza 52

CaixaForum Palma 54

CaixaForum Lleida 56

CaixaForum Girona 57

CaixaForum Tarragona 58

CosmoCaixa_60

Scientific Dissemination_62

Supporting Education. eduCaixa_64

Reflection, Dialogue and Social
Debate
Palau Macaya_66

68 Commitment to our stakeholders

80

Value generation and "la Caixa" Banking
Foundation activities

98

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

112

Committed to the environment

120

Banking Foundation Structure
with Criteria and CaixaBank

121

Budget expenditure

122

Annexes

When we walk together, we are all *Indispensable*

In 2016, the “la Caixa” Foundation took its first steps in implementing the improvements in its new strategic plan. During this process, which we have only just begun, we will be concentrating our efforts on interventions with the greatest and most effective transformative impact on society.

We understand that we already have the greatest capital required to achieve these new targets: the support and contribution of people from social organisations, schools, research centres, health centres and NGOs who all share the desire to transform and improve our communities, neighbourhoods, towns and cities. The “la Caixa” Foundation recognises the contribution made by these people and that of our volunteers, employees, shareholders and customers. In 2016, we identified them all and decided to recognise them by bringing them all together as the *Indispensable Ones*.

Who are the *Indispensable Ones*? They are the people who inspired the playwright Bertolt Brecht to write: “There are men who struggle for a day and they are good. There are men who struggle for a year and they are better. There are men who struggle many years, and they are better still. But there are those who struggle all their lives: these are the indispensable ones.”

They are, by way of example, the people who understand that education cannot be sustained by purely instrumental means and technology cannot bear all the burden of progress. Clearly, these goals are important, but in order to grow as individuals, we also need to transmit values along with skills and knowledge.

The *Indispensable Ones* spread this vision to other areas: the fight against poverty, improvement and humanisation of health, access to stable employment, decent housing, universalisation of culture, application of research to solve real problems, and much more. A vision that precisely matches that of “la Caixa” Foundation.

The values we identify in and share with the *Indispensable Ones* speak of a common heritage, a fragile territory where we need to ensure autonomy, equality, impartiality and solidarity. This would be the ideal habitat for the *Indispensable Ones* but we are well aware that we will find them in other, more hostile habitats, where their effort and dedication are needed to build a better world. We need them more than ever, as we are living in complex times.



Prosperity must be shared. This position matches the founding values of the "la Caixa" Foundation and remains one of our goals: contributing to the progress of people. What is one of the obstacles to the progress we want? Injustice. And what do we have to oppose this injustice? Social justice.

Concepts such as social justice are not gifted to us. We earn it every day through the work, effort and determination of thousands of entrepreneurs with the initiative and courage to start companies, produce goods and services, create jobs, innovate and make a commitment to society.

What is indispensable and necessary in a situation such as this, one where social justice has been worked for and earned to oppose injustice? People. People who work for a world where freedom, equality, solidarity and respect prevail and guarantee progress for everyone. We need them because they are Indispensable.

The *Indispensable Ones* reflect the society we want. They are a way of life with the lowest common denominator of shared values. These are values grounded in fundamental rights, such as the 1948 Universal Declaration of Human Rights, the principles of the 2000 Millennium Goals and the 17 United Nations Sustainable Development Goals of 2015. The "la Caixa" Foundation shares and subscribes to each and every one of these principles in all of its programmes.

It is on this common ground that we need to find direction. When fixing our gaze to the horizon, I like to use our symbol, Joan Miró's star. It's a point that transcends uncertainty, the route to overcoming fractures, a destination. I take the star as our guiding light, paving the way, and I like to think that we are not alone in working to address these social issues. As we continue on this path, ahead of us and by our side are many others walking the same path. When we walk together, we are all *Indispensable*.

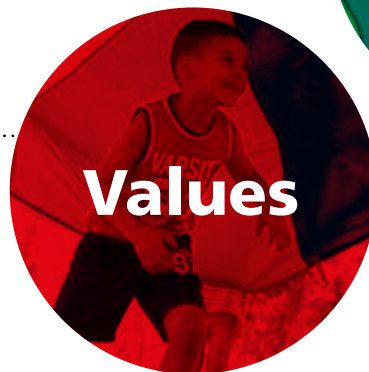
A handwritten signature in black ink that reads "I. Fainé". The signature is written in a cursive, slightly slanted style.

Isidro Fainé
Chairman of "la Caixa"
Banking Foundation

Our reason for being



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



Social commitment

We work to build a better society for people with a special focus on the weakest and those who have the least opportunities.

Responsibility

We strive to ensure that our actions meet standards of excellence in management and efficiency in results. We assess and measure our actions to make them long-lasting, sustainable and transformative.

Trust

Through the impact of programmes and the social recognition of the foundation's activity, we hope to prove ourselves worthy of the people's trust, with quality the basis of our actions and interventions.

Offering solutions to meet people's basic needs and generate equality opportunity.

Promoting research through training and research excellence to meet new challenges.

Disseminating culture, science and education to the whole of society.

Horizon 2019

Lines of action

1. Concentrating activity in the social, research and cultural fields.
2. Prioritising our interventions and their scope of application on key social programmes: the fight against child poverty and job creation.
3. Multiplying investment in research, impacting on the training of young scientists to promote pioneering, innovative research and transferring the resulting knowledge to society.
4. Ensuring excellence in educational and cultural activities, strengthening international alliances and the network of CaixaForum and CosmoCaixa centres.
5. Strengthening the operational and innovative dimensions of programmes, endowing them with dynamics for growth, drive, consolidation, knowledge transfer and return on investment in accordance with the objectives achieved.
6. Consolidating the organisation as a benchmark for dialogue, debate and reflection that highlights existing and potential social challenges while raising public awareness.
7. Improving the efficiency and quality of our activity with objective, rigorous, independent assessments of the impact of programmes while developing the talent of "la Caixa" Banking Foundation staff.

Principles for action

1. Subsidiarity

We must be selective, taking action where other stakeholders do not.

2. Anticipation

Anticipating new approaches to future needs.

3. Concentration

Dedicating more resources to programmes with the greatest transformative impact.

4. Flexibility

Adapting to changing realities and contexts with programmes that evolve and adapt.

5. Scope

Maximising the impact of programmes.

Board of Trustees of "la Caixa" Banking Foundation

Chairman

Isidro Fainé Casas

Deputy Chairman and Deputy Secretary

Alejandro García-Bragado Dalmau

Trustees

Antonio Aguilera Rodríguez

Eugenio Gay Montalvo

Asunción Ortega Enciso

Salvador Alemany Mas

Javier Godó Muntañola

Carlos Slim Helú

César Alierta Izuel

Francesc Homs Ferret

Javier Solana Madariaga

M^a Carmen Bruach Galián

Jaime Lanaspá Gatnau

Josefina Castellví Piulachs

Juan José López Burniol

Secretary (not member)

Óscar Calderón de Oya

CEO of "la Caixa" Banking Foundation

Jaume Giró Ribas

Assistant CEO of "la Caixa" Banking Foundation

Elisa Durán Montolio

Close date 31 December 2016.

Senior Management of "la Caixa" Banking Foundation

Chairman

Isidro Fainé Casas

CEO of "la Caixa" Banking Foundation

Jaume Giró Ribas*

Deputy General Director

Elisa Durán Montolio*

Corporate Director of the Finance and Resources Area

Esther Planas Herrera*

Corporate Director of the Social Area

Marc Simón Martínez*

Corporate Director of Regional Action and Centres

Rafael Chueca Blasco*

Corporate Director of Communications and Marketing

Jesús Nemesio Arroyo González*

Corporate Director of Human Resources and Strategy

Ángel Font Vidal*

Director of the International Area

H.R.H. the Infanta Cristina of Spain

Director of the Culture Area

Ignasi Miró Borràs

Director of the Organisation and Information Systems Area

Rosa María Cirera Clotet

Director of the Commerce and Education Area

Javier Bertolín Pueyo

Director of the Research and Knowledge Area

Jordi Portabella Calvete

Director of the Strategy and Internal Communication Area

Ignasi Calvera Cabeza

***Executive Committee of the "la Caixa" Banking Foundation**

Closure date 31 December 2016.





Working towards a future of inclusion and progress for everyone

EVERY YEAR, THE "LA CAIXA" BANKING FOUNDATION RENEWS ITS COMMITMENT TO SOCIETY TO SUPPORT THOSE WHO NEED IT MOST. THAT IS WHY IT FOSTERS STRATEGIC PROGRAMMES AGAINST CHILD POVERTY AND SOCIAL EXCLUSION, OFFERING WORK PLACEMENTS AND HELPING IMPROVE THE LIVING CONDITIONS OF THE MOST VULNERABLE.



> Enjoying the game and participating in open centres and camps is essential for promoting children's capabilities and full development.

Education as a tool in breaking the cycle of intergenerational poverty

The programme to combat child poverty CaixaProinfancia devotes its efforts and resources to ensuring equal opportunities for children and their families in vulnerable situations. To this end, it offers aid to provide educational support, non-formal education, family education, psychosocial therapy and promotion of good health.



Children benefiting in 2016

62,458

Families benefiting in 2016

38,298

In 2016, CaixaProinfancia supported a total of 62,458 children and 38,298 families. The working networks in collaboration with social organisations offer help in Spain's metropolitan areas.

The goal is to improve the academic performance of children and influence their personal surroundings. This reverses discriminatory dynamics and breaks the line of transmission of poverty from parents to children while strengthening family ties, self-esteem, the capacities of the children involved and the processes of social inclusion.

Also in 2016, agreements were reached with the Galician government and the city councils of A Coruña, Vigo, Santiago de Compostela, Ourense, Pontevedra, Lugo, Ciudad Real, Gran Canaria, Lanzarote and Fuerteventura for the joint implementation of the programme. One way of optimising resources is by coordinating the efforts of government and social organisations to reach more families.

Programme beneficiaries receive care and resources in health, educational support, non-formal education and health and hygiene, which includes psychosocial and psychomotor support, speech therapy and direct grants for families.

Basic kits with school supplies were given out to families at risk of exclusion at the start of the school year. These kits include educational support materials distributed throughout 426 collaborating social organisations.

Assessment of the programme shows that CaixaProinfancia is managing to reduce the early school drop-out rate by more than six percent compared with children that do not receive care from the programme.

In 2016, the 1st International Conference on *Children, Poverty and Educational Achievement: Socio-educational Networks* was held, which brought together more than 400 professionals.

In the area of socialisation, a total of 20,163 children took part in recreational activities in 2016 through open centres and camps, including city summer camps.

With regard to actions to improve parenting skills and the relationship between parents and children, the programme reached 7,346 parents in 2016.



272,354

Children benefiting from 2007 to 2016



Investment in the programme in 2016:

€54,7 M

Total cumulative investment in the programme from 2007 to 2016:
€506.40 M



Social organisations involved throughout the country:

426

30
cities

Grants for social initiative projects in the fight against child poverty in 2016:

€4 M

171 projects
68,416 beneficiaries

#INVULNERABLES

The "la Caixa" Banking Foundation, together with the Ministry of Labour, Social Affairs and Families, the FC Barcelona Foundation and the Rosa Oriol Foundation, initiated the #Invulnerables project, in line with the Sustainable Development Goals of the United Nations 2030 Agenda.

The programme works towards an agreement for dignity involving public and private institutions. It involves all stakeholders, government, business, individuals, educators, professionals and experts working towards the same goal: to respond to, offer support for, and ensure equal opportunities for children and families.

This project is being implemented in Figueres, Salt, Manlleu, Lloret de Mar, Manresa, El Vendrell, Tortosa and the Mariola neighbourhood in Lleida.

#Invulnerables was presented to Pope Francis I in an audience with representatives of the volunteers, families and companies involved in the project.



> The #Invulnerables programme offers resources to promote health, education, leisure, sport and a healthy lifestyle.



> By offering the means to break the vicious cycle of poverty, we foster equality of opportunity and a brighter future for children.

A decade helping the most vulnerable join the labour market

Incorpora programme



Job placements in 2016:

28,016

Hiring companies in 2016:

9,514



Placements since 2006:

137,818

Hiring companies since 2006: **41,903**

Grants for social initiative projects in socio-occupational integration in 2016:

194 projects
28,273 beneficiaries

The Incorpora programme celebrated 10 years working for the employment of groups and individuals that face greater difficulties in entering the labour market. The network of cooperation among companies and social organisations succeeded in creating 137,818 work placements.

In 2016, the number of effective placements reached 28,016. Incorpora targets people with some form of disability (sensory, physical, intellectual or mental), representing 27% of placements, and people with particular difficulties in finding work due to other circumstances, such as long-term unemployed, especially vulnerable youth and groups, women who have suffered gender-based violence and immigrants. These groups represent the other 73% of placements.

One group facing the greatest difficulties in finding work are people with some form of mental disorder.

In 2013, a new line was created, Incorpora Mental Health, which generated around 1,939 new jobs throughout Spain in 2016. People with mental disorders are one of

the most stigmatised groups, with higher unemployment rates than those with other forms of disability.

Action by work placement specialists has led to the creation of numerous employment opportunities for these groups. Through them, Incorpora offers comprehensive, individualised service to companies, providing advice to whoever needs it. It also provides full support in each phase of the process, from selection to full workplace integration for each person. Incorpora also provides training to empower and develop skills among highly vulnerable people. This training is provided through Incorpora Training Points.

During the year, the programme celebrated its 10-year anniversary throughout Spain for which several events were held to honour and recognise the people involved, as well as the most veteran companies, those that have provided the greatest number of placements, examples of successful entrepreneurship, and organisations and people who have supported the programme through special actions.



< Accessing the labour market is more difficult for groups such as young people, women, people over 45 and people with disabilities.

Reincorpora programme



Socio-occupational itineraries launched in 2016

1,748

Socio-occupational itineraries launched since 2011: **11,427**



Social organisations:

382

Job developers:

756



> The "la Caixa" Banking Foundation helps to build bridges with companies that need to create new jobs.



> Education and occupational training are two powerful tools for personal progress and finding a job.

INCORPORA CONSOLIDATED ITS POSITION IN MOROCCO AND POLAND AND DEBUTED IN HUNGARY

Of the total job placements in 2016 achieved by Incorpora, 461 were in Morocco and 349 in Poland. The programme was expanded to other countries a few years ago, including these two, and agreements have already been reached there with different companies.

As for implementation of the Incorpora programme in Hungary through the ERSTE Foundation, 2016 saw the first results with a balance of 90 work placements achieved thanks to the participation of various companies and social organisations. A total of 36 of these placements were for disabled people, while the rest were spread among people in extreme poverty, young people, women, the long-term unemployed and people over 45.

REINCORPORA REACHES 77% WORK PLACEMENTS

The Reincorpora programme aims to achieve social and work integration among the prison population in the final stretch of their sentence. In 2016, work placement resulting from the socio-occupational itineraries reached 77%, a total of 1,154 effective work placements.

The key to this result was participation and continuous support by experts from different social organisations working with the programme to provide individualised support based on the needs and history of each participant.

The range of socio-occupational itineraries offered is completed with charity and community service projects. There were 21,745 beneficiaries of these community services in 2016.



> One of the “la Caixa” Banking Foundation housing developments.

Helping to support the life projects of the most vulnerable in society

Facilitating access to housing is another of the “la Caixa” Banking Foundation’s priorities, in line with public concerns. Through different initiatives (accessible housing, solidarity rents, social rents and the Social Housing Fund) the “la Caixa” Group now has over 33,000 flats. This housing, with monthly rents starting at €85, is distributed throughout Spain and is available to everyone lacking resources.

Lack of decent housing and difficulties in accessing it are major factors in the risk of social exclusion. The increased vulnerability of various groups, mainly young people, the elderly and growing numbers of very low-income families, has led the “la Caixa” Foundation to develop programmes that cover these needs.

Affordable Housing concentrates its efforts on offering alternatives to ensure emancipation of young people looking for their first home, as well as offering the elderly a dignified place to live. The



> Finding new hope in access to decent housing.

programme has also started offering help to the growing numbers of low-income families due to the financial crisis.

In 2016, the programme provided 71 new homes with rents of between EUR 190 and 425 or between EUR 250 and 540 for families.

The second programme is Solidarity Rent. The Centralised Solidarity Rent system offers flats for rent to people on very low incomes.

In 2016, this system offered 167 flats and placed 5,908 homes on the market. Leases are for between three and five years and are subsidised by the “la Caixa” Foundation for 50% of the cost for the duration of the contract.

The second option, Decentralised Solidarity Rent, facilitates access to housing for people

with difficulties in paying the amounts of conventional rents.

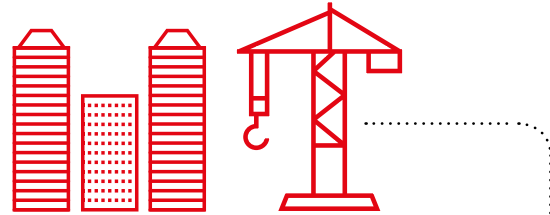
In 2016, Decentralised Solidary Rent delivered 1,023 houses and has managed a stock of 7,106 flats since 2011. The contracts are for five years and also subsidise 50% of the cost for the first two years.

Affordable Housing

Flats delivered in 2016:

71

Flats delivered since 2005: **3,990**



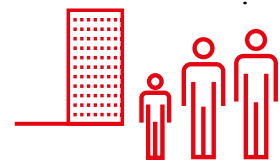
MORE OPPORTUNITIES FOR BECOMING INDEPENDENT BY HELPING SOCIAL ORGANISATIONS

Every year, the "la Caixa" Foundation provides grants for projects by organisations working for social integration and which support groups in situations of exclusion, increased vulnerability or difficulties accessing work or decent housing on an equal footing.

In 2016, 19.7 million euros were awarded to social initiatives, of which 1.17 million euros were given to 45 projects for social inclusion housing as part of the general round of grants offered by the "la Caixa" Banking Foundation.

These grants are in addition to EUR 152,430 in specific local grants that supported seven other social housing projects. In 2016, the beneficiaries of housing resources from these 52 projects was estimated at 3,800 people.

Solidarity Rent



Centralised, flats delivered in 2016:

167

Decentralised, flats delivered in 2016:

1,023



The Affordable Housing and Solidarity Rent programmes manage their portfolio of flats through a website that offers support and assistance to tenants.

> The Affordable Housing programme has put nearly 4,000 new flats on the market.

Meeting the new needs of the elderly community

The elderly support programme is our longest-running programme, with a century of activities and projects of all kinds aimed at providing care and service and meeting the needs of the elderly. The new initiatives launched in 2016 include the programme *Live Well, Feel Better*.



> Volunteers' support in supporting the elderly helps prevent situations of loneliness and isolation.

SUPPORTING AND PROTECTING PEOPLE WITH COGNITIVE IMPAIRMENT

In 2016, we held a series of training and counselling workshops for professionals working with people experiencing situations of cognitive impairment.

The conferences organised in conjunction with Alzheimer Catalunya aimed to offer a view on issues related to pre-guardianship and guardianship of those affected by a debilitating illness.

These are people in situations of extreme vulnerability, so actions by their caregivers must be organised to place their needs and interests first.

Programmes for the elderly have developed to include actions to promote active and healthy ageing. These include projects aimed at mobilisation, integration and social participation, training in new technologies and preventive health programmes and good habits, and more.

In the case of the new *Live Well, Feel Better* programme, the aim is to meet needs in the field of personal development and processes of change that have to be faced as part of the ageing process.

Actions to promote health and well-being include the new *Feed your Well-being* workshop, which offers guidelines and habits for a healthy, balanced diet. This initiative is one of the various proposals for consolidating healthy habits with physical and cognitive preventive activities.

Since 2013, the *Always Someone There* programme has been one of the Foundation's activities for caring for vulnerable elderly people. *Always Someone There* aims to raise awareness about situations of loneliness. Since it began in 2013, over 4,175 people have participated in the organised awareness-raising activities. In 2016 alone, 247 cases were identified and 112 people were added.

The network of volunteers for programmes for the elderly has generated a forum for action and interaction with other groups. Thanks to their work, diverse activities such as support programmes for prison inmates, accompaniment to CiberCaixa hospital spaces and community work to introduce elderly people to new technologies and the habit of reading are carried out.



> Promoting health and good habits are an important aspect in caring for the elderly.



> An exercise in cognitive stimulation as part of research into Alzheimer's disease.

PUTTING PEOPLE FIRST: CARING AS WE WOULD LIKE TO BE CARED FOR

The year 2016 saw the presentation of the charter *Putting People First: Caring as We Would Like to be Cared For*. The document is the result of research and a participatory process on care and dependence to promote debate, visibility and social awareness about this far-reaching issue.

The charters stresses how caregivers' lives are affected and the values, such as dignity, autonomy, shared responsibility or mainstreaming, on which dependency care should be based.

It discusses future challenges such as the need to improve preventive care in community environments and take advantage of the opportunities provided by technology. It also discusses returning the focus to people by reinforcing personal skills, promoting comprehensive approaches and improving recognition for carers.



Number of centres:

618

Volunteers' Associations for the Elderly in 2016:

11



Number of volunteers involved in Elderly programmes in 2016:

3,302

Beneficiaries of activities carried out by volunteers: **589,052**

Activities led by volunteers: **4,914**

Grants for social initiative projects to promote autonomy and care for ageing, disability and dependence in 2016:

284 projects
99,839 beneficiaries



Beneficiaries of the Elderly programmes in 2016:
820,179

Elderly associations:
60

Internal members of EspacioCaixa:
44,000

Activities within the Elderly programmes in 2016:

16,694

Activities in programmes led by professionals:



Health and well-being programmes



Training and social participation programmes



Personal development and life cycle programmes



> Emotional, social and spiritual support for patients helps support people suffering from advanced diseases.

End-of-life care

The goal of the Comprehensive Care for People with Advanced Illnesses programme is to humanise end-of-life care. In 2016, a total of 20,691 patients and 28,922 relatives were assisted by the psychosocial care team.

The Comprehensive Care for People with Advanced Illnesses programme serves as a support instrument that complements the palliative care model in the public health system. The teams working on the programme offer **psychosocial care and emotional, social and spiritual support** to patients and their families.

The programme also provides bereavement counselling and support for palliative care professionals. To do this, the programme has 652 volunteers in addition to the 220 professionals from the 42 psychosocial support teams.

In 2016, monitoring of programme effectiveness assessed spiritual care, issues relating to transcendence, the meaning of life, the need for recognition as people and burdens of the past, needs such as reconciliation, pardon, repentance and emotional and spiritual aspects. The results show that the needs identified improved by 94% among those receiving care from the psychosocial care team. Overall, the programme reduced levels of anxiety, while improvements were also noticed in people's adaptability to the changing course of their illness.

Scientific assessment shows that care improves patients' psychological, social and spiritual situation.



Patients assisted in 2016:
20,691

Patients assisted since 2008: **104,252**



Relatives receiving attention in 2016:
28,922

Relatives that have received attention since 2008:
150,448

Number of psychosocial care teams
42 teams | **220** professionals



> Psychosocial care also means better support for patients' relatives.



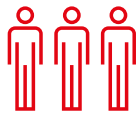
LONELINESS AND END-OF-LIFE PROJECT

The general aim of the *Loneliness and End-of-Life* project is to lighten the suffering caused by loneliness among people with advanced illnesses through the support of volunteers.

The programme aims to identify situations of loneliness in people at the end of their lives living in healthcare centres, nursing homes or their own houses with little social or family support. Volunteers receive specific training and accompany them in leisure activities and talk to them, and provide support through other activities. This experience started in Madrid, Barcelona, Bilbao and Ceuta.

Volunteers in the Advanced Illnesses programme:

652



Volunteers in the *Loneliness and End-of-Life* project:

315



109
healthcare centres



126
home care teams



5
active EspacioCaixa services

"la Caixa" volunteers committed to the most vulnerable

A good example is *Volunteers' Day*, when 41 cities in Spain are mobilised to act in a number of inclusive cultural, leisure and sports activities for children at risk of social exclusion. The day is estimated to have mobilised over 1,000 "la Caixa" volunteers and was attended by some 9,000 of the most vulnerable children.



Total "la Caixa" volunteers in 2016:

15,013

Corporate volunteers in 2016:

9,225

27.25% of "la Caixa" staff (approximately 30,000 people)



Number of volunteer branches in 2016:

39



Number of activities promoted by corporate volunteers in 2016:

2,215

Estimated beneficiaries of corporate volunteers' actions: **195,755**

The "la Caixa" volunteer programme carries out a wide range of activities both through the branches of the "la Caixa" volunteers' associations and involvement with programmes run by "la Caixa" Foundation.

Many of these actions involve promoting sports and leisure activities aimed at specific groups, with a particular focus on children in vulnerable situations. There are also activities aimed at including people with disabilities, support for hospitalised children, food collection, actions for social and work reintegration for people at risk of social and labour exclusion and for environmental protection.

Examples include campaigns to support soup kitchens and school dinners in Zaragoza, Pamplona and Barcelona, among others.

A good example of the consolidation of the corporate volunteer programme is the 44.58% growth in the number of activities and the 20% growth in the number of volunteers compared to the previous year. By the end of 2016, the number of "la Caixa" volunteers had reached 9,225, rising to 15,013 if programme volunteers are included.

In 2016, the volunteer organisational structure was simplified with the dissolution of the Fasvol and the "la Caixa" volunteers'



> The CEO of the "la Caixa" Banking Foundation, Jaime Giró, in an activity on Volunteers' Day.



> We support and accompany the elderly.

associations, creating a single “la Caixa” Volunteers’ Association, bringing together 39 branches throughout the country.

Its founding members are the “la Caixa” Banking Foundation, CaixaBank and the Fundación de la Esperanza. Its main goal is to promote altruistic participation by current and former employees, friends, family members and people associated with the “la Caixa” Group.



THE CAMPAIGN NO CHILD WITHOUT A MOUSTACHE

The milk collection campaign, *No Child Without a Moustache*, managed to mobilise the largest numbers of people last year, collecting one and a half million litres of milk. The involvement of volunteers from “la Caixa” as well as the 5,399 collection points in CaixaBank offices and “la Caixa” Foundation centres made it possible to collect so much of this basic food product. The campaign allowed people to donate milk at collection points and a wide-reaching mobilisation campaign was conducted on social networks with the help of volunteers, companies and well-known personalities like Ferran Adrià, Shakira, Xavi Hernández, Sister Lucía Caram, Rafael and Maria Valverde.



▲ (TOP) In 2016, the “la Caixa” Foundation strengthened volunteer actions for children through its campaigns to collect milk and support school canteens. (BOTTOM) A fun-filled day that mobilised thousands of children.

Advancing towards harmonious, communal coexistence

The goal of the Intercultural Community Intervention programme is to strengthen social cohesion in areas of high diversity. For six years, it has reconnected and reinforced bonds to strengthen the values of peaceful coexistence, respect and tolerance. It has now consolidated a model for action that can be replicated in other territories.

The best way to get an idea of the degree to which the programme has become established is to look at the numbers of institutions, organisations, professionals and experts in the working teams that have participated in social cohesion processes. The extensive network of relationships built thanks to their work is evident in the hundreds of activities that have been arranged, directed and carried out by members of the communities in the 39 areas of intervention.

The programme's method allows local councils and social organisations to play

key roles and prioritises strengthening social relations in the territories to prevent and reverse situations of social conflict in favour of coexistence.

The empowerment of citizens involved in these activities has been critical in the programme's success. The participatory and community work carried out by the teams concentrated efforts in three areas of action: education, health and citizen participation.

The involvement of health centres, schools and community centres, as well as the respective responsible local authorities and institutions, was also key. The programmed activities placed special emphasis on children, young people and families.

The programme has also led to the extension of coexistence agreements and partnerships linking up and involving social agents in the area, as well as the local, provincial and national administrations.

In 2016, the results of the 2015 survey on intercultural coexistence at the local level were presented. The survey was presented at a conference held at CaixaForum Madrid



> The involvement of schools in the programme was essential in organising wide-reaching community activities.

by the scientific team responsible for the project. Results so far show a favourable trend in all indicators, thus confirming that the public understand diversity as a strategic resource to boost coexistence and local development.

EXPANDING THE PROGRAMME TO NEW REGIONS

In 2016, the Programme of Intercultural Community Intervention published a set of five volumes called *Together for Coexistence*. This publication is a joint work by the programme's scientific advisory team and the Autonomous University of Madrid. *Together for Coexistence* covers the development of the model for interventions applied in the territories since 2010.

The results of the programme's interventions and working dynamic have enabled publication of these books, which aim to systematise and assess actions taken. The result is a set of documents that offer the keys to replicating these interventions while adapting them to different territories and explaining how to do so in a way that is sustainable.



> The programme enabled us to draw up an up-to-date diversity map of all of Spain.

Over six years, the programme has created a broad network of relationships to expand community actions in 39 territories.



> Experts and professionals from governmental bodies and organisations working together to foster a greater sense of community.



Activities carried out in 2016:

2,210



Participants in activities in 2016:
179,466



Activity territories:

39

Agreements with local governments:

32

Grants for social initiative projects in interculturality and social action in 2016:

145 projects
119,423 beneficiaries

Agreements with social organisations:

35





> Children at risk of social exclusion are one of the most important groups to receive attention from Fundación la Esperanza.

There is hope with the Esperanza

The Fundación de la Esperanza is an organisation that undertakes direct local social action, targeting highly vulnerable people looking for a better life. It is an innovative institution that networks with other organisations and experiences the full reality of some of the most tourist-filled, historic and poor districts in Barcelona, such as Ciutat Vella.



Beneficiaries of shelter services, care and follow-up (new and continued):

712

People sheltered at La Casa de Receso:

45



Beneficiaries of educational services:

204

The Foundation, which networks with its nearest organisations, offers care and resources to cover the needs of people in situations of poverty, with a clear goal: reinforcing autonomy to improve long-term quality of life.

The Fundación de la Esperanza has 23 permanent members of staff and 51 volunteers who provide support for different projects and services. It works with and for people; from the moment of contact it places special emphasis on positive reinforcement of potentials, building links and social actions through a comprehensive, relational approach. In 2016, the Foundation assisted a total of 1,615 people.



> The CiberCaixa You've Got Talent is one of the areas in the centre.

La Casa de Receso is the place that most resembles home for its residents. With 41 rooms, it takes in women aged 18 to 35 without children and from all parts of the world. These are women in situations of extreme vulnerability who need comprehensive, on-going personal accompaniment (socio-educational, health, training and work areas) to help them achieve and ensure the optimum degree of autonomy and independence. In 2016, a total of 45 women were taken in for

varying periods of time, depending on their individual needs.

The educational action, which is offered 24 hours a day, 365 days a year, is undertaken with an Individual Work Plan which is developed with and adapted to each child.

One of the key principals of comprehensive care for families is children's education. This is why the Fundación de la Esperanza places special emphasis on diversity and provides different spaces for accompaniment, reinforcing education and discovering talent, as well as other activities that meet the individual needs of each child and adolescent. It also provides a mother-child area for new mothers and their babies. A total of 204 children, adolescents and newborns enjoyed this space together with their mothers in 2016.

Training and work placement



112
job placements

297
people assisted

Services for over 45s with prior training

63
job placements

201
people assisted



Entrepreneurship and self-employment



Businesses created:
92

Job placements in 2016:
101



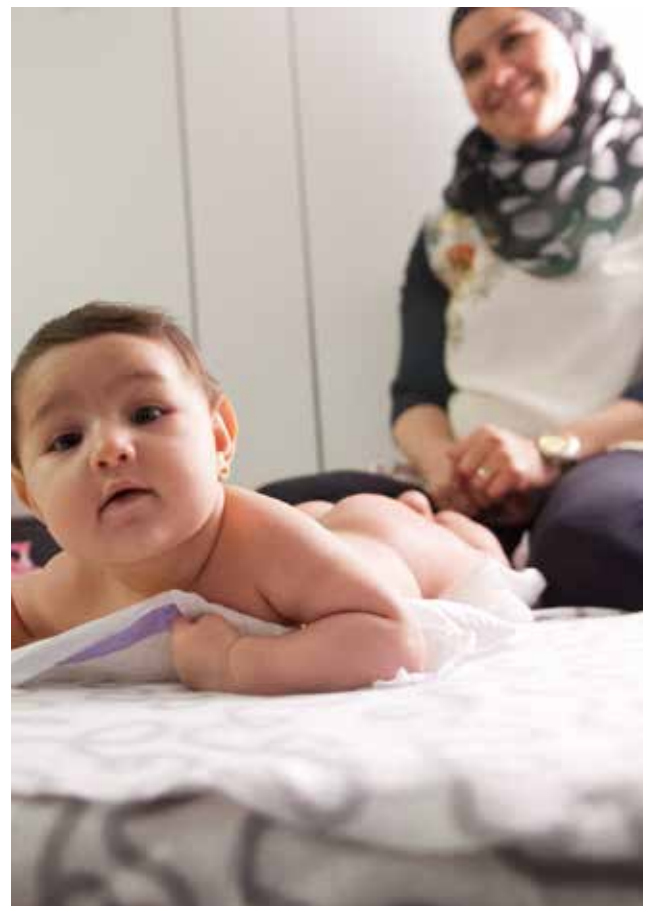
People assisted in 2016:
156

THE FOUNDATION WORKS TO FOSTER AND MOTIVATE INTEGRATION IN THE JOB MARKET

The Fundación de la Esperanza accompanies candidates in their search for work and provides personal follow-up to provide them with the tools needed to compensate for their professional or emotional deficiencies. As part of the comprehensive assistance, the foundation also offers training to people who need it. In 2016, it assisted a total of 654 people.

The +45 programme is a pioneering project for job placement of unemployed people aged over 45 with higher training or a long professional career. These are vulnerable middle-class or upper-middle-class people in situations of long-term unemployment with economic and family responsibilities they are unable to meet. 54% of the people who found work had an income of less than €500 a month and 41% had no income at all.

Setting up businesses and self-employment are also a means of finding work. We provide advice and help develop the business idea. We analyse feasibility and help to obtain the necessary funding, provide information and help with the procedures for founding the company and obtaining credit and subsidies, and other actions. Fundación de la Esperanza has signed an agreement with MicroBank to facilitate access to funding through microcredits for users. Projects can receive up to EUR 25,000 (a maximum of 95% of the investment).



> The Fundación la Esperanza has a mother and child care service.



> The International Area promotes entrepreneurial projects for young people and women in Latin America, Africa and Asia.



At the Foundation we promote projects to contribute to a more equal world

The "la Caixa" Banking Foundation fosters programmes and establishes alliances to promote job creation and education and health improvements among the most vulnerable communities in Africa, Asia and Latin America. The purpose of these actions is to contribute to a world with less inequality.



Development projects started in 2016:

12

Countries where they are carried out:

8



Estimated beneficiaries of the projects started in 2016:

27,976

In 2016, the "la Caixa" Foundation started 12 economic development projects in 8 countries in Africa, Asia and Latin America, benefiting over 27,000 small producers.

These projects are aimed at job and business creation to help build stable economic structures to improve the living conditions of populations in vulnerable areas. Everything is carried out in conjunction with national and international organisations.

In 2016, "la Caixa" international volunteers received help from 40 new volunteers through CooperantesCaixa, who helped strengthen financial and business management in 20 projects in 14 countries. A good part of these programmes are executed with other organisations through the network of strategic alliances developed

by the "la Caixa" Banking Foundation. These agreements include the fight against pneumonia with UNICEF and the partnership with ISGlobal in the fight against malaria.

In the case of UNICEF, improvements are being implemented in rapid diagnosis for pneumonia and the immediate application of treatment in countries with high rates of the disease, such as Ethiopia.

The "la Caixa" malaria programme is being implemented in the south of Mozambique, with very promising results in the treatment and eradication of the disease.

The "la Caixa" Banking Foundation has an agreement with GAVI, the Vaccine Alliance which has enabled 2.3 million children to receive vaccinations, thanks also to donations from the Business Alliance, employees and microdonations.

The cooperation and commitment of CaixaBank Empresas, CaixaBank Banca Privada, CaixaBank Corporate Unit, CaixaBank Consumer Finance, CaixaBank

Estimated number of children vaccinated in 2016:

93,500

Estimated number of children vaccinated since 2008: **2,313,837**



Equipment Finance and the entire network of offices to dissemination activities were crucial to their success.

Finally, awareness-raising actions included the *My World, Challenges for a Better World* exhibition, *The Most Important Thing*, *Portraits of an Escape* photo exhibitions and *India, Land of Dreams* by the photographer Cristina García Rodero, and lectures by the journalist Gervasio Sánchez "War is not a Show" in the *Meetings with Commitment* programme.

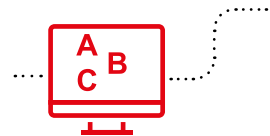


> Global health, one of the priorities of the International Department.

PROFUTURO: EXTENDING SELF-SUFFICIENT DIGITAL CLASSROOMS

In 2016, the "la Caixa" Banking Foundation and the Telefónica Foundation signed an alliance to develop the *ProFuturo* programme jointly. This project aims to reduce the educational gap and boost the digital education of children in unfavourable environments.

The plan is to expand the programme to sub-Saharan Africa, Latin America and Asia. The digital mobile classroom includes computer equipment and devices that do not require an Internet connection to work.



74,710

Beneficiaries of the *ProFuturo* project in 2016

SYRIA AND CHILD MALNUTRITION WERE AT THE HEART OF HUMANITARIAN EMERGENCY CAMPAIGNS

Last year, campaigns offering humanitarian aid in emergency situations focussed on Syrian refugees and combating child malnutrition. Over €191,000 was collected and donated to UNHCR. These proceeds were given to help 1,800 Syrian families, about 9,000 people in refugee camps Domiz 1 and Domiz 2 in Iraqi Kurdistan.

In the campaign to combat child malnutrition, the proceeds were given to help 23,000 children and mothers in Ethiopia and Sub-Saharan Africa.



> "la Caixa" works with campaigns to combat child malnutrition.



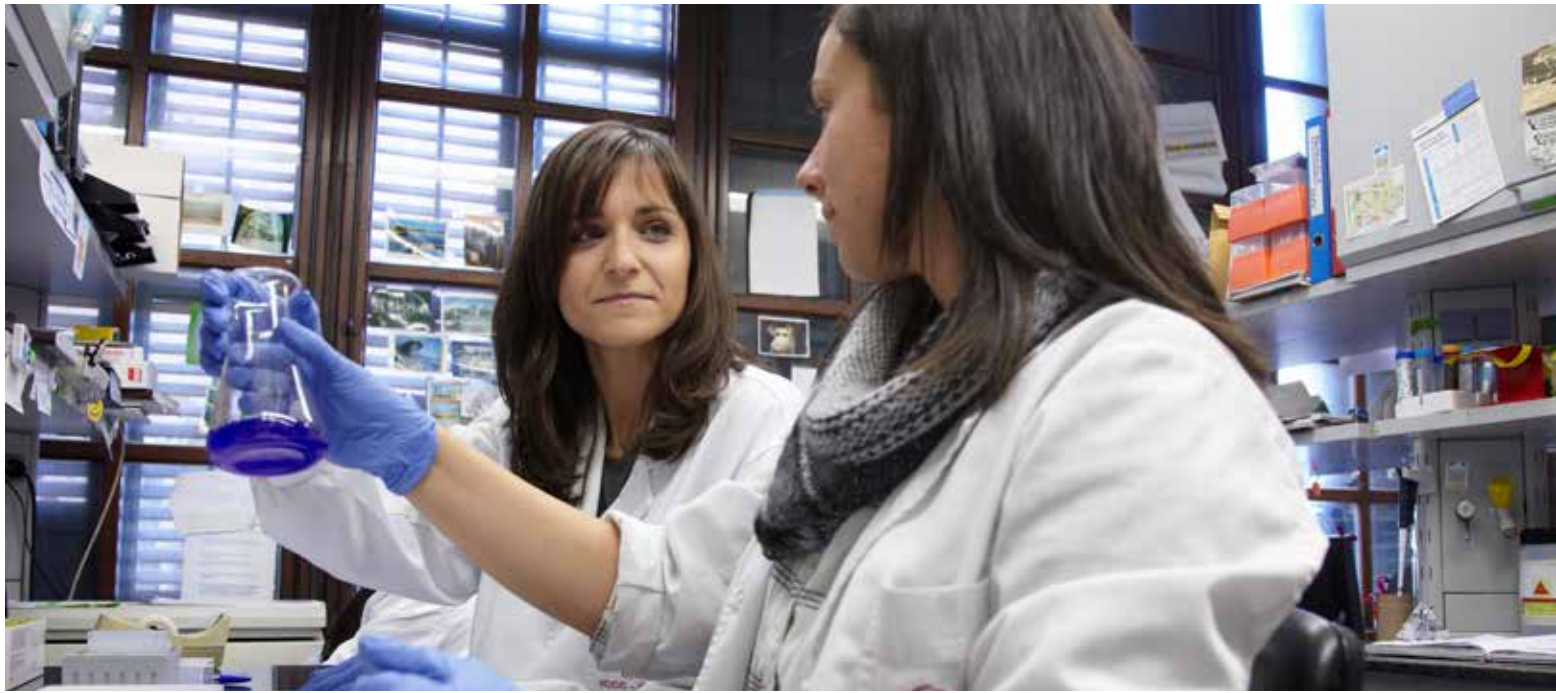
> These travelling exhibitions are part of the awareness campaigns.



Driving research, talent and innovation

PROGRESSING IN THE DEVELOPMENT OF RESEARCH AND INNOVATION AND ENSURING PROGRESS MADE BY RESEARCHERS HAS A REAL, TRANSFORMATIONAL IMPACT ON SOCIETY IS AN ESSENTIAL GOAL FOR THE "LA CAIXA" FOUNDATION, AS IS FOSTERING AND PROMOTING TALENT AND EXCELLENCE IN TRAINING.





> Research support programmes fund projects in the field of social and health sciences and the humanities.



RecerCaixa grants in 2016:
€1.6 M

RecerCaixa grants since
2010: **€9.9 M**

Research projects
financed since 2010: **139**

Number of
projects chosen:
19 from a
total of 211
candidate
projects

Investment in research
projects in 2016:
€23.9 M



Total number
of research
projects in
2016:
147

An expert advisory council to support research, innovation and talent

The “la Caixa” Foundation offers support, tools and funding for the principal research centres of Spain. These, the most advanced centres, drive pioneering research projects in the areas of the life sciences, health, social sciences and the humanities.

The “la Caixa” Banking Foundation created an advisory council in 2016 with internationally renowned research experts. Its objectives include prioritising support for high-level research.

The “la Caixa” Banking Foundation and the Cellex Foundation have launched a new foetal surgery research project that have made the two foundations the main promoters of research into foetal and perinatal medicine.

Dr Manuel Esteller, director of the Epigenetics and Biology of Cancer Programme at the Institute of Biomedical Research of Bellvitge (IDIBELL), presented a pioneering study to predict patient response to new treatments in those who no longer respond to conventional treatments.

The Foundation continues to provide support to the National Cancer Research Centre (CNIO), the Cancer Institute of Catalonia and the Vall d’Hebron Institute of Oncology (VHIO). The latter institute contributes to the MARA University of Technology (UITM), which in 2016 treated 1,800 patients with cancer and performed 250 clinical trials.

Since 1995 the “la Caixa” Foundation has supported the fight against HIV through the AIDS Research Institute (IrsiCaixa). In 2016, in conjunction with the Barcelona Supercomputing Centre (BSC-CNS), they presented a bioinformatics method to predict the effect of mutations on virus drug resistance. They also synthesised a molecule effective against the human HIV virus, hepatitis C and Dengue and West Nile



> Expert Advisory Council on Research. Standing, left to right: Jordi Portabella, Josefina Castellví, Joan Massagué, Jaume Giró, Pedro Alonso, Victòria Camps and Pere Berga. Sitting, left to right: Israel Ruiz, Juan Ignacio Cirac, Josep Baselga, Isidro Fainé, Javier Solana, Valentí Fuster and Andreu Mas-Colell.

viruses. This opens the door for new broad spectrum retroviral drugs.

The “la Caixa” Foundation also supports the Centre for Biomedical Network Research on Rare Diseases (CIBER) to develop a preclinical research project on a mitochondrial disease. The project is led by the neuromuscular and mitochondrial pathology group at the Vall d’Hebron Research Institute (VHIR).

In the field of neuroscience, the “la Caixa” Foundation supports the GR@CE project on Alzheimer’s research, which will be carried out over the next three years.

RECERCAIXA AWARDS GRANTED TO 19 ADVANCED RESEARCH PROPOSALS

In 2016, RecerCaixa, the advanced research support programme, awarded a new round of 19 grants for pioneering projects in the disciplines of social and health sciences, with a budget of EUR 1.6 million.

Also in 2016, some of the works selected for earlier grants were presented, such as Narcís Parés (DTIC-UPF) on *Using ICT to integrate children with autism into society: IN-AUTIS-TIC*, Antoni Rodríguez (ICREA) on *The impact of music therapy in improving motor and emotional skills and quality of life of patients with acute stroke* and Mireia Diaz’s project (ICO-IDIBELL) on *Reducing inequalities in the prevention of cervical cancer: implementation of an organised screening system*.



Priorities:
Medical research



Research into global health and epidemiology through ISGlobal



Research into neuroscience



> With the support of the “la Caixa” Banking Foundation, applied research is advancing in oncology, degenerative diseases, AIDS and other areas.



> With “la Caixa” scholarships we provide opportunities for the best talent to study at the universities and research centres in the world.

We foster research talent and the training of young people in the best universities and research centres in the world

The “la Caixa” scholarship programme provides opportunities for the most brilliant university students to follow their postgraduate studies at the best universities and research centres in the world. Every year, scholarships are offered for postgraduate courses abroad and doctorates in Spain.

In 2016, the “la Caixa” scholarships were awarded for the 35th time, offering a total of 188 postgraduate scholarships: 120 for studying abroad and 68 for doctorates in Spain.

With regard to international scholarships, there were 65 scholarships to study in Europe and 55 to study in North America and Asian-Pacific countries.

In terms of national scholarships, a total of 20 were awarded for doctorates in Spanish universities or research centres and 48 were awarded in the Severo Ochoa international doctorate programme. These grants offer the chance for Spanish or foreign researchers to pursue a doctorate at any of the centres with Severo Ochoa excellence accreditation.



Postgraduate scholarships granted in 2016:

188

Scholarships awarded since 1982: **4,348**



Spanish doctorate scholarship programme:

20



Postgraduate scholarships abroad:

120



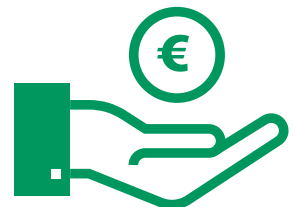
Severo Ochoa scholarships:

48

Investment in scholarships:

€18.6 M

Cumulative investment since 1982: **€ 200.65 M**



Individuals with “la Caixa” scholarships are members of the Association of “la Caixa” Scholarship Holders, which organises a number of activities throughout the year. One of the initiatives that drew the most interest was the series of talks named *Horizons: Talks & Lectures*. These are lecture-discussions in which a scholarship holder invites a recognised figure who he or she knows personally to talk about topics of interest.

In 2016, a total of six talks in this series were organised covering topics like education, the role of Europe in the world geopolitical theatre, the effect of pollutants on health, and other topics. The talks were given by guest speakers, including Javier Solana, president of the ESADE Center for Global Economy and Geopolitics, economist Andreu Mas-Colell and paediatrician and New York University researcher Leonardo Trasande, among other speakers.



> “la Caixa” grant recipients are an active community that grows with every year.

THE INPHINIT DOCTORATE SCHOLARSHIPS TO ATTRACT INTERNATIONAL TALENT

In 2017, “la Caixa” will begin a new international doctorate scholarship programme: INPHINIT. These scholarships aim to provide support to the best scientific talent and promote high-quality research in Spain by contracting excellent international students.

A total of 57 three-year scholarships are planned each year to pursue a doctorate at an institution with “Severo Ochoa” or “María de Maeztu” accreditation for excellence or one of the Carlos III Health Research Institutes.

The European Commission is contributing EUR 4.7 million for the first two sets of scholarships.



> The 2015 scholarship holders in the traditional photo with Their Majesties the King and Queen of Spain after the scholarship reward ceremony.

New impetus for technology transfer projects

The “la Caixa” Foundation works to make sure research results have the greatest social impact possible. Thus, the second Caixalmpulse programme increased the number of beneficiary projects to 20 and increased funding to EUR 70,000.

The results of the research in centres funded by the “la Caixa” Foundation, such as IrsiCaixa, are already benefiting society.

Caixalmpulse is a pioneering initiative in Spain, fostering innovation with the main aim of improving health and quality of life in society.

Promoted by the “la Caixa” Foundation and Caixa Capital Risc, through open and competitive calls, the programme selects projects with the best potential for transferring research results to society by creating spin-offs, licences or services for the market. As well as funding, the Caixalmpulse projects benefit from an accompaniment service that provides training, mentoring and consulting over eight months.

The 20 selected projects in 2016 come from different research centres, universities, foundations and hospitals from around Spain, in Andalusia, Catalonia, Galicia, Navarre and the Community of Valencia. The topics are extremely varied, including a new diagnostic tool for endometrial cancer, the development of vaccines for multidrug-resistant infections, a tool for improving resistant hypertension and a device for knee surgery rehabilitation.

Last year, the prestigious European Institute of Technology (EIT) and Health (EIT-Health) recognised the work carried out by Caixalmpulse in providing financial



> The grants prioritise research that offers the greatest impact and meets the needs of society.

support and included it as a key element in its Europe-wide acceleration programme. Furthermore, the first EIT-Health summit was held at CosmoCaixa last November.

In 2016, a similar service for translating research results through spin-offs was presented. In this case, it was the IrsiCaixa spin-off, Albaluna Therapeutics. The company develops and produces therapeutic antibodies against HIV. The project has attracted the interest of large pharmaceutical companies such as Grifols.

The “la Caixa” Foundation continued to support the Barcelona Institute of Science and Technology (BIST). This organisation aims to become the international benchmark for research and innovation, coordinating the work of its six high-level research centres.



> By supporting the transfer of technological know-how, we create bridges between researchers and society.

RRI TOOLS COMES TO A CLOSE AND REWARDS RESPONSIBLE RESEARCH AND INNOVATION

The 2016 RRI Tools programme concluded a project defining a new relationship between science and society based on dissemination and training in the concept of responsible research and innovation. The programme developed a toolkit with over 400 resources to spread the values of public commitment to science, gender equality, integrity of research and open access to research results.

The final lecture in the RRI Tools programme also saw the presentations of the first European Foundations Award for Responsible Research & Innovation, EFARRI.

We are committed to giving visibility to research that meets society's needs and observes the principles of responsible research and investigation.



> Beneficiaries of the second CaixaImpulso programme.



Promoting shared experiences of culture and knowledge

THE "LA CAIXA" FOUNDATION CENTRES ORGANISE PROGRAMMES OF ACTIVITIES, EXHIBITIONS, WORKSHOPS, LECTURES AND PERFORMANCES TO MAKE CULTURE AND KNOWLEDGE ACCESSIBLE TO EVERYONE AND SPREAD EVENLY THROUGHOUT THE COUNTRY. THE "LA CAIXA" FOUNDATION ALSO RUNS AN EDUCATIONAL PROGRAMME THAT PROVIDES POWERFUL EDUCATIONAL TOOLS AND RESOURCES.





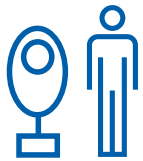
> Chairman of "la Caixa" Banking Foundation, Isidro Fainé, with the CEO, Jaime Giró, and Assistant CEO, Elisa Durán, during their visit to the Joan Miró exhibition.

Open to everyone and all forms of expression

The cultural, scientific and educational events offered by the "la Caixa" Foundation reached some 5,194,941 visitors in 2016. The "la Caixa" Banking Foundation works to bring culture to everyone, across a whole range of languages: art, music, theatre and humanities. To this end, we reach agreements with the major cultural institutions of the country and around the world.

Visitors to all cultural, scientific and educational events organised by the "la Caixa" Foundation:

5,194,941



The celebration of the 30th anniversary of the creation of the "la Caixa" Art Collection and the production and display of the first great exhibition with the British Museum were two major landmarks in 2016.

The "la Caixa" Art Collection is an essential set of works for understanding artistic creation in Spain and the world from the 1980s to the present. Since 1987, when the first exhibition was held, the "la Caixa" Foundation has exhibited the collection in rooms at its own centres and in galleries in Spain and a number of European cities.

The second major landmark was the exhibition *The Pillars of Europe. The Middle Ages at the British Museum*, offering a new vision of the period of history from 400 to 1500 AD. It is an extraordinary production, with over 260 pieces from the British Museum collection showing the Middle

Ages as a period of significant political, economic and cultural change.

This exhibition is the first in a series of joint productions, like those continuing through alliances with the world's major cultural institutions, such as the Louvre and Prado Museums. Through these alliances the "la Caixa" Foundation is broadening its cultural action and fostering joint work among leading international organisations to offer proposals of the highest quality.

Thanks to the agreements with leading museums and cultural organisations, last year saw the production of the exhibition *The Golden Century. The Age of Velázquez*, in conjunction with the Berlin State Museums (Staatliche Museen zu Berlin) and the Kunsthalle München.

This exhibition on the most significant period in the Spanish history of art offered a selection of 130 works. The pieces were loaned from 64 international institutions, including the Prado in Madrid, the Metropolitan Museum of Art in New York, the Louvre in Paris and the National Sculpture Museum in Valladolid. The "la Caixa" Foundation also closed 2016 with agreements with other organisations,

such as the Serralves Foundation, presenting an original exhibition on Miró in Porto.

The "la Caixa" Foundation also works alongside institutions to recover the country's artistic, cultural and architectural heritage. Once such collaboration is the publication of the Romanesque Encyclopaedia of the Iberian Peninsula. The volume dedicated to Tarragona was presented in 2016.

Last year, this commitment by the "la Caixa" Foundation to culture around the country also led to involvement in a project to restore two major works by Murillo in the Hospital de la Caridad in Seville which will then be prepared for exhibition to commemorate the Year of Murillo in 2017 and 2018.

The year also saw continued support for the restoration work on Burgos Cathedral, with contributions to restore the Corpus Christi chapel, interventions to restore the cloister of Pamplona Cathedral and restoration of the Sant Miquel de Cruïlles Monastery, the latter as part of the Románico Abierto programme.

The Heritage in Action programme also works along the same lines. Projects in 2016 included new audiovisuals and restoration of the stoa and agora of Empúries; reinstallation of the murals of the Church of Sant Vicenç de Cardona and the presentation of the 3 d'Ullastret project at the Archeovirtual fair.

CULTURE AS A CATALYST FOR TRANSFORMATION AND SOCIAL CHANGE

Art for Change "la Caixa" uses art and culture as a tool for social transformation. The initiative promotes creative processes involving vulnerable groups and people. These processes provide an opportunity to come into contact with art and culture, offering equality of conditions and opportunities and contributing to empowering people and groups through an artistic process. We believe that participation in the arts benefits individuals and communities.

Of particular note in 2016 was *Balsam and Escape. Artistic Creation in the Penitentiary Institution*, an exhibition in which works from the "la Caixa" Contemporary Art Collection entered into dialogue with works produced by prison residents. The show *Made in Girona: Political Mother* involved 60 dancers of all ages and conditions with no previous experiences in the world of dance. Similarly, *Just Another Exhibition* presented eight artistic projects selected from the grants awarded in *Art for Change*.

Projects selected in 2016 for the *Art for Change* programme:

17

Estimated potential beneficiaries of the programme in 2016:
5,808



RECORD NUMBERS OF VOCALISTS IN PARTICIPATORY CONCERTS

In 2016, more than 2,800 amateur singers, including children and young people, took part in the *Let's Sing the Messiah* family concerts project, with seven concerts across Spain. *The Messiah* is also part of the repertoire of participatory concerts that has been held for two decades now to stimulate and disseminate music and singing. The year also saw increased participation with record numbers.

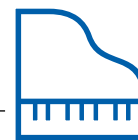
The repertoire of participatory concerts offers both classical and current pieces, such as the *Participatory Musical*, with fragments from various classic musicals.

The "la Caixa" Banking Foundation also carried out a series of concerts aimed at both schools and families, with the aim of bringing musical culture to young people and help educate new audiences.

Participatory concerts:

27

Attendees:
38,261



Family and school concerts:

489

Attendees: **128,290**



> The *Art for Change* and *Art for Social Improvement* programmes give visibility to the creations of vulnerable groups.



> Josep Vilarasau, the current Honorary President of "la Caixa" and the driving force behind the Collection 30 years ago, when he was CEO, and Isidro Fainé, Chairman of the "la Caixa" Banking Foundation.

30 Years of the "la Caixa" Collection

In 2016, the "la Caixa" Collection celebrated three decades of work bringing contemporary art to the public. As well as exhibitions from the collection produced in 2016, the "la Caixa" Foundation organised an international symposium titled *The Social Responsibility of Building an Artistic Heritage*, which brought together experts and professionals from the art world in different discussions, round tables and lectures.

The collection shows a panorama of current trends through the most representative artists and the contributions of young creators.

Since it began in 1986 and since the first exhibition in 1987 in the Palau Macaya, exhibitions of the collection have aimed to promote and disseminate contemporary creation and bring it to all types of public, thereby raising awareness of contemporary art. This is a way of breaking down the barriers that often separate such works from the public.

The 150 exhibitions held so far have mostly been in Spain (126), but also in Europe (21), America (2) and Asia (1). This history clearly demonstrates the intention to serve the public and highlight contemporary art.

Anthologies, thematic and monographic exhibitions, among others, all have been instruments for interpreting these works, placing them in the context in which

they were conceived or comparing and contrasting them with other works. The key to doing this has been giving voice to the artists themselves so they can provide their interpretation of the works. This is why they are sometimes called on to curate the different productions.

This template was followed in 2016 for the exhibition *The Weight of a Gesture. The Gaze of Julião Sarmento in the Gulbenkian, MACBA and "la Caixa" collections*. The "la Caixa" Foundation invited Julião Sarmento to work with the pieces in these three collections. The practice enables artists to give their searching view, which is more open and free.

The exhibition is also the result of the agreement with leading institutions, in this

case the Fundação Calouste Gulbenkian (Portugal). There was also collaboration with the Contemporary Art Museum of Barcelona (MACBA) to boost common exhibition projects.

The young curator series *Comisart. New Visions of the "la Caixa" Collection* also follows this dynamic. The year 2016 saw the third call for projects, resulting in 60 entries. This is a support programme for emerging curators in the field of contemporary art that provides opportunities to the selected curators to work with first class works and develop exhibition projects of the highest quality. Overall, it offers a boost to their future professional development.



> Exhibition *The Weight of a Gesture. The Gaze of Julião Sarmento in the Gulbenkian, MACBA and "la Caixa" Collections.*

THE MOST IMPORTANT CONTEMPORARY ART COLLECTION IN SPAIN

The "la Caixa" Collection contains 977 works by 401 artists. It is the most important collection in Spain in the hands of a private foundation and is considered one of the most important in Europe.

Some of the unique features of the collection are the large number of large installations and the variety of art forms represented, including painting, sculpture, photography, video art, film, installations, works on paper and mixed techniques. The collection also maintains a balance in the chronological representation of the works and continues to add works produced in the 21st century.

Since it was created, the collection has loaned works to hundreds of exhibitions around the world. This practice has increased significantly in the last 15 years, with over 650 loans.

In 2016 there were two exhibitions in the series: *Iconoclastic Gestures, Heterodox Images*, curated by Carlos Martín, and *alt-architecture* curated by Érika Goyarrola and Xurxo Ínsua. These two exhibitions, together with *I Talk Knowing that's no what it's About*, curated by Juan Canela, were the projects in this second edition of Comisart.

> Children looking at the work *Cabinet of* by Roni Horn.



> The Palau de la Música Catalana during the participatory *Messiah*.

Living the musical experience with over 600 concerts and music cycles

The musical programmes promoted by the “la Caixa” Foundation included over 600 school and family concerts, participatory musicals and concert programmes and seasons in both the Foundation centres and other concert halls.

The participatory concerts, which aim to bring the musical experience to all types of public, have been running for 20 years. Since 1995, Handel’s *Messiah* and other symphony and choral pieces, such as Mozart’s *Requiem* have been put on in concert halls throughout Spain. These are

> An intense moment in the participatory concert *The Musical: Greatest Hits* at the Tivoli Theatre in Barcelona.



concerts where amateur musicians prepare, rehearse and perform the scores alongside professional musicians and conductors.

Overall, in 2016 a total of 27 participatory concerts were organised, with 38,261 participants in Madrid, Barcelona, Valencia, Seville, Zaragoza, Bilbao, Santander, Pamplona, Granada, Oviedo, Palma, Santiago de Compostela, San Sebastián, Tenerife, Toledo, Las Palmas de Gran Canaria, Valladolid, Vigo and Murcia.

A new feature for 2016 was the organisation of the concert *Intravenous Messiah*, an adaptation of the *Messiah* concert for patients at the Doce de Octubre University Hospital. The concert was organised with the association Música en Vena, with the aim of improving hospital stays for patients, families and staff through music.

The Participatory Musical arose in the context of the CaixaForum Barcelona Summer Nights programme and is now well consolidated, along with the other participatory concerts. In 2016, the “la Caixa” Foundation managed to involve the Municipal Band of Barcelona in concerts held in the Auditori concert hall in the Catalan capital and the company Stage Entertainment in bringing over a hundred amateur voices to the Tivoli Theatre in Barcelona together with professional soloists and musicians.

The Participatory Musical is an opportunity for amateur singers to perform hits from a

CELEBRATING THE MUSIC OF RAMON LLULL ON CATALUNYA RÀDIO

The total audience for the musical programme is estimated to have been 197,000 spectators.

The "la Caixa" Foundation also establishes collaboration agreements with organisations such as Palau de la Música Catalana, l'Auditori and the Teatro Real in Madrid to organise a wide range of events, classes, workshops, concerts and lectures, among other activities. In 2016, a total of 349 activities were held with a total of 171,481 people attending. The "la Caixa" Foundation also took part in the 30th anniversary celebrations of Catalunya Música, with a commemorative concert in the Barcelona LIFE Victoria Festival 2016 held in the Sant Rafel pavilion in the Sant Pau Modernist building group.

Among the original features of the 2016 concert programme was the concert in homage to Ramon Lull, held in Majorca Cathedral. The event was organised to celebrate the 700th anniversary of Lull's death and featured Maria del Mar Bonet and Gabriel Consort&Players, conducted by Paul McCreech.

variety of famous musicals such as *Hello Dolly!*, *Chicago*, *Cats*, *Rent*, *Les Miserables* and *Hairspray*.

In 2016 the concert seasons focussed on world music, soul and gospel, among other styles, and brought special groups to the Spain, such as the British choral group Cantabile - The London Quartet with a repertoire from the history of English music that introduced humour into the concerts.

The line-up was completed with the Kimbala percussionists, the French baroque music of Gli Incogniti, the ancestral Balkan and Carpathian music of Maria Mazzotta and Redi Haza, the Scottish music of the Duncan Chisholm Trio, the Chamber Choir and Ensemble BZM, the soprano Raquel Andueza with the violinist Hiro Kurosaki, the Orquestra Barroca Catalana and the Gospel Soul group.

The Participatory Musical offered a repertoire from the history of musicals, from its origins to the modern day.

▼ Participants in *Intravenous Messiah*, at the Doce de Octubre University Hospital in Madrid.



We contribute to disseminating culture, science and knowledge in your city

Disseminating knowledge as a pathway to social progress uses travelling exhibitions as one of the instruments with the greatest scope and visibility in "la Caixa" Foundation's work in educating and raising awareness among the public. The exhibitions are designed to cover areas ranging from culture, science and the environment to social and raising awareness issues.

We establish agreements with major cultural institutions to hold exhibitions throughout the country.

Overall, in 2016 there were 111 travelling exhibitions, with a total of 2,218,113 visitors. A good example, and one that had a major impact and welcome, was the *Street Art* programme, which in 2016 showed the photography of Sebastião Salgado and the sculptures of Henry Moore in 13 cities. The two exhibitions received 880,604 visitors.

Of particular note among the cultural exhibitions were *Romanorum Vita*, *Hidden Heroes*, *Great Inventions*, *Everyday Objects*, *Let the Show Begin*, *Georges Méliès and Cinema in 1900* and *Objects Talk*. *Collections from the Prado Museum*. In the field of disseminating science, there were the productions *Illusions*, *Magic or Science?*, *The Forest*, *Much More than Just Wood*, *Technorevolution*, *The Arctic is Breaking* and *H₂Oh! The Secrets of Water in your City* and the exhibition *Let's Talk about Drugs* in the context of raising social awareness.

For the travelling exhibitions, the "la Caixa" Foundation has designed specific and innovative spaces: the Display Units (DU). These are modular spaces that can be coupled together to increase or extend the exhibition area. All of them include hydraulic levelling systems for easy installation in streets and squares. They are also sustainably designed in terms of energy consumption, insulation and temperature control. This makes them highly functional and versatile spaces. The exhibitions that used these modular spaces were *The Arctic is Breaking*, *George Méliès and Cinema in 1900* and *H₂Oh! The Secrets of Water in your City*.

The "la Caixa" Foundation signs collaboration agreements with public institutions and government bodies to work jointly in producing high quality content for dissemination. One example of such cooperation is the agreement between the "la Caixa" Banking Foundation and the



> H₂Oh! *The Secrets of Water in your City* Exhibition in Cornellà de Llobregat.



> *Let the Show Begin. Georges Méliès and Cinema in 1900*, an innovative exhibition space on the birth of film.



> Exhibition *Hidden Heroes. Great Inventions. Everyday Objects* in Oviedo.

Bancaja Foundation for the joint production of the exhibition *Equipo Crónica*. In 2016, other agreements were reached that led to the production of exhibitions such as *Dream Times. Andalusia in the Imagination of Fortuna*, organised jointly by the Board of Trustees of the Alhambra and Generalife, the Catalan National Art Museum (MNAC) and the "la Caixa" Banking Foundation.

BROADENING THE REACH OF THE "LA CAIXA" FOUNDATION

The "la Caixa" Foundation carries out numerous activities in the country based on proposals arising from its territorial and business departments and the CaixaBank office network. The size of this network guarantees the presence of the "la Caixa" Foundation in thousands of towns throughout Spain.

In 2016, there were a total of 13,419 collaborations in the country. All of these were aligned to the "la Caixa" Foundation strategic programmes, dealing with issues such as the fight against child poverty, marginalisation and exclusion from work, offering support to the elderly, promoting actions for peaceful coexistence and interculturality and proposing cultural activities.

The amount budgeted for the programmed activities in 2016 was EUR 47.8 million with an estimated total of 800,000 beneficiaries for all activities.

The "la Caixa" Foundation is also extending its activity in the country through collaboration agreements with the Caja de Burgos, Caja Navarra, Caja Canarias and Cajasol banking foundations.

These agreements include grants for territorial social initiatives. In 2016, support was given to 172 projects presented by social organisations through different areas of open grants.

As a result of these agreements with the Caja Canarias, Caja de Burgos and Cajasol foundations, the "la Caixa" Foundation broadened the reach of its action, by co-producing exhibitions, concerts and performances for all types of public and by joining forces to promote knowledge of culture and science. An example of this is the agreement between the "la Caixa" Banking Foundation, the Caja de Burgos Foundation and the National Centre for Human Evolution Research (CENIEH) to produce activities for all types of public in 2016, such as the exhibition *Hispaniae Geologica Chartographica. The Geological Representation of Spain throughout History*.

The collaborations also led to the application of different agreements and social programmes for less well-off groups, such as school lunch subsidies for pupils at risk of social exclusion in Tenerife, jointly with the Caja Canarias Foundation. And projects are also carried out in the field of research, such as the agreement with different research centres and universities in Navarre, in this case in conjunction with the Caja Navarra Foundation.



CaixaForum Barcelona

The exhibitions *Impressionist and Modern. Masterpieces from the Phillips Collection* and *Thyssen Like Never Before* were two of the most acclaimed events in 2016.

Thanks to alliances with leading museums around the world, visitors were able to enjoy the exhibitions *Drawing Versailles. Charles Le Brun (1619-1690)* and *Animals and Pharaohs. The Animal Kingdom in Ancient Egypt*, produced in conjunction with the Louvre museum.

The programme included art from the 20th century with the photography exhibitions *Phillippe Halsman. Surprise me!*, *Land of Dreams* by Cristina Rodero, and *Art and Cinema. 120 Years of Exchange*, showing the fruitful dialogue between art and film.

The exhibition *Ming. The Golden Empire*, which offered a panoramic view of three centuries of Chinese history, was a new production on ancient civilisations.

Barcelona completed its programme of cultural offerings with special programmes, such as the DNit advanced music concerts, and Summer Nights, with concerts, theatre, dance, urban art and opera.

The "la Caixa" Foundation and ICOM (International Council of Museums) organised a working conference in autumn 2016 to work together in extending social commitment through culture. A total of 15 international museums took part, all of them leaders with proven experience in social inclusion projects among vulnerable communities. The social role of museums and the options for working with audiences and the museum itself were discussed. The exponent of social inclusion work by "la Caixa" Foundation is the *Art for Change* programme.

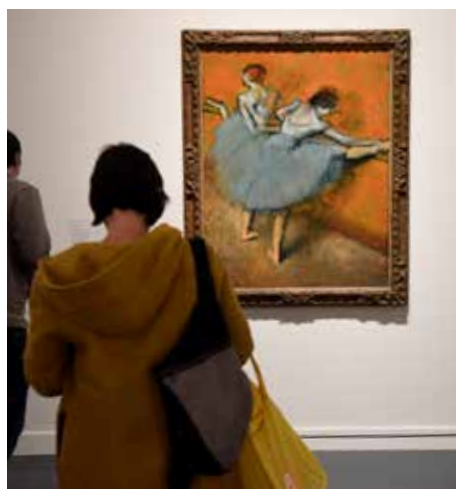


> A group of visitors to the exhibition *Thyssen Like Never Before*, with key works from the Thyssen-art Bornemisza Collection.



> CaixaForum Barcelona has become one of the major cultural centres of the Catalan capital, with more than 750,000 visitors in 2016.

The Barcelona centre also hosted the Reset conference, an international meeting organised jointly by “la Caixa” Foundation and the Fundació Contemporànea as an opportunity for cultural professionals to share projects, experiences and ideas and discuss issues of culture in times of change.

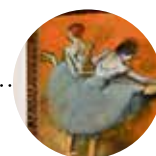


> The Degas painting *Dances Practising at the Barre*, one of the highlights of the exhibition *Impressionist and Modern*.



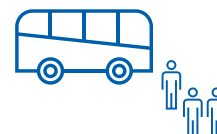
Visitors to CaixaForum Barcelona in 2016:

753,944



The most seen exhibition in 2016:
Impressionist and modern. Masterpieces from the Phillips Collection

200,224
visitors



Beneficiaries of school activities:

55,441



> Dance in the CaixaForum foyer, the centre is open to all forms of artistic expression.



> CaixaForum Madrid during the ephemeral art installation performed by the Basurama collective in the programme Art for Change.

CaixaForum Madrid

CaixaForum Madrid hosted the first exhibition resulting from the alliance with the British Museum. *The Pillars of Europe. The Middle Ages at the British Museum* broke with the traditional concept of the Middle Ages, showing it as a time of great economic, political and cultural change.

Women of Rome. Seductive, Motherly, Excessive. Collections from the Louvre Museum and Drawing Versailles. Charles Le Brun (1619-1690) were just two exhibitions shown in Madrid thanks to our alliance with the Louvre Museum.

The selection of 60 masterpieces from the 19th and 20th centuries, *Impressionist and Modern. Masterpieces from the Phillips Collection* was one of the most visited.

Two of the most significant exhibitions were *Miró and the Object* and the contemporary art exhibition *The Weight of a Gesture. The Gaze of Julião Sarmento in the Gulbenkian, MACBA and "la Caixa" Collections*.





> *The Pillars of Europe. The Middle Ages at the British Museum* is the first result of the agreement with this museum.

In Madrid, there were photographic exhibitions on *Pedro Madueño* and *Philippe Halsman. Surprise Me!*, and *Alvar Aalto 1898-1976. Organic Architecture, Art and Design, My World. Challenges for a Better World* and *Just Another Exhibition*.

CaixaForum Madrid put on a busy programme of lectures, workshops and performances, such as the programme for young filmgoers, films about Versailles, crime novels, female creators and discussions with young artists, as well as the *MicroShakespeare* show. Summer nights were also a chance to open the centre for electronic music, film and urban art.

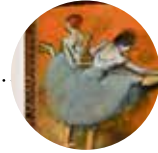


> Entry to the Philippe Halsman photo exhibition.



Visitors to CaixaForum Madrid in 2016:

648,541



The most seen exhibition in 2016:

Impressionist and modern. Masterpieces from the Phillips Collection

122,332

visitors



Beneficiaries of school activities:

44,194

> The exhibition *Drawing Versailles: Charles Le Brun (1619-1690)* showed works by the French artist for the Palace of Versailles.





> The façade of CaixaForum Zaragoza was filled with old furniture as part of the artistic action *Christmas in D!*, to promote environmental awareness.

CaixaForum Zaragoza

The collaboration between the “la Caixa” Banking Foundation and the national museums of Berlin resulted in the exhibition *Settecento. Masterpieces of Italian Painting from the Staatliche Museen zu Berlin*. The second major art exhibition was *El Greco. Rusiñol’s Gaze*.



Zaragoza also housed exhibitions exploring the complexity of ancient civilisations, such as *Women of Rome. Seductive, Motherly, Excessive. Collections from the Louvre Museum* and *Moche Art from Ancient Peru. Gold, Myths and Rituals*.

Georges Méliès. The Magic of Film, dedicated to one of the pioneers of cinema, and the exhibition *19th FotoPres “la Caixa”*. *New Documentary Images* were just some of the highlights of the visual arts programme.

Numbers from Good Families. Their Usefulness in Everyday Life and *Technorevolution* were two of the scientific exhibitions shown.

As for the rest of the cultural programme at the centre, at Christmas locals helped prepare the *Christmas in D!* art installation. CaixaForum Zaragoza opened its doors during the summer nights with a programme of world music, jazz and film that complemented its daytime offerings of lectures, workshops, concerts and screenings.

> Architecture and users combine to make everyday landscapes.



> Contrast of textures and shapes with night lighting on the façade of CaixaForum Zaragoza.



Visitors to CaixaForum Zaragoza in 2016:

197,679



The most seen exhibition in 2016: **Settecento. Masterpieces of Italian Painting from the Staatliche Museen zu Berlin**

65,280
visitors



Beneficiaries of school activities:

26,580



> *Women of Rome* offered a multifaceted view of the images associated with the world of women in domestic decoration.



> In 2016, the range of exhibitions at CaixaForum Palma attracted over 300,000 visitors.

CaixaForum Palma

The exhibitions on ancient civilisations, *Women of Rome. Seductive, Motherly, Excessive. Collections from the Louvre Museum, Moche Art from Ancient Peru. Gold, myths and rituals* and *Ming. The Golden Empire*, were just some of the most important ones held in 2016.

One of the co-productions held at CaixaForum Palma after a stop at Valladolid and Valencia was *Melancholic Times. Creation and Disillusionment in Golden Age Spain*. This was a selection of 71 works of art, books and objects to approach the universal concept of melancholy.

Palma was also home last year to the exhibition *Baltasar Porcel. Mallorca, Barcelona, the World*, which emphasised the relevance of the writer from Andratx and his literary universe.

As for the dissemination of science, *The Mediterranean, our Sea as you've Never Seen it Before* offered a perspective of the *Mare Nostrum* from its origins to its wealth of biological and geological diversity.

The centre in Palma is carrying out its mission of spreading the legacy of the work of Anglada Camarasa. This year, two exhibitions have been programmed for the permanent galleries dedicated to the artist: *Anglada-Camarasa and Japanese Art* and *Anglada-Camarasa and Traditional Festivals*.



> In 2016, CaixaForum Palma celebrated the figure of sculptor Baltasar Porcel.



> *Ming. The Golden Empire* brought art and culture from this fascinating period of Chinese history to CaixaForum Palma.



> *Women of Rome*, an exhibition that delved into the image of women in ancient Rome with a selection of pieces from the Louvre Museum.



> A school visit to the rooms housing the exhibition of Anglada Camarasa's artistic legacy.



Visitors to CaixaForum Palma in 2016:

308,057



The most seen exhibition in 2016: *Women of Rome. Seductive, Motherly, Excessive. Collections from the Louvre Museum*

43,848
visitors



Beneficiaries of school activities:

19,751

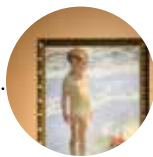


- > Façade of CaixaForum Lleida with posters advertising the exhibition on Sebastião Salgado and *The Most Important Thing*, on refugees.
- ✓ Workshops such as these and other school activities on astronomy completed the centre's cultural programme.



Visitors to CaixaForum Lleida in 2016:

52,303



The most seen exhibition in 2016: **Sorolla. Notes in the Sand**

19,709

visitors



Beneficiaries of school activities:

12,912

CaixaForum Lleida

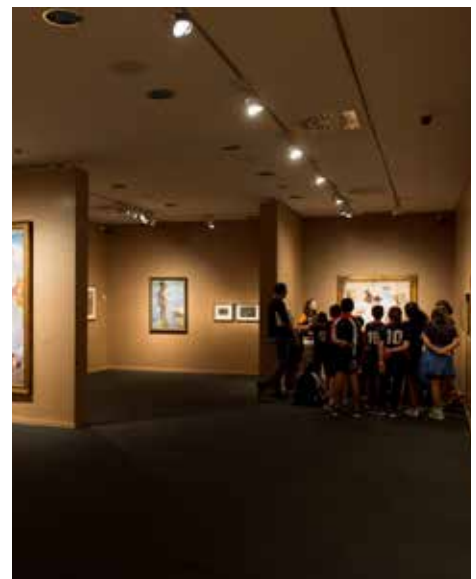
The co-production between the "la Caixa" Foundation and the Sorolla Museum of Madrid, *Sorolla. Notes in the Sand* was the most visited exhibition at CaixaForum Lleida. The people of Lleida were able to discover Sorolla's genius as a graphic artist and his natural skill for taking notes and sketches of the natural world.

Sebastião Salgado's photography gave visitors in Lleida an idea of the fragility of the planet's ecosystems thanks to the images in the exhibition entitled *Sebastião Salgado. Genesis*.

The Mediterranean, our Sea as you've Never Seen it Before offered a perspective of the Mediterranean Sea from its geological origins, its history and its biodiversity.

Finally, 2016 was rounded off with a photo exhibition on refugees. *The Most Important Thing* seeks to raise awareness through often shocking eye witness accounts of

people who have had to flee their home, town and country, taking with them only their bare essentials.



> A school trip to the exhibition on Joaquín Sorolla.

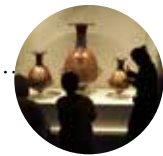


> The programmes at the CaixaForum centres include all sorts of educational activities linked to the exhibitions.



Visitors to CaixaForum Girona in 2016:

163,648



The most seen exhibition in 2016: ***Moche Art from Ancient Peru. Gold, Myths and Rituals***

41,808
visitors



Beneficiaries of school activities:

13,953

CaixaForum Girona

Moche Art from Ancient Peru. Gold, Myths and Rituals was the most visited exhibition at CaixaForum Girona in 2016. As for exhibitions dealing with the art world, *Sorolla. Notes in the Sand* introduced visitors to the extraordinary artist Joaquín Sorolla.

In the field of artistic disciplines from the 20th century, Girona hosted two major photographic shows. The first, *Gabriel Casas. Photography, Information and Modernity* brought together 140 photos by one of the first photographers in the country to adopt the language of the New

Vision to build new visual narratives. The second large photographic exhibition was *Sebastião Salgado. Genesis*.

Girona also hosted three other exhibitions. The first two of these were devoted to advancing awareness in the field of cooperation and development with *Inventions, Ideas that Change Lives* and *My World. Challenges for a better world*.

Finally, the centre hosted the exhibition *I see what you don't see. A graphic exhibition on autism* which included 50 pieces by people with autism spectrum disorders (ASD).



> The CaixaForum Girona centre is the emblematic La Fontana d'Or building.

CaixaForum Tarragona



Visitors to CaixaForum Tarragona in 2016:

95,411



The most seen exhibition in 2016: **Georges Méliès. The Magic of Film**

25,517 visitors



Beneficiaries of school activities:

13,768

Georges Méliès. The Magic of Film, an exhibition on one of cinema's pioneers, was produced in conjunction with La Cinémathèque Française and proved to be the most popular of the exhibitions at CaixaForum Tarragona. The show took visitors on a journey through some 140 objects, films, photographs and equipment following the artistic career of the man regarded as the father of special effects in film.

Also in the field of visual arts, Tarragona hosted the exhibition *Gabriel Casas. Photography, Information and Modernity*, the first monographic exhibition devoted to the photographer Gabriel Casas. This photographer is considered a pioneer and he had a decisive impact on building the language of modern photography.

Moche Art from Ancient Peru. Gold, myths and rituals explored the life, world view and social organisation of Peru's pre-Incan society.

The exhibition that closed the season at CaixaForum Tarragona was *Sorolla. Notes in the Sand*. The exhibition presents a little-known facet of the Valencian painter with drawings, oil paintings and coloured notes that the artist produced outdoors.



> The exhibition on the notes on the outdoors by painter Joaquín Sorolla brought the year to a close in Tarragona.



> More than 95,000 visitors came to CaixaForum Tarragona.



> The CaixaForum Tarragona lobby.

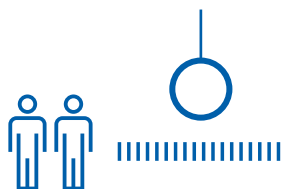




> CosmoCaixa, a centre designed as a space to experience scientific knowledge.

CosmoCaixa

Informative programmes on scientific knowledge and advanced research have a permanent home in CosmoCaixa, which is open to everyone, with activities transforming the space into a real-life experimental laboratory where guests can see, understand and often touch, test and check with their own hands.



Visitors to
CosmoCaixa in 2016:

757,245

In 2016, CosmoCaixa opened the new Top Science space, aimed at disseminating the most relevant scientific advances with the greatest social impact or interest. This space regularly hosts first-class scientific projects. Visitors can view simulations of research processes and give their opinion on the most controversial aspects of research, with a commitment to bring these contributions to the scientific teams.

Top Science joins other permanent spaces at the centre, such as the Room of Matter, Creativity, with its workshops encouraging creativity, and the Digital Planetarium. This planetarium has renewed its contents with a new programme produced by the Hayden Planetarium at the American Museum of Natural History in New York.

All these areas offer hundreds of activities all year round as well as other temporary programmes. Also in 2016, CosmoCaixa opened its doors to Ferran Adrià and his team from the Bullifoundation to present the exhibition *Sapiens. Understanding to Create*.

Another great exhibition in 2016 was *The Cradle of Humanity*, an exceptional exhibition on the origins and evolution of the human species based on the Olduvai



Beneficiaries
of school activities:

176,025
students

> In 2016, Ferran Adrià presented his exhibition *Sapiens. Understanding to Create*.





Exhibitions, workshops, activities, lectures and screenings are just some of the resources used to make scientific knowledge entertaining and accessible to everyone, and CosmoCaixa has become a benchmark in this goal.

> View of the skulls displayed in the exhibition *The Cradle of Humanity*.

gorge archaeological sites in Tanzania. CosmoCaixa also hosted the *Wildlife Photographer of the Year* exhibition, organised by the Natural History Museum of London, with the best wildlife pictures.

CosmoCaixa offers dozens of activities and workshops to help bring science to little ones. An example of this is the *Cosmos Mission* workshop by Dani Jiménez, which explores moments and characters that have changed history. Activities for adults included the lecture by Dr Guillem Anglada Escudé, one of the discoverers of planet Proxima B, the nearest exoplanet to Earth with the potential for life.

2016 also saw the third Research with RecerCaixa! conference, an event where 5th and 6th-year primary students present research they have done with researchers in the RecerCaixa programme.



> Top Science, a new area to disseminate science at CosmoCaixa.



> The Pamplona Planetarium launched a new programme.

The experience of learning using the scientific method

These science and scientific knowledge dissemination projects aim to raise public awareness of the latest progress in research and technology. To this end, they carry out activities for all types of public that promote science as a vocation among young people and raise awareness and experiences of all kinds of learning using the scientific method.

Science City is an initiative of the "la Caixa" Foundation and the Higher Council for Scientific Research (CSIC) to bring science to a network of 40 municipalities throughout Spain with on-site and online activities. The workshops on offer can be found at www.ciudadciencia.es.

The *Medclíc* project. *The Mediterranean Just a Click Away* promotes studies of ocean variability, measuring climate parameters. 2016 saw activities disseminating educational and multimedia materials, as well as the launch of the *Medclíc Oceans Photo Contest*.

The second *The Sea of Science* contest (www.lamardeciencia.es), for young artists interested in science and the sea, was also held.

The creation of environmental volunteers has focused on the *Weaving Networks for Land Stewardship* programme, organised by the "la Caixa" Foundation and the Land Stewardship Network. A total of 60 days were announced to implement actions to preserve the land, such as *Species' Day*, which mobilised some 1,200 volunteers. In 2016, the seventh *Summer Science Campuses* were organised. A total of



Municipalities participating in Science City:

40



Participants in the Summer Science Campuses 2016:

1,920
students



64
research projects



16
universities

1,920 students aged 15-17 took part in 64 research projects at 16 Spanish universities.

Other promotional activities included *The Sea in Depth* programme, with the fourth *Sea and Ocean Gymkhanas*, held for the first time in Seville.



> Physicist and spokesperson Dani Jiménez at one of the Cosmos Mission workshops.

OBSERVATORIES: FROM STARS TO ECO-INNOVATION

In 2016, the partnership with the Planetarium of Pamplona was renewed to expand its programme. This agreement will be a major boost to educational activities, collaboration with international scientific institutions and initiatives focusing on innovation and technology.

The "la Caixa" Foundation has an agreement with the Planetarium of Madrid to organise activities such as concerts under the stars, public astronomical observation workshops and lectures.

Lastly, the Eco-innovation lab submitted its first report, *Outlook for Eco-innovation and its Potential in Spain*. The eco-innovation observatory considers this concept to be a key strategy for future corporate profitability and increased competitiveness, as well as offering environmental benefits.



Environmental volunteers on *Species' Day*:

1,200

Environmental organisations involved:

30



CITIZEN SCIENCE PROJECTS PRODUCE TANGIBLE RESULTS

The "la Caixa" Foundation works with all kinds of citizen science projects, such as the pilot project developed with the creation of the Tools website. This website allows citizens to consult its historical memory online.

Initiatives such as this portal are the tangible result of projects funded by the "la Caixa" Foundation RecerCaixa programme. In the same vein, 2016 also saw the presentation of the video games *Evolving Planet*, on archaeology, and *Happy*, designed to resolve conflicts and prevent bullying in schools.

Another citizen science project was *Stick your Tongue out*, with some 4,000 participants involved in preparing the first map of the oral microbiome of young Spaniards.



> The scientific campuses put students in contact with university laboratories.



> With the eduCaixa educational materials and ideas, primary and secondary school teachers have an instrument for developing their students' abilities.

eduCaixa, quality educational ideas for use inside and outside the classroom

eduCaixa brings together everything the "la Caixa" Banking Foundation's offers in education, providing resources, projects, activities and proposals for use inside and outside the classroom. In addition, eduCaixa is a communication channel with the education community that aims to help improve and transform education.



Users of eduCaixa in 2016:

2,386,589

Aware of the importance of education to society, eduCaixa offers general departmental physical and online educational tools, promotes special projects and proposes all kinds of activities that complement the activity of teachers, permitting them to work on developing their students' abilities.

eduCaixa has also opened communication channels with the teaching community to identify their needs through its digital platform, blogs and social media.

The CaixaForum and CosmoCaixa centres are focal points in this goal, with over 15,000 activities and workshops outside the classroom. It is an educational programme that supplements the exhibition programmes and also organises activities on art, culture,

science and issues of social interest. Examples of these are the concerts, shows for schools and the CosmoCaixa science workshops.

It also promotes programmes such as *The Art of Educating*, designed to bring art to children, or *CaixaEscena*, which works on personal, cultural and cognitive development through the performing arts. In the field of science, there are proposals such as *Investigate with RecerCaixa*, the *LaboCosmoCaixa*, *What do you Know about HIV/AIDS?* with *IrsiCaixa dissemination* and *Explainers* to strengthen scientific vocations.

Other activities for inside and outside the classrooms are *The Sea in Depth*, *Romanorum Vita*, *Xplore Health*, *JYoung Entrepreneurs* and *Participate Mèliés* projects.

Among the classroom activities are 800 resources, multimedia materials, videos, podcasts, and more, which are available for download online. These interactive materials reached 775,918 students in 2016 and also crossed borders, as they were used in other educational contexts.

The materials made available for use in classrooms also include 16 physical kits. These are resources for developing basic skills, with proposals in different areas of knowledge. In 2016 the KitComunica was presented as part of the *CaixaEscena* programme.

In 2016, eduCaixa played an active role as promoters of the *New School 21*



Member schools in 2016:

8,736

programme, aimed at improving the education system through a three-year pilot scheme. This is the first time the “la Caixa” Foundation has provided support to a proposal to achieve reforms in the quality of education.

THE ENTERPRISE CHALLENGE CROSSES BORDERS AND EXTENDS TO LATIN AMERICA

The goal of the Enterprise Challenge is to awaken the hidden entrepreneurial skills of young people. Participants start by working on developing basic skills with KitCaixa Young Entrepreneurs. In 2016, a total of 30,323 students from around Spain worked with the kit in the classroom.

Schools that choose to take part in the challenge in its third year must submit a project that is original and innovative and provides environmental and social value. This year, 35 Spanish teams and three other guests from Colombia and Peru took part in the challenge. The five finalist teams travelled to Silicon Valley to enjoy a training and leisure experience, to help them gain inspiration and acquire tools to meet the real challenge posed by the five collaborating companies.



> The Enterprise Challenge seeks to encourage future generations of entrepreneurs by fostering their capacity for initiative.



> eduCaixa is one of the organisations sponsoring the *New School 21* programme.

Estimated beneficiaries using the eduCaixa portal and online projects:

870,891



International beneficiaries:

907,142



> *CaixaEscena* promotes theatre at the centres as a tool for social and educational transformation and integration.

We create spaces for ideas that describe the future

The “la Caixa” Foundation also boasts the Palau Macaya, a unique forum that brings multiple expert perspectives on the reality of society, a think-tank for ideas, dialogue and reflection all under one roof. The perfect forum to project different future scenarios of our society.



Total number of visitors in 2016:

47,565



Number of attendees at European School of Humanities lectures in 2016:

3,625



Programmes scheduled by the European School of Humanities in 2016:

36 programmes with:

- 95 sessions
- 20 lectures
- 8 courses
- 6 school summer courses
- 8 seminars

The Palau Macaya was the home of exploration into potential future scenarios consistent with the need for sustainable development in social, economic, environmental and governance terms, analysing the challenges facing society and presenting proposals for the future with an impact and capacity for social transformation.

In 2016, topics were tackled such as alternatives to current economic and production models or current issues such as the refugee crisis. In the field of democratic challenges to society, the lecture programmes *What's Happening in Europe?* and *What can be Done to Consolidate the European Project?* dealt with issues such as Brexit, EU/Russian relations or the validity of the Schengen free movement treaty.

The year 2016 saw the first call for projects to foster reflection and debate on current challenges, with the participation of social

enterprises, universities, research centres and government bodies.

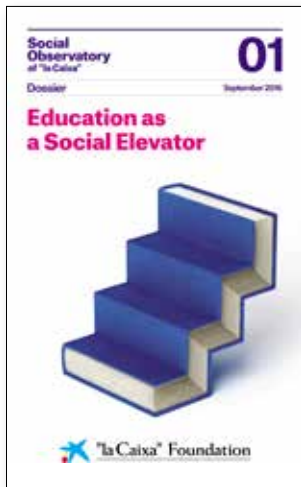
The programme *Are we Preparing Young People Adequately for Work?* approached the role of public policy and the change in paradigm towards globalism and technology affecting youth employment.

The European School for Humanities consolidated its role as a space for dissemination, training and cultural debate. The human experience and potential future scenarios were topics of expert discussion.

The Palau is home to the permanent headquarters of the Club of Rome, where lectures were also held on the rise of populism and Arab Spring by renowned speakers such as Petre Roman (former Prime Minister of Romania) and Joaquín Almunia (former vice-president of the European Commission).



> The European School of Humanities closed its first year with a total of 20 lectures.



THE "LA CAIXA" SOCIAL OBSERVATORY ANALYSES AND MEETS NEW CHALLENGES

The "la Caixa" Foundation created the "la Caixa" Social Observatory in 2016. This is a new strategic instrument to promote debate, dialogue and social reflection and to make the "la Caixa" Banking Foundation a benchmark in the analysis of social reality and future challenges. It does this from a position of solvency and on the basis of scientific studies, expert reflection and diagnoses of social reality and trends.

All data, indicators and materials produced by the Social Observatory are disseminated over a web-based platform, where the expert contributions are available in the form of in-depth articles. Another route is through the publication of single-topic dossiers. It also organises on-site activities, such as lectures and seminars focussing on the fields of social inclusion, education, science and culture.

The first dossier published by the Observatory: *Education as a Social Elevator* presented an analysis of the quality of the education system and its capacity to offer opportunities for progress to citizens. The dossier has had a major echo and impact throughout the country. The Observatory is now working on new dossiers on the effects of youth unemployment on society and the socio-economic impact of research and innovation.



> A moment in the lecture by Laura Thompson, Director General of the International Organisation for Migration (IOM) and specialist in human rights who was invited by the Club of Rome to speak on the refugee crisis.

THE EUROPEAN SCHOOL OF HUMANITIES CONFIRMS ITS STATUS AS A GLOBAL DEBATE FORUM

The year 2016 saw the celebration of the first anniversary of the creation of the European School of Humanities. This project has consolidated its position at the Palau Macaya as a forum for dissemination and training and as an open space for discussion about the world from a strongly European and Europeanist perspective.

The programmes organised by the European School of Humanities closed the first year with 36 lecture cycles and 95 sessions addressing issues related to politics, philosophy, economics, sociology and literature. This attracted some 3,625 attendees.

Some of the voices heard were: Alain Brossat, Giacomo Marramao, Carmelo Dotolo, Daniel Innerarity, Yves Charles Zarka, Eva Illouz, Markus Gabriel, Elettra Stimilli, José Álvarez Junco, Paolo Flores d'Arcais, William Egginton, Gabriella Coleman, Gianni Vattimo and Santiago Alba Rico.



> An area for debate and reflection.





Commitment to our stakeholders

THE INITIATIVES BELONGING TO "LA CAIXA" FOUNDATION'S PROGRAMMES HAVE HELPED US TO CONSOLIDATE "LA CAIXA" BANKING FOUNDATION'S COMMITMENT TO SOCIETY AT LARGE. THE HARD WORK OF OUR STAKEHOLDERS HAS BEEN KEY IN THE FOUNDATION'S PROGRESS TOWARD BECOMING A LEADING INSTITUTION: FROM THIRD-SECTOR INSTITUTIONS TO GOVERNMENT BODIES AND FROM CUSTOMERS AND SHAREHOLDERS TO THEIR EMPLOYEES.

“la Caixa” Banking Foundation stakeholders

(GRI 102-40 and GRI
102-42)

Involving different stakeholders in different processes, as well as organising programmes and activities for every sphere of intervention is an essential goal for the “la Caixa” Banking Foundation (Hereinafter, FBLC). This is the Foundation’s way of stressing its social commitment to contribute to the betterment of people while steering the management of its Corporate Social Responsibility. Measuring the impact of activities on these stakeholders is the best contribution to sustainability and proper management of the Foundation. With regard to these stakeholders, the new Strategic Plan focuses on concentrating the number of collaborations so as to facilitate truly transformational development, while committing to further-reaching projects. All stakeholders, whether they are influential or they are significantly affected by the activities carried out by the Foundation, are essential to the organisation’s activities.

Stemming from the transformation process initiated during the preparation of the new Strategic Plan, the FBLC has identified and studied its main stakeholders and carried out significant internal surveys. This is further proof of its commitment to the process of continuous improvement in the relationship with these stakeholders and its own resources.

Internally, interviews have been conducted with members of the Board of Trustees and executive personnel, while more than 150 of the Foundation’s professionals have analysed current programmes to determine their potential and weaknesses in terms of better understanding their future viability. With regard to stakeholders, a comparative study has been carried out, analysing their activity and identifying best practices in foundations around the globe devoted to fields of action similar to those where FBLC programmes are implemented.

Societal and economic foresight analyses have been conducted with the collaboration of international experts specialising in foundations, NGOs and third-sector institutions.

The scope of these analyses covered nearly all projects that make up the Foundation’s main activities, resulting in 10 major priority lines of action. The first of these lines of action involves delimiting activity to three



> Volunteers are essential detecting emerging social needs requiring action.

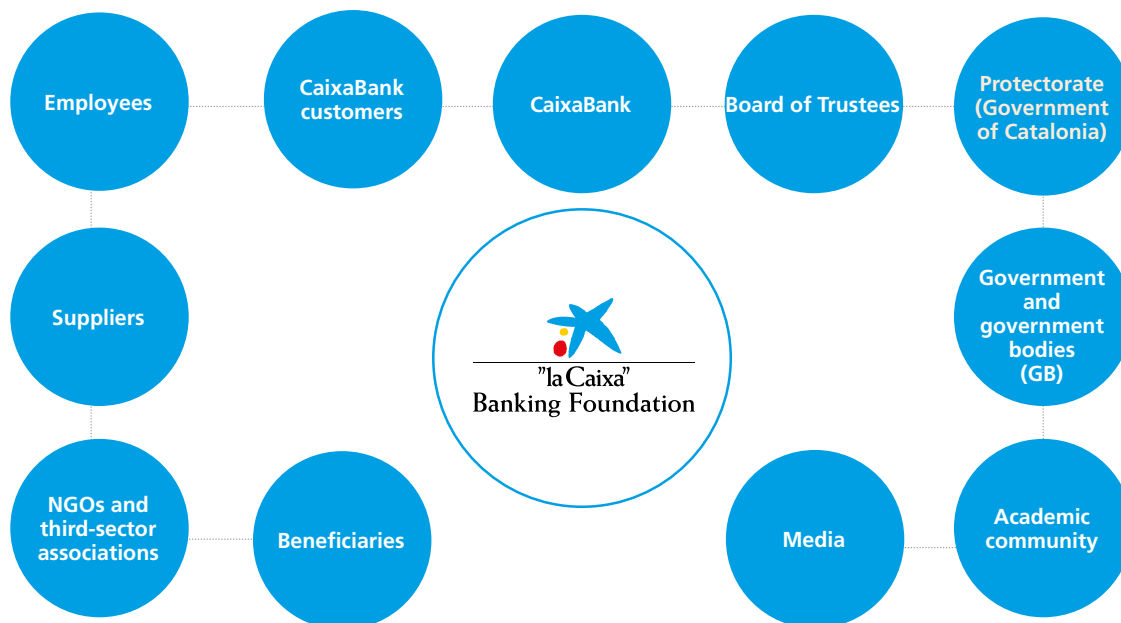
areas: Social, Research and training and Cultural dissemination and knowledge (you will find the lines and principles of action on page 7 of this integrated report).

The stakeholders of the FBLC are:

CaixaBank, the Board of Trustees, the Protectorate of Foundations of the Government of Catalonia, government bodies and the Government, the academic community, as well as the media, the various types of beneficiaries of FBLC programmes and activities (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 the "la Caixa" Banking Foundation (GRI 102-40)



This is the fourth integrated report on the "la Caixa" Foundation and the second to include a full year as a Banking Foundation. This 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 reveal impacts having the potential to substantially

affect the analyses and decisions made by our stakeholders. The detection and analysis of these matters have been carried according to the principles of "GRI 102: General contents" corresponding to the GRI Standards published by the Global Sustainability Standards Board (GSSB).



> The strategic plan prioritises child poverty reduction with the aim of guaranteeing equal opportunities for all.

The FBLC's value chain (GRI 102-46)

In terms of determining the issues deemed relevant to an organisation, the starting point is to outline its value chain. This way it can detect and analyse which stages or activities are relevant issues for the organisation.

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

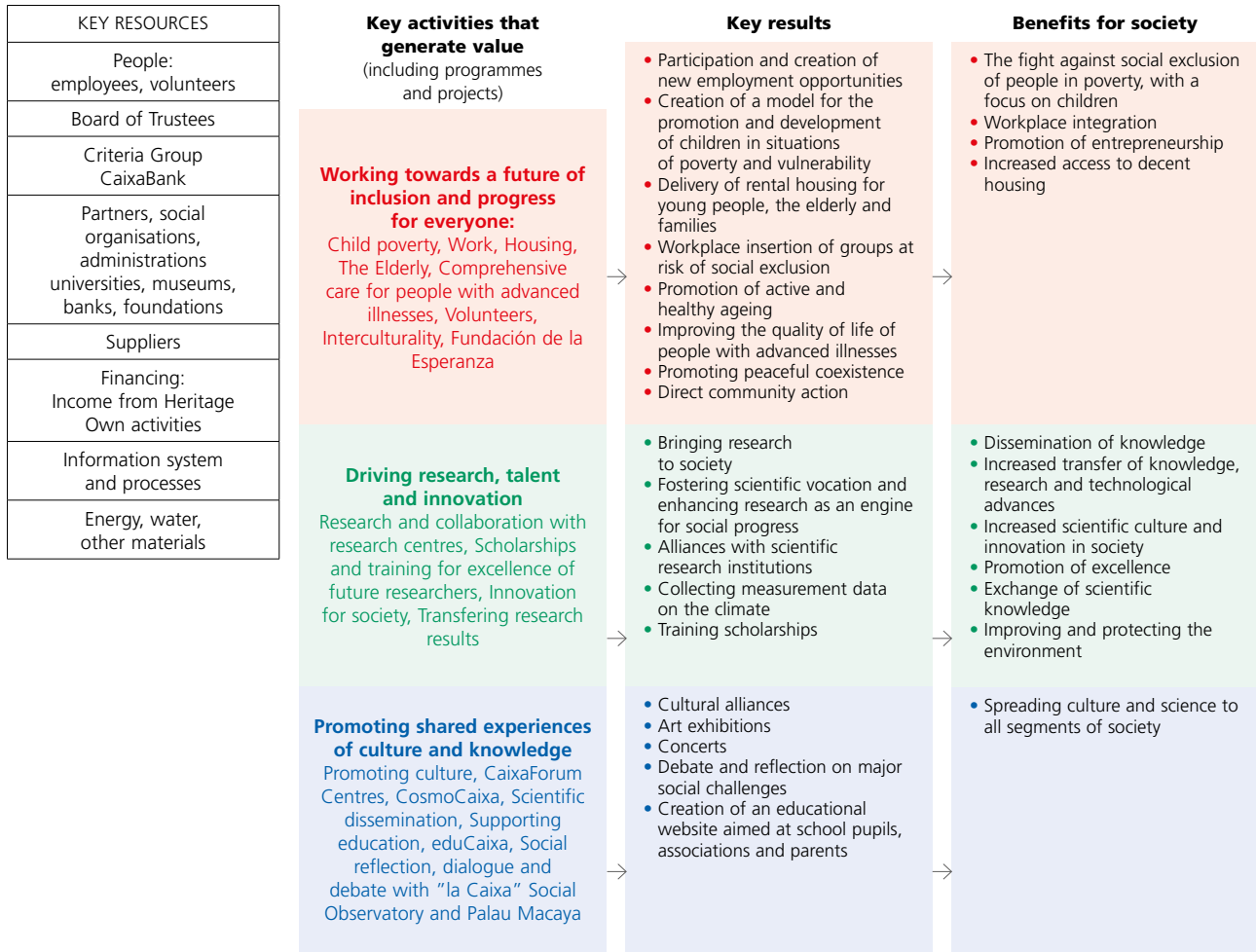
In 2016 and as part of its Strategic Plan for 2016–2019, the FBLC redefined its mission, as well as the values that inform its operations (page 6 of this report).

The key resources needed by 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 had been 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 the FBLC.

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

Our mission



Social commitment

Values

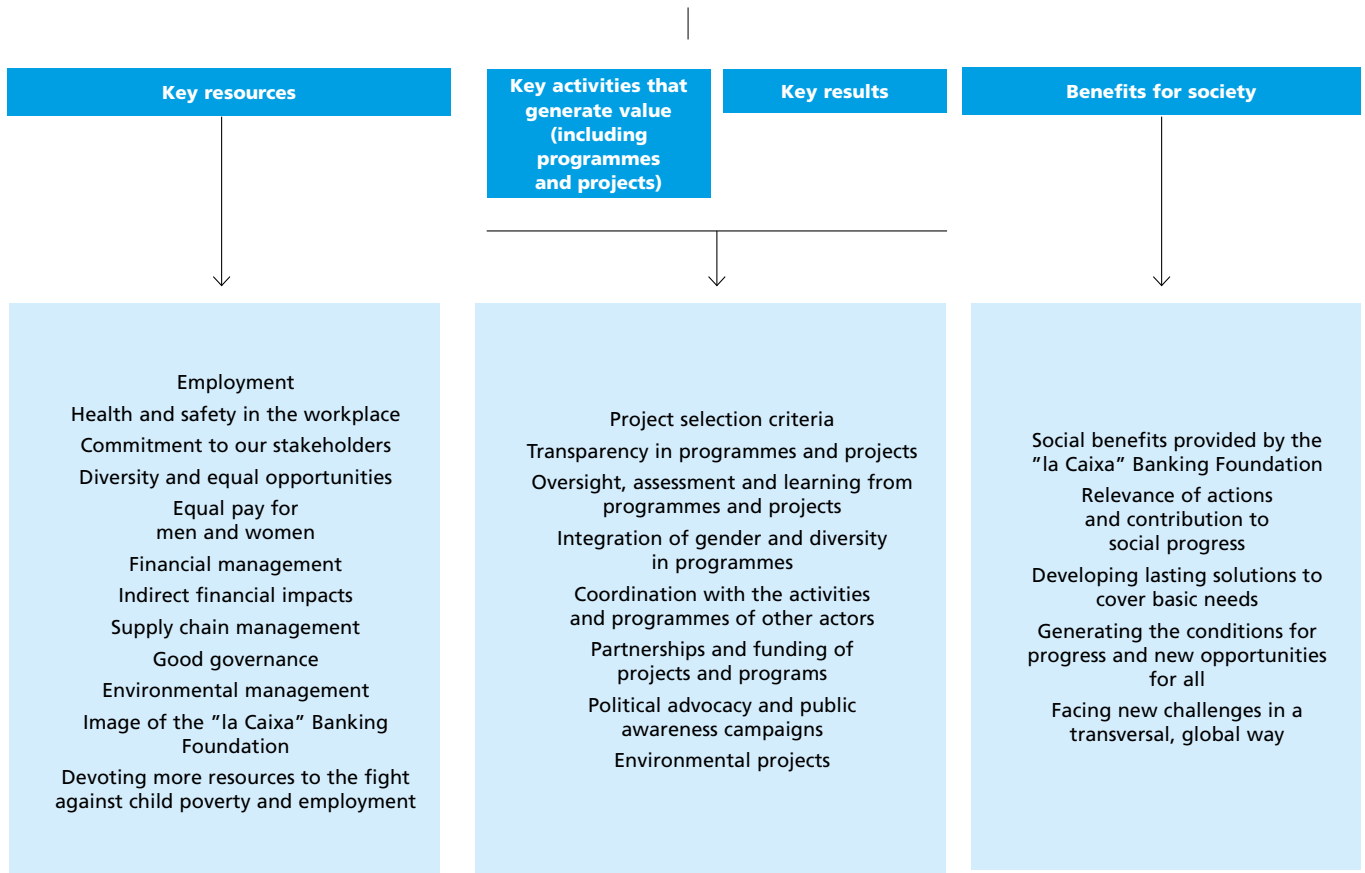
Responsibility

Trust

Key aspects and scope (GRI 102-47 and GRI 103-1)

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

Our mission



- Social commitment
- Values**
- Responsibility
- Trust

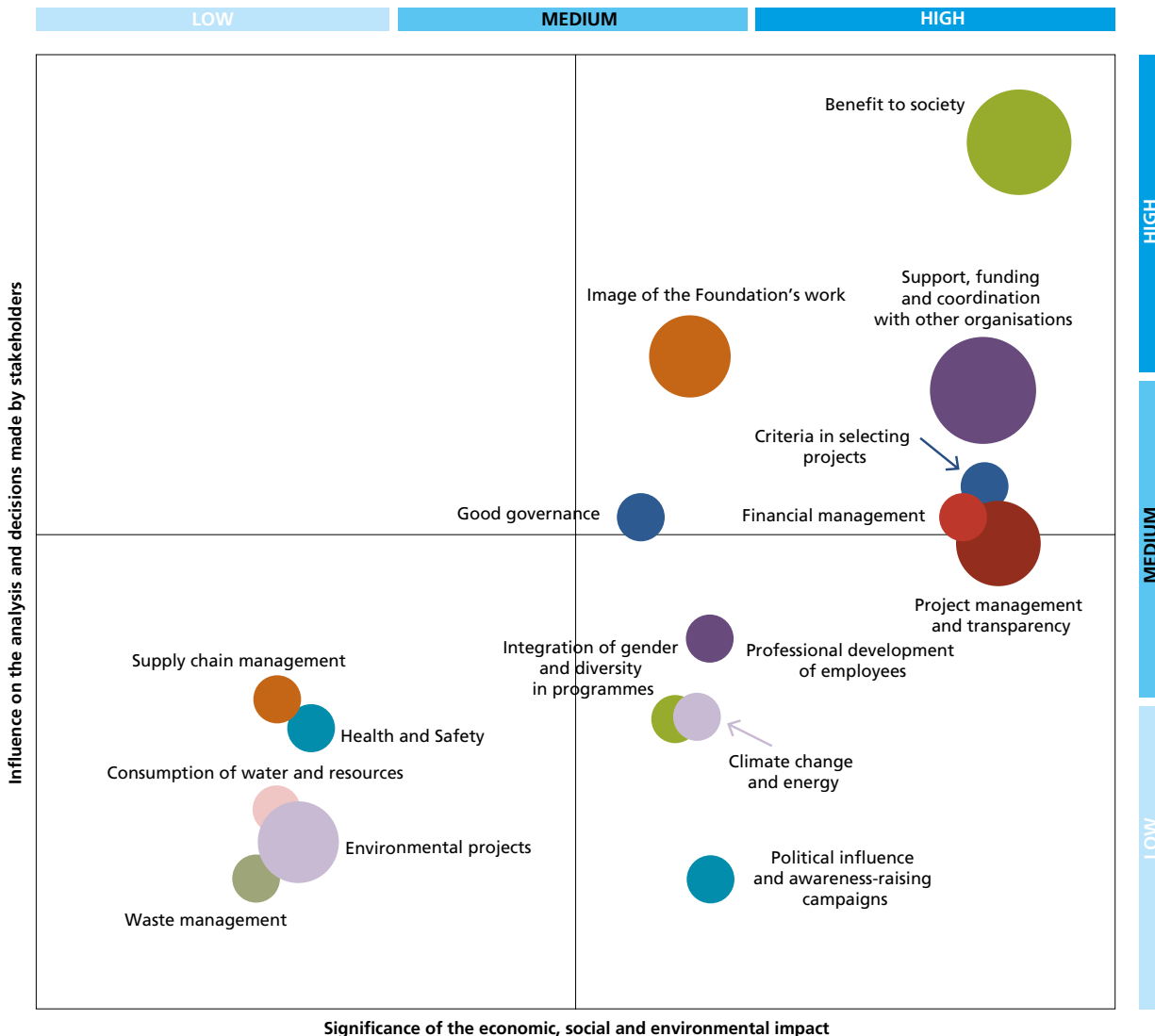
Prioritisation

(GRI 102-44)

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 the 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 the FBLC's social action. As such, the 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 the FBLC and the relevance and visibility of the actions carried out by "la Caixa" Foundation.

Prioritisation Chart (GRI 102-46, GRI 102-43 and GRI 102-44)



The relevant aspects identified, by order of importance, were: (GRI 102-47 and GRI 103-1)

Aspects considered relevant in the materiality study

Issues	GRI Standards and Sectoral GRI indicators
<p>Social benefit</p> <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 action, education, health, humanitarian aid, social inclusion, excellence in training and research in science</p> <p>Social benefits provided by the "la Caixa" Banking Foundation</p> <p>Relevance of actions and contribution to social progress</p>	<p>GRI 201-1: Direct economic value generated and distributed</p> <p>NGO G4-DMA Resource allocation (formerly NGO7)</p>
<p>Support, financing and coordinating with other actors</p> <p>Coordination with the activities and programmes of other actors, alliances with other organisations/ foundations</p> <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>
<p>Image of the Foundation</p> <p>Image</p> <p>Differential aspects compared to other institutions</p>	<p>No equivalent aspects found</p>
<p>Good governance</p> <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> <p>Code of ethics and training plans and promotion of the code</p> <p>Existing management committees</p> <p>Internal procedures to prevent conflicts of interest</p>	<p>GRI 405-1: Diversity in governing bodies and employees</p>
<p>Financial management</p> <p>Financial management policies</p> <p>Budgetary allocations by areas</p> <p>Financial policy and control mechanisms</p> <p>Grants received from governments</p> <p>Sources of financing and value of contribution</p>	<p>GRI 201-1: Direct economic value generated and distributed</p> <p>GRI 201-4: Financial assistance received from the government</p> <p>NGO8: Sources of funding by category and five largest donors, as well as monetary value of their contribution</p> <p>GRI 417-3: Cases of breaches related to marketing communications</p> <p>NGO G4-DMA Resource allocation (formerly NGO7)</p>
<p>Criteria for the selection of projects</p> <p>Criteria considered in the selection of projects in accordance with FBLC strategy</p>	<p>No equivalent aspects found</p>

Aspects considered relevant in the materiality study

Issues

GRI Standards and Sectoral GRI indicators

Aspects considered relevant in the materiality study	Issues	GRI Standards and Sectoral GRI indicators
Project management and transparency	Transparency, oversight mechanisms, assessment and learning from programmes and projects	GRI 413-1: Operations with participation of the local community, impact assessment and development programmes
	Efficiency and impact of programmes and projects	GRI 418-1: Claims relating to violations of client privacy and loss of client 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 NGO G4-DMA Oversight, assessment and lessons (formerly NGO3):
	Measures established to communicate changes to programmes and projects	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	Mechanisms for feedback and complaints	
	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, oversight, assessment and learning cycle of the programme

Aspects considered relevant in the materiality study

Issues

GRI Standards and Sectoral GRI indicators

Aspects considered relevant in the materiality study	Issues	GRI Standards and Sectoral GRI indicators
Professional development of employees	Implementation of a system for attracting and retaining talent (remuneration policies and social benefits)	GRI 201-3: Obligations under the defined benefits plan and other retirement plans
	Job stability (unions, retirement plans)	GRI 202-1: Ratio of standard initial category by gender against local minimum wage
	Pay	GRI 401-1: New recruitment of employees and staff rotation
	Employee training and development	GRI 401-2: Benefits for full-time employees that are not offered to part-time or temporary employees
	Policies on diversity, equality and integration of employees	GRI 401-3: Parental leave
	Dialogue with unions and collective bargaining	GRI 404-2: Programmes to improve the skills of employees and programmes providing support during transition
Health and safety	Implementation of a health and safety management system in accordance with international standards	GRI 404-3: Percentage of employees who receive regular performance evaluations and professional development meetings
	Promoting awareness and training in health and safety among employees	GRI 405-1: Diversity in governing bodies and employees
	Risk management	GRI 403-1: Representation of workers on formal worker-company health and safety committees
	System for logging data on employee accidents, lost days and absenteeism	GRI 403-2: Types of accidents and frequency of accidents, occupational illnesses, lost days, absenteeism and number of deaths due to work-related injury or occupational illness
		GRI 403-4: Health and safety issues covered in formal agreements with trade unions

Aspects considered relevant in the materiality study	Issues	GRI Standards and Sectoral GRI indicators
Climate change and energy	Identification, assessment and goals for reducing energy consumption and emissions (carbon footprint and/or emissions associated with organisation activity)	GRI 302-1: Energy consumption within the organisation GRI 302-2: Energy consumption outside the organisation GRI 302-4: Reduction of energy consumption
	Promotion of energy efficiency and renewable energy to mitigate climate change	GRI 305-1: Direct greenhouse gas emissions (Scope 1) GRI 305-2: Indirect greenhouse gas emissions during energy generation (Scope 2) GRI 305-3: Other indirect greenhouse gas emissions (Scope 3) GRI 305-5: Reducing greenhouse gas emissions
Consumption of water and resources	Identification, assessment and targets for reducing the consumption of paper and printing supplies	GRI 301-1: Materials used by weight or volume
	Identification, evaluation and reduction of the impact generated by the organisation on water resources	GRI 301-2: Recycled materials GRI 303-1: Water extraction by source GRI 303-2: Sources of water significantly affected by water extraction
	Promotion of water reuse	GRI 306-1: Water discharge by quality and destination
Political advocacy and public awareness campaigns	Processes of formulation, communication, implementation and change in the defence of organisation positions regarding specific issues, as well as public awareness campaigns	NGO G4-DMA Public awareness and promotion (formerly NGO5): Processes for the formulation, communication, implementation and change in political advocacy and public awareness campaigns
	Strategies, activities and actions taken regarding public awareness	
Supply chain management	Supplier management systems to extend labour, environmental, health and safety and ethical commitments to the supply chain	GRI 204-1: Proportion of spending on local suppliers
	Measures to identify, evaluate and oversee suppliers	
Environmental projects	Work to prevent forest fires, planting of species by communities, CosmoCaixa and the environment, participation in global blackout	
	Minimising the FBLC carbon footprint. Promoting clean energy generation projects and participation in environmental initiatives to combat climate change	No equivalent aspects found
Waste management	Identification, assessment and waste reduction targets	GRI 306-2: Waste by type and method of disposal
	Waste management system	



Value generation and "la Caixa" Banking Foundation activities

ASSISTANCE IS CONTINUOUSLY PROVIDED TO INFLUENTIAL STAKEHOLDERS AND STAKEHOLDERS AFFECTED BY THE ACTIVITIES OF THE "LA CAIXA" FOUNDATION SO THESE COLLECTIVES MAY BECOME INVOLVED IN THE ENTIRE EVOLUTIONARY CYCLE OF THE PROGRAMMES BEING CARRIED OUT. THIS COMMITMENT IS RENEWED, YET AGAIN, IN THE NEW STRATEGIC PLAN AND IMPLEMENTED AS A PRIORITY DEVELOPMENT GOAL APPLIED TO PROJECTS WITH A BROADER SCOPE AND GREATER EFFECTIVE TRANSFORMATIONAL IMPACT.



> Programmes for the elderly are a good example of the involvement of beneficiary collectives in programme design.

Areas and programmes

In 2016, the “la Caixa” Banking Foundation (hereinafter, FBLC) began applying the directives and priorities set forth in the new Strategic Plan. The main guidelines that set the course that the “la Caixa” Foundation is to follow have renewed, once again, the institution’s commitment to build a better, fairer society, providing more opportunities for the most vulnerable sectors of society. These goals ultimately embody the essence that has guided the organisation throughout its history, which is founded on the principles of social commitment, responsibility and trust.

Stakeholder engagement

Participation in design, execution, oversight and evaluation (GRI 102-42)

The most noteworthy event of 2016, which highlights the importance that the FBLC places on its relationship with the main actors involved with the Foundation, was the creation of the “la Caixa” Social Observatory. This institution was established to meet the goal, as described in the Strategic Plan, of consolidating the FBLC as a benchmark for dialogue, debate and reflection.

The “la Caixa” Foundation envisaged this instrument for the purpose of carrying out thorough and comprehensive analyses involving the different spheres of social reality where it takes action. This means that not only is the Foundation able to focus on the many problems that part of its activities currently aim to address (by means of programmes and activities), but it can also further its progress by identifying and diagnosing new social challenges.

The Social Observatory aims to provide an overview of social reality, providing research, analyses and insights that allow said scientific basis to be passed on to society. Another one of its goals is to diagnose social reality in the main areas of intervention tackled by the Foundation: education, society, science, innovation and culture. Lastly, it also has a communicative purpose, as the Observatory should also be the window allowing the Foundation to show itself as sensitive to social changes.

To reach these goals the Social Observatory promotes studies dealing with current affairs and cutting-edge research, always prioritising novel subject matters. The information gathered will make up a body of knowledge that the “la Caixa” Foundation commits to make available to society.

The mechanisms designed for this purpose include the creation of a social barometer and publication of in-depth articles, as well as their results, which shall be adapted to different contexts, platforms and specialisation levels on the part of their target audiences.

To do so, the Observatory will set up a web-based platform, publish several different monographic reports and organise events such as symposiums, seminars and lecture cycles, while also publishing contents on social networks.

Despite the fact that 2016 was the first year the Social Observatory was active, its influence has been considerable: as a

consequence of the publication of its first articles and reports, fifty key actions have been carried out, whose impact is believed to be significant, in addition to the more than 185,000 visits that its website has received.

Therefore, the Social Observatory has emerged as an essential tool and a point of confluence and interaction with the main agents involved with the Foundation, alongside Palau Macaya, which has established itself as a catalyst and a benchmark for debate and reflection. It has been able to foster the participation of the agents involved by organising workshops and seminars, which also contribute to disseminating knowledge and insights on important, cross-disciplinary matters having an important social impact.

The “la Caixa” Foundation is aware of the importance of participation on the part of their stakeholders and thus, we foster their involvement in all stages of activity and programme development (design, implementation, oversight and assessment).

In 2016, this commitment was exemplified by programmes such as Incorpora and the organisation of up to 20 recognition events, coinciding with the programme’s 10th anniversary and involving all Incorpora groups and CaixaBank regional managers. This has given visibility to the work carried out by the Foundation in collaboration with socially responsible companies and individuals, within the framework of the social-occupational integration promoted by this programme.



Number of visits to the Observatory’s website:

185,000



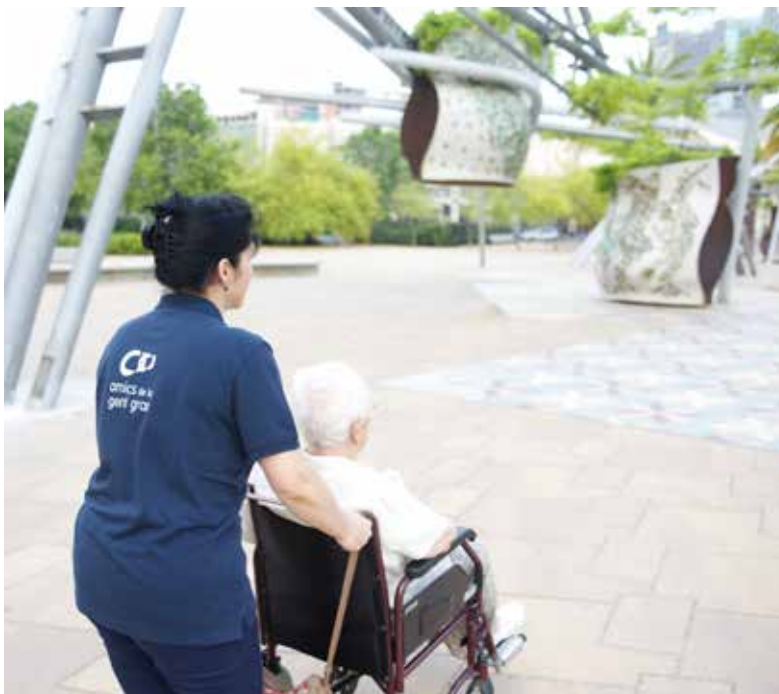
NGO G4-DMA Relationships with affected stakeholders (formerly NGO1)

Participation %	Beneficiaries	Government bodies	Third-sector agents	Academic community	Suppliers
Total engagement	89.47	78.95	55.26	81.58	92.11
Engagement in the design stage	50	47.73	47.37	63.16	71.05
Engagement in the implementation stage	44.74	65.79	48.65	71.05	88.89
Engagement in the follow-up stage	52.63	76.32	51.35	67.57	80.56
Engagement in the evaluation stage	76.32	68.42	54.05	72.97	81.08
Continued engagement during dialogue or alliances	59.46	78.95	52.63	67.57	88.89

This is also the case of the programme for Integrated Care for People with Advanced Illnesses, where specific healthcare agreements have been entered into with different regional Health departments, owing to their scope and with the aim of publicising the programme and gaining the support of government bodies. Likewise, the programme has also signed up to a collaboration agreement with the Department for Health, involving a commitment to expand the programme, which in 2016 provided assistance to 109 hospitals and 126 home care teams throughout the country.

Agreements were also reached in 2016 with non-profit organisations for the management of 42 of the programme's Psychosocial Support Teams. Lastly, agreements have been signed with members of the academic and scientific communities, including the Cancer Institute of Catalonia (ICO), to improve the programme's scientific and assessment aspects. An agreement has also been reached with the University of Vic for the implementation of a postgraduate course in Psychosocial and Spiritual Care for people with advanced diseases.

> Volunteers deploy a number of local social actions that contribute to people's well-being.



In some cases, this involvement on the part of stakeholders was substantiated by preparing documents that will constitute the basis of the actions driving this programme. This is the case of the programme for the elderly - *Putting People First: Caring as We Would Like to be Cared For*, where stakeholders were key actors in preparing the "Caring as We Would Like to be Cared For" charter – the foundation of the aforementioned intervention. They also participated in the preparation of four reports based on in-depth interviews and analyses on the subject of caring for dependency relationships, as well as care-related surveys and reports on ageing.

Channelling the participation of the actors and organisations able to add value to the preparation and design of these programmes has been yet another strategy used as part of the "la Caixa" Grants programme. Taking into account the opinions of the research centres that would host grant beneficiaries was key in the 2016 launch of the new programme of grants for international doctorates, INPhINIT. These centres contributed to the call for applications, a commitment that they entered into as part of their agreement to participate in the programme.

These agreements are similar to the ones that articulate the relationship between "la Caixa" volunteer branches and their environment, by means of the social organisations with whom they collaborate. Their role is important in terms of determining the social needs that need to be addressed in each region. In fact, estimates suggest that 75% of all actions are driven by the initiative of these social organisations, while 25% are connected with "la Caixa" Foundation programmes.

In 2016, the organisational structure was simplified; this process involved disbanding 40 "la Caixa" volunteer associations, as well as "la Caixa" FASVOL (Federation of "la Caixa" Volunteer Associations). In turn, a single "la Caixa" Volunteers' Association was created, of which CaixaBank and FBLC founders are members. The main goal

driving the new “la Caixa” Volunteers’ Association is to encourage current and former employees, as well as all other people associated with “la Caixa” Group, to participate in altruistic volunteer-based initiatives for the common good, and to facilitate their participation. Additionally, this year the association’s new master plan came into force. The aim of this plan is to establish future priorities and lines of action that foster the participation of different agents connected with “la Caixa” volunteer initiatives. As part of this context of renewal, a new web-based platform is being developed and is expected to be launched early 2017. Its goal is to improve the active participation of citizens through local volunteering initiatives. In addition to the local initiatives led by volunteers in each territory, the presence of volunteers has also been fostered in “la Caixa” Foundation programmes.

In some cases these programmes make use of the activities being developed to facilitate contact with the agents involved. eduCaixa Young Entrepreneurs carries out surveys among teachers, makes use of social networks to gather information on the education community and carries out interviews, which are sometimes oral and informal, with teachers and students alike. These interviews are carried out either during in-person events devoted to that purpose, or during other activities being held.

Also encompassed within the programme’s educational sphere, management boards and teaching staff from the schools participating in the *Let’s Talk About Drugs* programme, as well groups of students, fill in questionnaires designed to assess the programme’s impact.

It is also worth noting that the involvement of participating agents is not only fostered locally. The Foundation’s International Area has established an alliance with UNICEF with the aim of broadening the reach of an innovative pneumonia diagnostic method. The aim of the ARIDA project (*Acute Respiratory Infection Diagnostic*



> Expanding the possibilities offered by new technologies in the field of education is one of the paths to follow.

Aid) is to provide effective early pneumonia detection among children under the age of five. This tool is offered by *Community Health Workers/Volunteers*. This collective is the main agent involved, as they are the recipients of the diagnostic units and require specific training. *Community Health Workers/Volunteers* have been present throughout the project’s entire life cycle, as not only is it based on an important innovation, but its goal is to prove the usefulness and benefits of these technological devices in the hands of these workers/volunteers.

Lastly, in 2016 Fundación de la Esperanza deployed a series of mechanisms to maintain contact with its actors. These were based on proposal surveys aimed at the organisation’s users, public and private external collaboration services, and the Foundation’s internal services.



> Knowing how to listen is a great asset for an organisation aspiring to improve year after year.

Mechanisms for obtaining feedback on programmes and projects

Maintaining permanent dialogue with stakeholders is a practice that is fully integrated within the work dynamics of different areas and departments. Mechanisms are established for programmes and projects, sometimes designed specifically for the occasion, to ensure that there is a continuous flow of information allowing the organisation to be aware of opinions, suggestions and demands at all times. These mechanisms are also key tools for continuous improvement dynamics, as they constitute a form of objective assessment of the scope of the actions being carried out.

Some of these mechanisms were implemented systemically in the programme for Integrated Care for People with Advanced Illnesses. Every year a satisfaction survey is carried out among the healthcare professionals collaborating with the Psychosocial Support Teams. In 2016, based on the answers provided by these professionals, the programme received a

score of 9.2 out of 10. This survey is added to the programme's internal follow-up mechanisms, which include on-site visits to the organisations implementing the project and to the hospitals where the care is provided.

These surveys are an excellent tool for gathering information. Palau Macaya established a system of qualitative and quantitative surveys, which are conducted among those who participate in the organisation's activities, as well as on-site and phone care services.

This strategy is similar to the one used by the "la Caixa" Grants programme. Every year a survey is sent to all participants, including those who were not granted a scholarship, as well as to experts and evaluators. The Association of "la Caixa" Scholarship Holders' social network channels – Facebook and Twitter – are also used as platforms for collecting opinions on the programme.

eduCaixa also uses surveys, with the addition of meetings with the teachers who implement the programme. The data collected from their answers are enormously useful for designing future initiatives.

For some programmes, feedback is obtained via on-site follow-up visits, as is the case of *CooperantesCaixa* and *Let's Talk about Drugs*. In the latter case, follow-up visits are conducted at the educational centres adhering to the "Here we talk" project.

In some cases, assessments are internal, as is the case of the measurements carried out under the programmes *Violence: Zero Tolerance* and *Integrated Care for women and children suffering from gender-based violence*. In other instances, the results of these assessments are shared and published, as was the case of the programme for the elderly *Live Well, Feel Better*, where assessment results were presented during the conference held by the Spanish Geriatrics and Gerontology Association.

In other cases, feedback from programme beneficiaries is channelled through web-

based services. That is the case of the Affordable Housing and Solidarity Rent programmes. Website improvement actions were initiated in 2016 and are expected to become effective in 2017. In short, the new website will provide a better

and more modern graphical interface. The search function and help section will also be improved, and more focus will be placed on easily finding promotions and sharing them on social networks.

NGO G4-DMA Feedback Feedback mechanisms

	Cases	%	Social	Research and training	Dissemination of culture and knowledge
Does the project include some form of feedback mechanism?	30	76.32	73.91%	66.67%	91.67%
The project includes the following feedback mechanisms: INFORMATION REQUEST?	25	70.27	63.18%	33.33%	83.33%
The project includes the following feedback mechanisms: OPINION?	26	81.08	86.36%	33.33%	83.33%
The project includes the following feedback mechanisms: SUGGESTIONS?	28	81.08	86.36%	33.33%	83.33%
The project includes the following feedback mechanisms: COMPLAINTS?	27	78.38	81.82%	33.33%	83.33%
Projects	38		23	3	12

Systems for monitoring, assessment and lesson learning

Assessment of programmes' impact and improvements to the indicators that measure efficiency are essential to the FBLC. Implementing permanent measurement and assessment systems and establishing protocols that measure the impact of programmes and activities are essential for the "la Caixa" Foundation. This constant reviewing and analysis of the reach of the Foundation's actions is not only deemed a step forward and a responsibility towards stakeholders: these processes make it possible to continuously detect ways of improving procedures, reach and interventions, so that continuous improvements can be made in all areas and programmes. This commitment keeps the Banking Foundation constantly on its toes, and this state of readiness is the best way of opening up its ability to innovate.

Following the lines of the new Strategic Plan and measuring the reach of interventions helps to improve their visibility

and efficacy. It is an essential tool for determining the viability of the "la Caixa" Foundation's programmes and actions.

The Strategic Plan establishes that programmes must incorporate assessment mechanisms throughout all stages of the process. Currently, 100% of all programmes have follow-up and control procedures and 97.37% of them have monitoring, assessment and learning mechanisms.

Quantitative oversight and control systems are among the most commonly used for FBLC projects and programmes. In 92.11% of all cases, they are used to gather data continuously during the project's implementation. Furthermore, 97.37% of all programmes have end-stage quantitative indicators, which collect information during the final stage of the programme.

In terms of qualitative information systems, 81.58% of all programmes continuously gather qualitative information throughout the entire implementation of the programme. 92.11% of them have mechanisms to gather

information on qualitative indicators during the final stage of the programme.

FOLLOW-UP, EVALUATION AND ANALYSIS

In 2016, 100% of all projects and programmes carried out follow-up actions

and analysed and evaluated the results. Thus, all “la Caixa” Foundation programmes have measurement tools. Thanks to this, 86.49% of all programmes implemented changes and improvements throughout the year, motivated by the recommendations stemming from the evaluations carried out the previous year.

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

	Cases	%	Social	Research and training	Cultural dissemination and knowledge
Systems for monitoring, assessment and lesson learning in place	37	97.37	95.65%	100%	100%
Follow-up and control systems in place	38	100	100%	100%	100%
Carried out follow-up activities in 2016	38	100	100%	100%	100%
Evaluation exercises or results analysis performed	38	100	100%	100%	100%
Improvements or changes introduced for 2016	32	86.49	90.91%	33.33%	91.67%
Projects	38		23	3	12

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

Projects having oversight and control systems

Continuous quantitative indicators (recorded throughout the process)	Final-stage quantitative indicators (generated at the end of the programme)	Continuous qualitative information systems (recorded throughout the process)	Final-stage qualitative information systems (generated at the end of the programme)
92.11%	97.37%	81.58%	92.1%

Among the systems used to gather information for programme follow-up, in 2016 a total of 92.11% of all projects continuously recorded activity data. 84.21% chose the option of scheduling follow-up visits. Most projects (76.32%) have follow-up committees; in 68.42% of them, audits were conducted or assessment was sought from external experts; in 84.21% of cases, assessment surveys were carried out among specific collectives; and studies were conducted for 60.53% of projects.

Process audits remain the least frequent follow-up mechanism, used by only 34.21% of projects, while accounts audits are carried out in only 28.95% of cases. During the assessment stage, the most widespread evaluation and analysis exercises used by FBLC projects were: assessment meetings,

carried out for 92.11% of projects, and reports or assessments using quantitative indicators and/or qualitative information, a method used in 92.11% of projects.

It is becoming increasingly common for projects and programmes to implement, starting from the very first stages, different oversight, control and assessment systems adapted to their specific characterises. For instance, under the programme for the elderly *Always Someone There*, an assessment of its pilot programme, as well as of the practical implementation of its methodology, was performed in all three territories where it was carried out. The same is true for the programme for the elderly *Live Well, Feel Better*, where a multicentre and practically experimental assessment of the programme was carried out.

In other programmes for the elderly, such as *Putting People First: Caring as We Would Like to be Cared For*, a wide range of options were used: design and preparation of surveys on care expectations, the “Caring for dependency relationships” qualitative study, work seminars and semi-structured interviews with experts, and the public presentation of key documents such as the “Caring as We Would Like to be Cared For” charter.

There are also cases connected with programmes for the elderly, such as the Participation and Volunteer programmes, where assessments are channelled through surveys aimed at participants and discussion groups. Technical managers and activity monitors were also involved in the discussion groups. In the Health and Well-being programmes, on the other hand, studies were carried out to assess the quality of the activities being developed, with the aim of evaluating their methodology, their contents and the professionals conducting health-related activities.

In the programme for Comprehensive Care for People with Advanced Illnesses, several different methods were also used: the programme’s online platform, clinical care documentation, annual progress monitoring meetings, on-site visits to different regions by programme and scientific managers, external financial and procedural audit, as well as follow-up and training events involving all participating professionals.

Every year a study is carried out to measure the effectiveness of the psychosocial support provided by the programme. In 2016, a series of important improvements were made to the programme’s online platform to enhance the quality of the support provided by Psychosocial Care Teams (EAPS). New variations of the annual effectiveness study were also introduced.

Among the new developments for 2016, new self-assessment tools for psychosocial care teams were implemented so as to better monitor their own activity. EAPS managers, as well as the managers of the

non-profit organisations that collaborate with us, are also surveyed now. Work groups tasked with tackling questions on volunteering, spirituality, paediatrics and social work were created to complement this set of tools.

In the field of volunteering, the Banking Foundation consolidated a management and support model via the technical volunteering offices. These offices contributed to introducing a management road map involving planning, recruitment, welcoming, integration, activity development, recognition and loyalty initiatives.

Alongside these processes and for quite some time, other improvements have been taking place, including improvements to management tools and its website, and the implementation of result-driven assessment and oversight mechanisms for activities carried out by volunteers.

In the case of the CooperantesCaixa programme, two training and assessment events were organised with the aim of highlighting the work carried out by its volunteers throughout the programme’s life cycle. Over the course of these events, improvement proposals applied in 2016 were assessed, while assessment protocols were expanded on and improved.

> Surveying volunteers and elderly people enables organisers to assess dependency-related support and prevention programmes.





> Most programmes implement changes during different stages of their process. Most of these changes involve tools and resources connected with new technologies.

The CRM (Customer Relationship Management) of Fundació de la Esperanza also has assessment mechanisms, which are used to measure the services they manage.

Likewise, Palau Macaya uses surveys to measure the satisfaction of the public attending its events, as well as the satisfaction of the organisations that make their spaces available. In the latter case, these assessments address the activities carried out, structural conditions and equipment. They are also working on the design of a template allowing them to compile the main conclusions drawn from reflection projects.

EXAMPLES OF IMPACT OF PROGRAMMES

The programme *Let's Talk about Drugs* developed a tool specifically designed to measure the impact of the programme among the high school students involved. It is a questionnaire filled out by students having completed the programme's

educational circuit. It involved visiting the exhibition and later carrying out classroom work, as well as a debate with their commissioner. The results obtained revealed that the programme affects teenagers' perception of the risks involved in taking drugs and changes their attitude.

Based on the indicators obtained, 37% of young people had more substantiated reasons, based on new information, to say "no" to drugs, after they participated in the programme. The perception on drugs of 12.1% of these young people changed, and 42% of them changed their opinion considerably or a lot concerning drugs they did not know about and their effects. Lastly, 70% of them felt that they now have more reasons to say no to drugs and discourage their use in their immediate environment.

The programme had a direct impact on its target audience, thus strengthening its purpose. It provided young people with additional resources to help them develop and reinforce their decision not to take drugs.

These programmes implement follow-up and assessment measures until their completion. Although Violence: Zero Tolerance ended in 2016, follow-up meetings were held with the organisations that developed its programmes. Additionally, the interventions carried out among groups of women were assessed, based on questionnaires designed by the University of Barcelona. These four questionnaires, developed by professionals and aimed at women benefiting from the programme, were designed to measure the programme's impact and goal achievement. The results obtained were collected in a final report, alongside an analysis of the results. Lastly, satisfaction surveys are also carried out among beneficiaries; in this case, teachers and students who participated in the preventive educational workshops.

Other programmes also had a substantial impact, resulting from the focus placed on specific areas, as established in the Strategic Plan. The programme for universities also came to an end in 2016. Collaborations with different universities will be channelled and added to the research programmes in the Research and Knowledge Area.

This is also the case of the environment protection programmes. As a result of the review, the programmes *Land Stewardship* and *Conservation of Natural Areas* came to an end. Resulting from changes in their financial management, they now only have at their disposal the budget made available by the agreements with the provincial councils in Catalonia. The budget for other regions has been transferred to the Environmental and Healthcare Research initiative. Consequently, the contents of the agreements with regional governments covering research, healthcare and environmental projects have also been changed. Lastly, the following research programmes have also been redirected: *ClimaDat*, Climate Change Research, and *Medclíc*, Research on the Mediterranean.

Resulting from the measurement-based assessments carried out, changes have been

implemented in some programmes allowing them to redefine their goals or begin new stages. That is the case of the programme *Art for Change*, which has been organising campaigns since 2008 to support artists and cultural organisations so that it can develop projects aimed at social transformation that engage vulnerable collectives.

Starting next year, *Art for Change* may restructure their road map and add new goals. Firstly, promote the brand *Art for Change* and increase the involvement of the "la Caixa" Foundation, establishing guidelines for the foundation's exchanges and collaborations with selected artists and organisations so as to offer, for example, the possibility of using CaixaForum centres to exhibit the final results. Secondly, the Foundation's grants are expected to increase from €15,000 to €25,000, while the number of projects selected will be reduced from 30 to 15.

For the purpose of improving the quality and efficiency of the programme, the Consultancy and Research department of the Pere Tarrés Foundation has been commissioned to prepare a proposal for managing and implementing a process for evaluating projects submitted to the 2016 edition of *Art for Change*, according to the organisation's new goals.

eduCaixa Young Entrepreneurs is yet another programme that has been gradually expanding its use of qualitative assessment indicators that have led to changes in its programmed actions. These changes include the implementation of the Enterprise Challenge course, which provides on-site training in entrepreneurship to 35 teams throughout the country. This course will enable direct qualitative assessment based on direct observation and on interview and spontaneous conversations with participating teachers and students.

Quantitative evaluation mechanisms have also been implemented for the digital educational resources that complement the KitCaixa Young Entrepreneurs programme. They are designed to study uses by analysing

online users. Another option that has been implemented is the creation of a Facebook teacher community. This channel enables the organisation to gather the teaching community's interests and questions, while providing the teachers with resources so they can make better use of the programme and creating knowledge and experience synergies among all of the group's components.

Lastly, training sessions were held for teachers. In 2016 they were held in Malaga and based on the subject of entrepreneurship. Three round tables were organised to highlight the potential of education in entrepreneurship in terms of developing students' basic skills. Sessions were held in October in Barcelona, Girona and Zaragoza.

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

Cases	%	Social	Research and training	Cultural dissemination and knowledge
38	86.84	91.30%	100%	75%

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

		Activity		Cultural dissemination and knowledge
		Social	Activity	
NGO G4-DMA Monitoring, assessment and lesson learning (previously NGO 3.5.1)	% of projects that permit the measurement of EFFECTIVENESS	83%	33%	67%
NGO G4-DMA Monitoring, assessment and lesson learning (previously NGO 3.5.2)	% of projects that permit the measurement of EFFICIENCY	82%	33%	67%
NGO G4-DMA Monitoring, assessment and lesson learning (previously NGO 3.5.3)	% of projects that permit the measurement of IMPACT	78%	67%	67%



> Educational programmes implement non-discrimination and diversity criteria.

Integration of the gender and diversity component

Gender and diversity-based factors are essential for the “la Caixa” Banking Foundation, which works to integrate them into all of their programmes. Ultimately, programme managers are in charge of deciding, based on the programme’s specific characteristics, how to include and establish diversity and equality criteria.

The gender and diversity component is included in 91.67% of all projects and programmes. The most widespread formulas are to incorporate non-discrimination criteria and oversee equal participation opportunities. Some form of positive discrimination is applied in 51.43% of all programmes to ensure appropriate presence and participation levels concerning the agreed collectives. 37.14% of all programmes specifically address gender-based issues.

More specifically, 72.22% of the “la Caixa” Foundation’s programmes include other factors providing diversity support. This is essential, in many cases, to ensure scenarios where there are equal opportunities for different collectives. In fact, the main goal driving 57.14% of these programmes is to tackle diversity-related problems. As is the case of gender-based factors, the most widespread criteria is to apply non-discrimination principles, which is done in 85.89% of all cases. In 70.59% of the Foundation’s programmes, monitoring measures are applied to guarantee equal opportunities in terms of participating in the project, while in 58.82% of them, said participation is ensured by implementing positive discrimination measures.

As part of its debate and reflection contents, the “la Caixa” Social Observatory tackles the social impact of gender and diversity-based issues in the fields where the Foundation’s programmes intervene.

The programme for the elderly *Putting People First: Caring as We Would Like to be Cared For* analyses the evolution of

the role of the carer from a gender-based perspective and as an intrinsic component of dependency-related support. Positive discrimination percentages can also be found in other programmes, including CooperantesCaixa, where there is a 50% balance between male and female participants. This further reinforces the gender perspective, which is also implemented in end-target projects. The exact same thing occurs with the “la Caixa” Grants programme, where evaluators are selected taking into account gender- and diversity-based criteria, as well as geographical origin, so as to establish heterogeneous selection committees. Likewise, Fundación de la Esperanza applies positive diversity and gender-based discrimination criteria to include vulnerable collectives among the users of their services.

In some programmes, specific tools are developed to measure their impact. That is the case of *Let’s Talk about Drugs*, where a questionnaire was created to establish a focus group whose aim was to detect a series of relevant emerging issues among teenagers. Gender and diversity variables were taken into account when preparing the tests aimed at selecting these groups by auditing high school students’ understanding of the programme.

NGO G4-DMA Gender and diversity (previously NGO4)

	Cases	%	Social	Research and training	Cultural dissemination and knowledge
Incorporate gender or diversity component	33	91.67	90.91%	100%	90.91%
Incorporate gender component	28	77.78	72.73%	100%	81.82%
Incorporate diversity component	29	72.22	81.82%	0%	72.73%
Projects	38	–	23	3	12

NGO G4-DMA Gender and diversity (previously NGO4)

% of programmes that integrate	Gender component	Other diversity factors
Principles of non-discrimination	91.67%	85.89%
Non-discrimination and control of equal opportunities	91.67%	70.59%
Apply positive discrimination	51.43%	58.82%
Gender problems or specific diversity problems directly addressed	37.14%	57.14%

Among the main factors addressing diversity that contribute to ensuring equal opportunities for all, people suffering from physical and intellectual disabilities, as well as mental disorders, are also taken into account. Examples of programmes that do so are *Volunteers*, *the Elderly*, *Violence: Zero Tolerance*, *CaixaEscena*, *Art for Change* or *Fundación de la Esperanza*.

Age is yet another diversity criterion taken into account in programmes focusing on young people, as well as those over 45 and over 65. These criteria are also very present in work placement programmes and projects devoted to the elderly and to social housing.

Another diversity criterion that should not be overlooked is origin: immigration is a factor that is very present in programmes such as *Incorpora*, *Reincorpora* and *Intercultural Community Intervention*. The latter focuses on native communities like the gypsy collective.

Another important parameter in terms of diversity is the income of potential beneficiaries, a consideration that is factored into programmes such as *Solidarity Rent and Affordable Housing*. *Fundación de la Esperanza* also takes into consideration

the risk of financial exclusion. The risk of social exclusion is also a decisive indicator in the *Volunteers*, *the Elderly*, *Violence: Zero Tolerance*, *CaixaEscena* and *Art for Change* programmes. Factors such as illnesses or religion are also taken into account as diversity criteria.

Coordination with the activities and programmes of other actors

The Strategic Plan also takes alliances into consideration as important strategic tools for reaching the levels of excellence that “la Caixa” Foundation’s programmes aspire to. Cross-cutting collaboration agreements are established, at all levels, for projects and programmes encompassed within all three fields of action: Social, Research and training and Cultural dissemination and knowledge.

The most relevant and well-known among these alliances are the ones that have been forged with important cultural institutions like the Prado Museum, the Louvre, the British Museum and, in the field of research, with important institutions that promote research, such as ISGlobal, the CSIC and the FECYT, as well as other leading centres driving the promotion of research. The Foundation also has agreements with institutions such as the Bill & Melinda

Gates Foundation and the Inter-American Development Bank, and alliances with organisations including Gavi the Vaccine Alliance, the ACNUR, Oxfam Intermon, Save the Children and UNICEF.

In addition to these broad-scope alliances, collaboration agreements are constantly being developed and coordinated with other areas of the Foundation. These cross-disciplinary collaborations are essential in terms of establishing central themes, as is the case of "la Caixa" Social Observatory, which constantly has to decide which fields it will devote its reflections and analyses to.

Programmes for the elderly seek to engage regional organisations – local and autonomous regions' government bodies in particular – as well as third-sector organisations and NGOs. These initiatives are also coordinated with programmes like Intercultural Community Intervention. In the case of programmes for the elderly like *Putting People First: Caring as We Would Like to be Cared For*, a network of complicity has been woven, including the indirect collaboration of more than 60 actors in different autonomous regions, particularly in the Basque Country, Andalusia, Madrid and Catalonia.

A network of collaboration has also been attained for the programme for Comprehensive Care for People with Advanced Illnesses. The agreements reached

with healthcare centres and government bodies contribute to expanding the care provided to people with advanced illnesses. The trend is to provide an increasingly specific type of support to people in the most complex and vulnerable situations. This programme also collaborates with social organisations that promote the engagement of volunteers.

In 2016 the CooperantesCaixa began a collaboration with The International Association for Volunteer Effort (IAVE) with the aim of organising an international conference in Spain in 2017. Another collaboration alliance that has been forged on an international level is the one with the Telefónica Foundation, as part of the *Profuturo* programme for establishing links between both institutions' corporate volunteer programmes. Other agreements established in 2016 include one with the World Savings and Retail Banking Institute (WSBI), whose aim is to send two volunteers to cooperate with one of their micro-entrepreneurship projects in Guatemala, and one with Development Alternative involving a financial development project.

At the local scale, Fundación de la Esperanza has agreements with social organisations: in Barcelona's Gothic Quarter, agreements have been signed with social services and government bodies, while it has also agreements with corporate social responsibility (CSR) programmes.

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	38	100	100%	100%	100%
% of projects coordinated with FBLC internal projects	31	78.95	69.57%	100%	91.67%
% of projects that participate in external programmes or initiatives	37	97.37	95.65%	100%	100%
Projects	38	–	23	3	12

New opportunities stem from these collaborations, such as the one resulting from the joint efforts involving the *Let's Talk about Drugs* programme: a joint project with the Home NGO that resulted in the Home Project Observatory's 3rd report on addiction profiles of people based on people undergoing treatment. This project was made possible thanks to the development of a specific management software, and was backed by the Department for Health, Social Services and Equality and the Institute for Drug Dependency.

On a different level, agreements have been reached with the *Connecta i Actua* association to develop family dynamics. This association organises workshops for parents focused on preventing drug use among families with teenagers. They provided assistance regarding the programme's family dynamics and workshops were publicised among the parent associations of the schools where the project has been implemented. A collaboration has also been established with prisons like Can Brians, where specific educational sessions for inmates were carried out on the subject of drugs and health.

There are also agreements between the *Let's Talk about Drugs* programme and the Government of Catalonia's departments for Education and Health, as well as

with the Spanish Association for Family and Community Medicine (SEMFYC). The purpose of the latter collaboration is to organise staff training events in primary healthcare facilities focused on early detection of drug addictions.

The Violence: Zero Tolerance programme is also involved in the Companies for a society free of gender-based violence programme promoted by the Department of Healthcare, Social Services and Equality. This program has two agreements: one with the Government of Catalonia's Ministry of Justice, for the development of the V10 psychosocial support programme for women suffering from gender-based violence, and one with the Government of Catalonia's Secretariat for Family and the Aequitas Foundation, to run a programme for preventing the elderly from suffering abuse. Lastly, there are also links between this programme and European institutions, as it participated in the European Integra II project, which focuses on providing legal, social and specialised therapeutic assistance to people having suffered from torture, complex traumas or social exclusion.

In the field of cultural and knowledge dissemination, *Art for Change* has a collaboration agreement with the *Apropa Cultura* project – a social and educational project organised in Catalan cultural facilities that organises activities and promotes attendance and participation on the part

> *Art for Change* uses arts and culture as social transformation tools, engaging highly vulnerable collectives in the creation process.



of the users of social centres. 1,543 social centres and 45 cultural facilities currently participate in this programme, including every CaixaForum and CosmoCaixa centre in Catalonia. Agreements like this one reinforce the general public's accessibility to centres' regular programmes and facilitate new alliances with teams in the sector.

For its part, eduCaixa's Young Entrepreneurs programme collaborates with FemCat on the Escola i Empresa programme. Additionally, agreements were signed in 2016 with the Pies Descalzos Foundation and the City of Lima. This agreement has been decisive in expanding the programme to Colombia and Peru.

Public Institutional Positioning and Communication

One of the priorities of the FBLC's Strategic Plan is to improve social recognition of the institution and the Group, as visibility is an indicator of the quality of the activities carried out by the Foundation that helps to improve consolidate and the Group's reputation.

In that sense, the "la Caixa" Foundation has engaged in decades' worth of social work, which explains why 87.3% of Spanish citizens are aware of our activities. This places the FBLC in fourth position on the total visibility index of the country's social programmes and foundations. The first three positions are held by the Red Cross, whose visibility index is 91.6%, Caritas, at 88.5%, and UNICEF, at 88.4%. Nonetheless, the "la Caixa" Foundation leads the pack in terms of other banking and corporate foundations.

In terms of visibility in the "la Caixa" Foundation's fields of action, its Social and Cultural dissemination and knowledge programmes are the most well-known, with a global visibility index of 57% and 56.7%, respectively. They are followed closely by the Research and training programmes, whose index is 46.8%. The general public's level of awareness of these programmes is therefore quite high. These data can be

better appreciated in a graphical format, based on the 2016 datum confirming that 9.5% of the entire Spanish population has participated in a programme developed by the "la Caixa" Foundation.

The different communication and marketing campaigns that have been carried out are mainly responsible for building up the FBLC's visibility and reputation. Although visibility is influenced by information published in the press, radio, TV and digital platforms, as well as their publicity value, written press remains the main publicising channel, with the greatest impact. Social programmes are the ones that generate the most interest, followed by cultural, research, science and environmental programmes. All publications, in all forms of media, covering the Banking Foundation's activities added up to a total of 45,000 impacts with a publicity values exceeding €159 million.

The importance of digital platforms is increasing in the constant process of building up and consolidating the institution's reputation. In 2016, the institution's reputation-building process was invigorated. This resulted in 500,000 mentions of "la Caixa" Foundation and consolidated 841.900 followers on our Twitter and Facebook channels, as of December 2016, whereas in January of the same year that number totalled only 500,000 people.

Communication strategies played an important role in engaging the digital community. The focus of these strategies was to explain, in a visual way, the institution's initiatives, always attempting to give users the opportunity to voice their opinions and engage them in the social causes being carried out by using emotional rhetoric and focusing on the beneficiaries of our programmes.

A new corporate website was also launched in 2016. In just a few months, traffic and visits increased by 13%. The new website became operational in April 2016 and after just a few months, monthly visits have increased to 600,000.



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

MAINTENANCE OF THE WELL-BEING AND WORKING CONDITIONS OF EMPLOYEES ARE KEY ELEMENTS FOR THE "LA CAIXA" BANKING FOUNDATION. IN ORDER TO ACHIEVE THESE GOALS, WE ARE WORKING TO IMPROVE OUR EMPLOYEES' PROFESSIONAL QUALIFICATIONS AND USE OF THEIR TALENT, AS WELL AS PROVIDING FOR RECONCILIATION OF WORK AND FAMILY LIFE.

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

The Strategic Plan of the “la Caixa” Banking Foundation 2016-2019 considers the employees of the organisation as one of the key factors in achieving the goals set out in the plan. The employees are one of the best resources and there is talent, motivation and a good part of the spirit of commitment of the entity expressed in their values.

The “la Caixa” Banking Foundation (henceforth the FBLC) places a great deal of importance on this human capital to overcome the challenges set out in the Strategic Plan. Above all because the employees are the expression of the level of social involvement that sets the organisation apart and defines it. For this reason, the FBLC considers that this is a shared responsibility and works to empower and watch over the skills, tools and resources of its workforce.

The result of this commitment is the improvement of the organisation, as well

as the working conditions for its workforce. This has culminated in the FBLC’s first 2016-2017 collective agreement, in line with the Strategic Plan. In line with previous agreements, the new agreement also ensures the application and promotion of best practices in the area of work.

The Strategic Plan places a specific emphasis on practices related to the achievement of equal pay, as well as gender equality. Other important factors include ensuring the protection and enhancing of employees’ skills, as well as the promotion of all measures towards work-life balance and also respecting human rights and the rule of law.

The main new points in 2016 included the establishment of a new skills assessment model applicable to the whole workforce of the FBLC. Tests were carried out, the results were analysed on employees’ training needs throughout this process.

The assessments were carried out with the aid of the new employee’s portal, something which has also come out of this exercise, and from the conversations between the staff and their managers. A process of dialogue on which the framework of the skills improvements in each of the work areas has been built. This is the factor that makes it possible to better adjust the design of the annual working plan and the goals to be met by the FBLC.

As a result of this work, different proposed training programmes have been drawn up to be implemented through the *e-learning* tool, “Virtaula”. This is the online training platform that is available to the FBLC workforce for continuous training.

In the case of management teams, this assessment process was developed by outside consultants, such as the assessment committees. With their work they have been able to characterise and conceptualise the leadership models on which the management will have to work throughout the annual exercise.

> A well-prepared and cohesive staff is the best tool when it comes to meeting the goals laid out in the FBLC’s Strategic Plan.



Improving tools to guarantee health and safety at work

Throughout 2016, the Business Coordination Activities (BCA) were carried out online at CTAIMAcae.net. This tool complies with the provisions of current legislation and the directives of Law 31/95 on the prevention of occupational hazards, and in particular Royal Decree 171/2004, January 30, which develops Article 24 of this law in the field of coordination of business activities. The roll-out of the application has been effective at all FBLC centres, except for the nursing homes in Madrid, Murcia and Girona.

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

Additionally, in 2016 there was an update to the emergency plans and risk assessments both for medium and large centres and 30 out of 60 nursing homes (Senior Citizens Recreation Centre). Insightful periodic simulations were carried out in the centres in line with the established time lines.

One of the challenges for 2017 is maintaining and guaranteeing the monitoring of access to the centres linked to the CTAIMAcae.net application, regarding external employees who access the FBLC centres. This monitoring is carried out by the Security Service contracted which checks if employees are authorised within the application. More than 3,000

employees currently have accreditation on the platform and around 350 companies have already been registered. These are variables that grow according to the new companies and those occasional actions that are generated in the centres (events, construction works, etc.).

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 to the FBLC and at the same time to 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 majority of accidents reported in 2016 were linked to trips to and from work. In 2016, none of the accidents to or from work reported resulted in sick leave being taken. With regard to the participation of 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.

GRI 403-2 Type and extent of injuries, occupational illnesses, missed days, absenteeism and number of deaths related to work by region and sex⁽¹⁾

	2016		
	Men	Women	Total
Total common contingencies	13	51	64
Total work related accidents	1	0	1
Total absenteeism	14	51	65

(1) Total 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 workplace 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



Corporate Equality 2016

The exercise in 2016, the FBLC began the implementation of a new management model for work-life balance with Family-Responsible Employers certification (FRE). The FRE is an international movement framed within the social responsibility policies of companies, which aims to implement measures to advance and offer solutions for achieving greater work-life balance.

In order to obtain this certification, the organisation adopted instruments to measure the indicators that make the work-life balance process possible. The certification has the support of the Ministry of Health and Social Policy and is, at the same time, recognised by companies that advance the implementation of a new working culture that rests on the pillars of flexibility, respect and mutual compromise.

Thus, this year the foundations have been laid to assess the organisation's current situation, an FRE management model has been developed and this has been submitted to an external auditor which is an essential requirement in obtaining the certification.

The goals the FBLC aspires to obtain with this certification include the review of the working dynamics in aspects such as the on-site working day, exploring new forms of boosting flexible working hours. These measures also aim to achieve increases in productivity as well as the recognition of workers by promoting mechanisms for the identification of merits. That is to say, placing value on aspects such as talent, training, skills applied to the respective responsibility areas in the workplace. In this way, the criteria to evaluate

employees follows more accurate and objective indicators and allows advances in a system where value is placed on effort and progressive acquisition of new skills and abilities. FRE certification tries to strike the balance between the business aims of the organisation and the personal goals of employees, equally promoting professional development with greater productivity and efficiency.

Obtaining the FRE accreditation is one step along the organisation's path that the year before saw implementation of measures from the Equality Plan 2012-2015 as part of its commitment to employees by respecting diversity and ensuring effective equality between men and women in the workforce.

In a similar vein, the new team has been consolidated following the Business Partner model of relationships with departments. This is a model that forms part of the assessment of the organisational management that bases its competitive advantages not only on material resources and assets but also places more emphasis and attention on people. Human capital is seen and considered as a fundamental factor and has a direct impact on the results, balances and indicators of the organisation. The aim of this reorientation is, at the same time, to increase dynamism in the FBLC and influence by related factors innovation and flexibility and, as a consequence, substantially influence the improvement of efficiency indicators.

Another of the aims for 2016 was the renewal of the award for excellence in *Equality in the Workplace* that the FBLC has boasted since 2012, when it was first presented with this award by the Ministry of Health, Social Services and Equality. The award recognises 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

GRI 102-8 Breakdown of the workforce by gender, contract type and job type

	2016			
	Total	(%) compared to total employees	Men	Women
Total number of employees	390	–	120	270
Indefinite or permanent contract	361	92.56	115	246
Fixed-term or temporary contract	29	7.43	5	24
Employed full-time	363	93.08	117	246
Employed part-time	27	6.92	3	24
Men	120	31	–	–
Women	270	69	–	–
Spain	388	99.5	119	269
Abroad	2	0.5	1	1

In 2016, the workforce of FBLC consisted of 390 professionals. Of these, 92.5% of employees had permanent contracts and 93% were employed full time. Women represented 69% of the organisation's total workforce and men 31%. Of the entire FBLC workforce, 99.5% 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. In this regard, the organisation's commitment to hiring young talent is significant. The trend, in relation to previous exercises, is growing. In 2016, there were 42 new employees hired, 15.9% corresponding to the profile of women under 35 years old and 2.8% corresponding to the profile of men under 35 years old.

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

Other diversity and equal opportunities indicators

	2016 (31/12/2016)	
Years of service (Registered with company or on payroll)	Men (%)	Women (%)
Less than 5 years	30.62	69.38
Between 5 and 9 years	31.15	68.85
Between 10 and 14 years	22.22	77.78
Between 15 and 19 years	38.89	61.11
Between 20 and 24 years	34.48	65.51
Between 25 and 29 years	38.88	61.22
More than 30 years	50.00	50.00

FBLC turnover, an indicator that provides relevant data on workforce satisfaction and the capacity of the company to attract and retain qualified personnel, is very low, in both general terms and by age and/or gender.

GRI 401-1 Total number and rate of hires and employee turnover by age group, gender and region

	Workforce as at 31/12/2016		
	Total	Turnover (%)	New hires (%)
Total number of employees	390		
Turnover rate	–	6.08	
New hires rate	42		10.7
Men	120	3.43	10.83
Women	270	7.26	7.03
Age < 30 years	2.30%		
Age between 30 and 40 years	5.55%		
Age between 41 and 50 years	3.07%		

The Foundation management team comprises corporate managers, area managers, department managers and centre managers, with 20 women (47.6%) and 22 men (52.3%). 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.

GRI 401-3 Rates of return to work and retention after maternity or paternity leave, broken down by gender

	Workforce as at 31/12/2016					
	Total	Rate	Men	Rate	Women	Rate
Total number of employees	390		120	–	270	–
Total number of employees with right to maternity/paternity leave	12	3.07	4	1.02	8	2.05
Employees taking maternity/paternity leave	12	3.07	4	1.02	8	2.05
Employees returning after taking maternity/paternity leave	12	3.07	4	1.02	8	2.05
Number of employees returning after taking maternity/paternity leave and remaining in their jobs for the following 12 months	12	3.07	4	1.02	8	2.05

GRI 405-1 Breakdown of the workforce by professional category and gender, age, minority group membership and other indicators

	Workforce as at 31/12/2016						
	Total number	Men	Women	< 30 years	30-40 years	41-50 years	> 50 years
Total number of employees	390	120	270	–	–	–	–
Executives (level D)	15	11	4	0	1	4	10
Managers (level C)	105	46	59	0	15	53	37
Administrators (level B)	229	57	172	6	63	117	43
Administrative assistants (level A)	41	6	35	15	14	9	3

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 subject to the achievement of goals, salaries also include other social benefits. The fixed remuneration of its employees is established according to the Personnel Collective Agreement (CCP) 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. In 2016, the flexible part of the remuneration saw a substantial increase in the number of those employees choosing this option, 47% of the total FBLC workforce. These were employees who opted for training, crèches, health insurance for employees and family members or transport tickets.

With regard to variable remuneration, 2016 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 objectivity of the payment of the variable remuneration based on the fulfilment of previously defined objectives. In 2016, there was an average achievement rate of 98% for these goals.
- Recognise and reward individual differences linked mainly to efficiency and high performance to guide employees.
- Ensure that employees receive feedback from their superiors on their performance so they can reorientate their actions if considered necessary, thus following the feedback given in the skills assessment.

GRI 405-2 Ratio of basic salary and remuneration of women to men by employee category and significant locations of operation

Workforce as at 31/12/2016

	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	390	120	270	–	–	–	–
Executives (level D)	15	11	4	1	–	–	–
Managers (level C)	105	46	59	1	–	–	–
Administrators (level B)	229	57	172	1	–	–	–
Administrative assistants (level A)	41	6	35	1	–	–	–

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 objectives. Next, the calendar and the evaluation indicators are established for these targets, to be subsequently validated by the Human Resources Department. At the end of the year, an evaluation on goal 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 for 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 CCP is approximately two and a half times the minimum inter-professional salary for Spain for 2016.



> Promotion of talent is essential in developing our employees' potential.

Promoting professional development and growth through training

Changes in training actions	2015	2016
Payroll investment	296,960	324,691
Of total payroll	1.12%	1.33%
% of the workforce	83.60%	86.72%

Classroom-based training (Corporate/self-learning)

Training actions	330	386
Employees benefiting from training	257	339
% of the workforce	70.21%	73.6%

Virtual training (Virtaula)

Training actions	6	3
Hours	555	827
Impacts on virtual materials	5,496	2,629
Users	395	288
Connectivity	97%	85%

Developing talent is an essential factor for the FBLC in growing the skills base of the workforce, and is a key factor in developing our employees' careers in each of the different profiles within the workforce. Thus it is important to keep the focus on continuous training of employees. Throughout 2016, 86.72% of the workforce, at all levels, received some kind of training. The FBLC invested more than 324,000 euros in these training resources.

All employee training is coordinated through the Personnel and Strategy Department. This department centralises all training requests and also assigns a 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 feel it is necessary and as long as it has been approved by their manager.



> A total of 339 FBLC employees participated in face-to-face training sessions.

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.

In 2016, development and universal training for all employees continued through the interactive e-learning platform “Virtaula”. Three training actions were carried out using the platform with 288 users totalling 827 hours.

The “Virtaula” virtual platform logged 2,629 instances on the training materials delivered. As regards training, subjects such as the code of conduct for working from home and immersive training have been addressed to promote dissemination and knowledge about European funds. Finally, this tool continues to centralise the bulk of compulsory training in the field of occupational risk prevention.

In 2016, the FBLC carried out 386 face-to-face training activities attended by 339 employees, which means that face-to-face training reached 87% of the total number of workers. We emphasise group training dedicated to skills development in teamwork, technical abilities like the learning of systems based on Business Intelligence and project management,

digital marketing, programme evaluation, etc. There were also training activities based on leadership, coaching, management skills development and languages.

Finally, this range of offerings also includes a wide range of self-learning options with programmes to improve and acquire skills and abilities directly related to jobs, such as training in the preparation of projects, management for non-for-profit entities or aspects of communication, change management and leadership. Other training is geared towards updating aspects of employees’ skills sets in relation to new technologies such as social networks and digital communication. And, lastly, participation in conferences and seminars is encouraged.

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 CCP 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 scheme 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 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.

Meal vouchers and maternity/paternity leave.

The only exception is the aid for use of a private vehicle, as this item is linked to the workplace.

The coverage of the obligations of the organisation due to social benefit programmes are shown in the following table:

GRI 201-3 Coverage of the obligations arising from the organisation's benefits plan

	2016
Pension plan contributions	971,482.33
Life insurance contributions	154,029.09
Health insurance contributions	165,162.36

All FBLC staff in active employment, with at least two years of service, may benefit from a collective pension plan with contributions shared between the company and the employees. The capital contributed in 2016 represented 6.5% of the contributions that will be used to determine future pensions (pension sum) by the FBLC, with 0.5% of said sum contributed by the employee. It is anticipated that in 2017 these contributions will increase to 7.5% of the pension sum.

All FBLC employees in active employment enjoy universal disability, widowhood and orphan's benefits. This new benefit for disability, widows/widowers and orphans will be automatic from the moment of the person's incorporation into the workplace.

The FBLC programmes provide other assistance for employees in preparation for the end of their professional careers. One of these grants is the provision of a retirement bonus to all FBLC staff, which consists of a payment equivalent to three monthly payments of the annual gross salary and

increased flexibility in the working day when employees approach the point of retiring.

Likewise, active employees with a minimum of one year with the FBLC can enjoy, on a voluntary basis and with prior written agreement, a life insurance policy with a guaranteed sum amounting to 36,060.73 euros. A policy that covers contingencies of death due to illness and total permanent disability, with the latter contingency due to common illness or accident. The amount insured in the event of accidental death is 72,121.45 euros. The FBLC covers 70% of the premium of the policy with the employee paying the remaining 30%.

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.

> The entire staff enjoys universal disabled, widow and orphans' benefits.

Moving forward to make work and family life compatible

The FBLC is committed to achieving the highest possible level of work-life balance for its employees, in 2016 some relevant initiatives were taken and it is estimated that they will have a long-term wide-ranging reach on the organisation. The Foundation already has a long history in this area, implementing measures beyond what the regulations and legislation in force indicate.

Thus, the incorporation of measures such as the time bank, an option that has been widely taken up by the workforce and which has been decisive in the improvement of work flexibility, must be added to the implementation of a pilot scheme in the framework of the Timetable Reform project. This project seeks to influence, among other things, the productive benefits, the



effectiveness and health of good habits related to timetables, and the pilot aims to contrast its potential benefits with potential legislative reform.

Another of the highlighted measures in 2016, as previously mentioned, was that of obtaining FRE (Family-Responsible Employer) certification, which calls for an external audit process by the accredited entities to audit for best practices in the field of work-life conciliation.

On the other hand, and taking into account the set of measures already implemented

- School grants (crèche vouchers).
- Grants for carers for 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.
- Increase maternity leaves by five business days.
- Increasing paternity leave.

and in force in the area of conciliation, the FBLC is committed to measuring using objective indicators to monitor the objectives of the equality and conciliation plans as with the last plan, in force between 2012 and 2015.

Among the measures applied as a result of these previous plans there is the flexibility of the working day with the time bank but there are many other benefits:



- 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 school grants for each child.
- Providing family grants to carers for dependants.
- Providing a reduction in working hours for parents with disabled children.
- Extended leave for volunteer actions.

Lastly, and as a way of introducing processes of continuous improvement in conciliation, the FBLC began an open dialogue with its staff in 2016 to learn their opinion on relevant aspects and to detect which ones could use improvement.

The formula used was an opinion poll carried out in 2016 aimed at all employees having worked for the organisation for more than six months. The confidential survey was answered by means of an online questionnaire that allowed

employees to express their opinions and measure satisfaction rates in relation to key issues for the organisation, such as working conditions, work organisation, the relationship with employees, management models or measures in the area of equality and conciliation. From the results of this survey, action plans will be drawn up to collate ideas for improvement or to consolidate the actions considered most appropriate.





Committed to the environment

THE "LA CAIXA" BANKING FOUNDATION DEMONSTRATES ITS COMMITMENT TO THE ENVIRONMENT BY MINIMISING ITS IMPACT AS FAR AS POSSIBLE AND PROMOTING GOOD ENVIRONMENTAL PRACTICES WITHIN THE ORGANISATION. IT ALSO EXTENDS THIS DUTY TO THE WHOLE OF SOCIETY BY CARRYING OUT SPECIFIC ACTIONS AND PROGRAMMES AIMED AT AWARENESS RAISING, DISSEMINATION AND RESEARCH.



> CosmoCaixa offers a wide variety of activities to raise awareness and disseminate knowledge of nature, climate change and environmental conservation.

Minimising impact on the environment

The “la Caixa” Banking Foundation (FBLC hereafter) currently supports multiple initiatives related to environmental awareness and dissemination, and promotes actions to contribute to the search for solutions to the great challenges facing humanity, all while fostering sustainability and improving environmental health.

Over the last decade, and up to 2016, environmental activities promoted by the “la Caixa” Foundation allowed for partnerships with public authorities across the State. With these agreements, a set of actions was drawn up with the twofold aim of improving our environment through the conservation of natural spaces and simultaneously offering job opportunities to people at risk of exclusion. In these 10 years, the programme has achieved a total of 14,268 jobs created across 3,851 State-run projects. In 2016, 211 projects generated work placements for 904 people.

The FBLC’s Strategic Plan sets out some substantial changes in the dynamics of

these activities as a result of the new focus of the programmes and calls for a reduction emphasising those interventions that have a major impact and effective transformative capability.

One of the decisions is to bring the Conservation of Natural Spaces programme to an end in order to complete the actions that are aimed at the conservation and preservation of biodiversity. This will allow us to focus resources and activities on new programmes with a greater impact. In 2016, the programme was finalised and some of the actions directed towards other new and potentially active activities.

The FBLC has deployed other cross-cutting environmental initiatives that are aimed at society as a whole in order to expand environmental values. We are disseminating the need to preserve and improve our environmental health in order to improve human health, society in general and maintain a commitment to the legacy we leave for future generations.

Through various activities at the various FBLC centres, CosmoCaixa, CaixaForum and Palau Macaya, there is a diversity of actions for reflection, awareness-raising and dissemination of the challenges society faces related to the environment, climate change and environmental health. One such example is the *Growing Without Consuming*

programme, and the conferences on the 17 Sustainable Development Goals of the United Nations held at the Palau Macaya forum for reflection. These sessions began with the conference that raised the question: *How to protect people's health in the face of climate change?*

Projects such as ClimaDat and Medclíc have contributed to supporting research on key issues such as climate change. They have also allowed the dissemination of their findings to society by making data available to the scientific community. ClimaDat has contributed to the continuous dissemination of data on climate change in various habitats in a way that is accessible to the public. They have also enabled activities designed to disseminate scientific experiments in schools. Medclíc provides data on the Mediterranean and gives information on the activities carried out by oceanographic research bodies with activities for all audiences, such as the MEDCLIC Oceans Photo Contest, an photography contest open to all comers to mark World Ocean Day.

The FBLC also channels issues of environmental awareness through educational and informative actions such as the programme *The Deep Sea*, a joint initiative with the CSIC and the Institute of Sciences of the Sea. Or the creation of other proposals such as the exhibitions titled *The energy that moves us. Science for cleaner and more sustainable energy*, as part of the Science City activities, and the CosmoCaixa exhibitions or other touring exhibitions, such as *The Arctic Is Breaking; The Forest, Much than Just Wood* and *H₂O! The Secrets of Water in your City*.

The 2016 programme *Art for Change* gave a boost to the creative and sustainable campaign to give visibility to the issue of waste generated through consumption. This intervention has been rolled out in the CaixaForum centres in Zaragoza, Barcelona and Madrid under the name of Christmas in D! Reduce, reuse and rejoice. Each of the centres saw the generation of three installations on their respective façades

with the materials provided by the visitors of the CaixaForum. In Zaragoza, old furniture was used, plastic bags were chosen in Madrid, and in Barcelona the protagonists were bottles of water. The Basurama group was responsible for creating the three installations with which it raised awareness among spectators about consumption and waste.

Membership of global initiatives

Other awareness-raising actions conducted by "la Caixa" Foundation included the membership for the fourth year running of the Earth Hour initiative, promoted by the NGO World Wildlife. This mobilisation campaign used the slogan in 2016 "The time to act is now. Change for the climate". The social and cultural centres of the FBLC were blacked out for an hour on the night of 19 March 2016.

With the same aim, the "la Caixa" Foundation was one of the sponsors of the creation and presentation in May 2016 of the *Status Report on Global CO₂ Emissions in 2015*. This report was based on data coming from official sources such as public organisations, as well as private ones, nationally and internationally. This involved exhaustive work and it was one of the few studies carried out within the new framework to expand on the 2013-2020 Kyoto Protocol. Due to the international scope and dimension of the report, the agreements established at the latest summit in Paris (COP21) have also been comprehensively summarised.

Also in 2016, the Ecoinnovation Laboratory, which is promoted by the "la Caixa" Banking Foundation and the Environmental Forum Foundation, has presented the first report on the *Outlook of Ecoinnovation and its potential in Spain*.

This study focuses on the need for significant changes in business strategies and business models to address the challenges of climate change, scarcity of resources and raising of awareness of responsible consumption, among others.

This study focuses on the implementation of measures for sustainable development in accordance with the criteria subscribed by 160 countries at the Paris Climate Change Summit. This pact sets the year 2050 as the deadline to ensure gasses emitted are equal to gasses absorbed.

FBLC's carbon footprint

Since 2011, the FBLC has employed a strategy specifically for carbon management and measuring its carbon footprint and the impact of the emissions generated by FBLC activities and centres. The carbon footprint for 2016 was 2,026.74 tonnes of CO₂e. 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 the FBLC.

Carbon footprint reduction of 78%

The FBLC has reduced its greenhouse gas emissions by 78% compared to the start of the carbon footprint measurements 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 large part of this drop in emissions in the previous six years 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.

Despite this, in 2016, the FBLC has increased its emissions year-on-year, especially in the scope 1 impacts, which correspond to the consumption of natural gas, paper and consumables. This increase is due to an improvement in the measurement of consumption that was extended in 2016 to the whole of the FBLC.

Emissions table

		u	2016	2015	2014
GRI 305-1	Direct GHG emissions (scope 1)	(t CO ₂ e)	105	38.08	89.3
	Natural gas	(t CO ₂ e)	38.08	38.08	89.3
GRI 305-2	Indirect GHG emissions (scope 2)	(t CO ₂ e)	0	0	0
	Electricity	(t CO ₂ e)	0	0	0
GRI 305-3	Indirect GHG emissions (scope 3)	(t CO ₂ e)	1,920.78	845.340	678.646
	Corporate travel by air	(t CO ₂ e)	558.69	470.22	347.57
	Corporate travel by rail	(t CO ₂ e)	68.6	82.7	69.27
	Travel in private vehicle	(t CO ₂ e)	132.1	60.5	58.3
	Paper	(t CO ₂ e)	22.5	22.7	22.9
	Bags	(t CO ₂ e)	1.92	0.23	not available
	Publications	(t CO ₂ e)	1,051.34	121.48	79.17
	Waste	(t CO ₂ e)	65.29	65.11	65
	Water	(t CO ₂ e)	20.7	19.05	32.1

In this framework, and with a firm commitment to aid in the fight against climate change, the FBLC has decided to compensate the whole of its footprint, 2,027 tonnes of CO₂e, through a project to generate energy in Uganda that is certified by VCS and has obtained Clean CO₂ certification.

Offsetting emissions

In 2016, the FBLC offset its carbon emissions, those that it was not able to avoid, through an energy generation project. This consists of an installation using biogas from sewage, and has enabled us to compensate a total of 15,229 more tonnes of CO₂e.

The second of the projects is based in Uganda, with a biogas plant using waste water from the Uganda SCOUT Sugar Corporation which produces cane sugar. The project makes use of the company's waste from the distillation of alcohol thanks to the installation of a digester that collects biogas coming from the waste water from the industrial process. The collected gas, mainly methane, is reused for fuel to generate heat and energy.

Other benefits are generated during the process. The treated water is reused in irrigation for sugar cane fields and the collected waste during the digestion process of the digester can be used as fertilizer for crops. Before the new biogas plant opened, the treatment of water was carried out in anaerobic open-air lagoons and it ended up being thrown into the rivers.

With these characteristics the project reduces the emissions of GHG by eliminating consumption 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. In the case of Uganda,



nearly 135 jobs were created during the construction process and the plant employs a further 25 employees with specialist profiles.

> For future generations, we work to reduce our carbon footprint and compensate for the impact of our greenhouse gas emissions.

As a result of these collaborations, 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.



The "la Caixa" Banking Foundation is also a member of the Voluntary Agreements programme for the reduction of greenhouse gas emissions promoted by the Catalan Climate Change Office of the Government of Catalonia.



> The FBLC centres are committed to continuous improvement of their commitments by publishing verified environmental statements.

Environmental Management System

The FBLC has an Environmental Management System in operation at its Central Services as well as the CaixaForum (Barcelona, Madrid, Palma, Lleida, Tarragona and Zaragoza) and EspaiCaixa (Madrid and Murcia) centres. CosmoCaixa Barcelona kept its ISO 14001 certificate in 2016 and has adhered to the EU EMAS regulations since 2009.

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 end, environmental aspects deriving from activities are monitored to ensure they can be checked, assessed and that they are efficient. 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, awareness raising and involving each employee 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 impact generated by the FBLC, by volume, results from the consumption of paper and energy.

GRI 301-1¹/GRI 301-2/GRI 302-1 and GRI 303-1

	u	2016	2015	2014
Paper	(kg)	11,563.00	11,638.55	12,175.00
Total paper consumed	(kg)	11,563.00	11,638.55	12,175.00
Recycled paper of the total	(%)	62.8	62.2	60.0
Potato starch bags	(kg)	not available	not available	not available
Paper bags	(kg)	68.2	14.35	not available
Publications - Catalogues	(kg)	44,581	47,810	31,160
Publications - Brochures	(kg)	369,267.17	6.10	7
Total recycled material used	(kg)	7,265.50	7,239.91	7,305.00
Total energy consumption within the organisation	(GJ)	80,962.55	90,553.256	81,091.07
Natural gas (non-renewable energy) ²	(GJ)	2,032.77	666.74	1,815.1
Electricity	(GJ)	78,929.78	89,886.512	79,275.89
Water	(m ³)	52,643	48,241.46	43,948.03
Total water consumed (municipal supply)	(m ³)	52,643	48,241.46	43,948.03

1 Includes the consumption of the following centres: Central Services, CaixaForum (Barcelona, Madrid, Palma, Girona, Lleida, Tarragona and Saragossa), 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.

The FBLC took on the commitment to implement measures throughout 2016 to reduce its greenhouse gas emissions coming from these two activities: consumables and business travel. These measures are:

- Insist on reducing business travel by promoting remote virtual meetings and giving priority whenever possible to travel by public transport.
- Continued reduction in production of printed leaflets and catalogues and their substitution by electronic publications. Guidelines recommend reducing the number of pages in the publications and the grammage of the paper used.
- Reduce paper consumption by making preferential use of recycled paper over virgin paper.
- Reduce the consumption of printer cartridges prioritising the use of laserjet cartridges over inkjet cartridges, since the former generate less volume of emissions than the latter.
- Avoid travelling for meetings and promote alternative solutions, such as video conferencing.
- Offset emissions that cannot be avoided through *Clean CO₂*.

The FBLC produces its publications, communications and publicity using ecological paper with the FSC stamp (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification). Similarly, all the wood used in the production area for its exhibitions is bought from an approved supplier within the Programme for the Endorsement of Forest Certification (PEFC).

Banking Foundation Structure with Criteria and CaixaBank

Renewed commitment to developing the country's largest social projects through the leading private foundation in Spain, and financed by the leading business and financial services group in Europe and the top Spanish financial group in retail banking.

The "la Caixa" Banking Foundation manages all these social projects directly. A long-lasting goal with a centuries-old vocation of service to the whole of society as an organisation working to carry out activity for the common good. The Banking Foundation also manages the investments

and shareholdings of the "la Caixa" Group, which are focussed around CriteriaCaixa, the premier financial holding company in Europe. It is also responsible for financial management related to its stake in CaixaBank, the leading financial group in retail banking within the Spanish market.



Budget expenditure for 2016

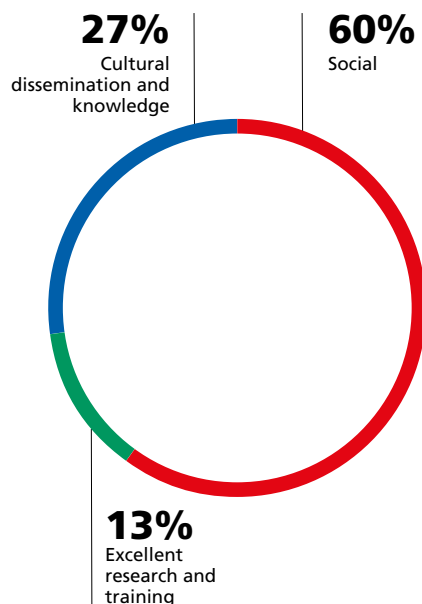
Budget

Million euros

2016

SOCIAL

Programmes	277.3
Excellent research and training	59.7
Cultural dissemination and knowledge	123.1
Total	460.1



Budget for 2017

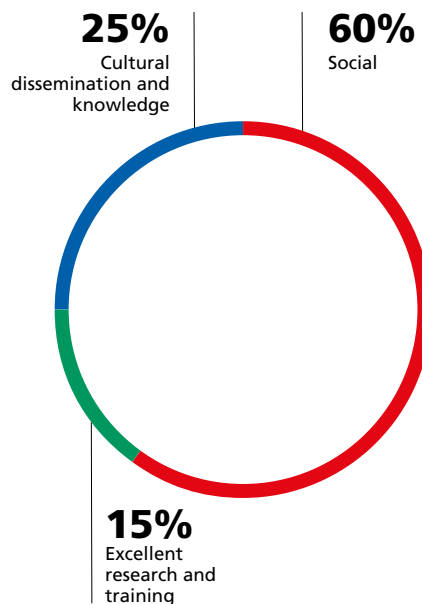
Budget

Million euros

2017

SOCIAL

Programmes	304.2
Excellent research and training	79.6
Cultural dissemination and knowledge	126.2
Total	510.0



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 *GRI STANDARDS (GLOBAL REPORTING INITIATIVE)*.

About this report. Principles

In accordance with the best international practices in the field of annual reports, promoted mainly by the International Integrated Reporting Council (IIRC), the “la Caixa” Banking Foundation publishes its fourth integrated report on the “la Caixa” Foundation, and third report as the “la Caixa” Banking Foundation (hereinafter, FBLC), corresponding to the year 2016. To this end, and in order to offer a more complete view of the reality of the entity and the results achieved, this report contains legal, economic and financial information, alongside information on aspects affecting society, the environment and corporate governance.

This report has been produced in accordance with the methodology provided by the international standard of reference: *Guide for the production of sustainability reports, GRI Standards version* following document *GRI 101: Foundation* which explains the new version for the production of GRI sustainability reports (www.globalreporting.org). Similarly, for the

report on sector-specific information, the GRI NGO Sector Supplement of version G4 has been used. Management approaches and indicators from the sector supplement are included in the GRI content index (identified as “sector-specific”), and are referenced according to their nomenclature in version G4.

The purpose of this report is to provide relevant information and to transmit an accurate, reliable, transparent and periodic vision of the business model, the strategy and the key issues facing FBLC based on their economic, environmental and social impact. In order to determine these issues, we have applied the principles included in the *GRI 101 Foundation* document and generic content from the documents *GRI 102 General contents* and *GRI 103 Management approach*.

The scope of the reported data essentially corresponds to that of the annual accounts of the FBLC for the year 2016 and refers to the people and activity centres of the FBLC. Furthermore, specific information has been included for areas of activity. This report covers the activity programmes whose management and financing is the responsibility of the Foundation.

For both the design and the analysis of this study, other guides, manuals and standards on stakeholders have been

consulted and applied (*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 on the design, formulation, evaluation and monitoring of social programmes and projects and their integrated systems (mainly from the social development division of the UN ECLAC organisation and the MIDEPLAN 2001 Department for Evaluation, Chile).

In accordance with the new methodology of GRI Standards, the FBLC report will be self-declared as “**in compliance**” with the “**essential**” option.

Principles for defining the content of the report

(GRI 102-46)

Definition of the content and subsequent drafting of this report were carried out in accordance with the strategic priorities of the organisation and with consultation of the various stakeholders. For this reason, the principles included in GRI 101: Foundation of the GRI Standards have been followed.

PRINCIPLE OF PARTICIPATION OF STAKEHOLDERS

“The organisation must indicate which are its stakeholders and explain how it has responded to the reasonable expectations and interests of these groups”.

“The report must address those aspects that reflect the significant economic, environmental and social effects of the organisation, as well as those aspects that substantially influence stakeholder evaluations and decisions”.

As for the dialogue with stakeholders, as shown in this report and in the relevance study carried out, it is the organisation’s desire to work towards the continuous improvement of the processes of participation with stakeholders in future years as a tool

for learning and understanding their reasonable expectations and interests and, as a result, optimise their response.

The document *GRI 102 General Content* (from GRI 102-1 to GRI 102-56) includes the process carried out for the identification, prioritisation, validation and review of the key issues that have allowed us to include in the report those aspects with the greatest impact and those that have an influence on the FBLC’s stakeholders.

SUSTAINABILITY CONTEXT

“The report must present the activity of the organisation in the broader context of sustainability”.

This report includes the activity of the FBLC in the economic, environmental and social fields. The organisation’s objectives include the commitment to generate value in a way that is responsible with the environment and society; for this reason, this document contains the main challenges related to sustainable development that affect the organisation.

PRINCIPLE OF EXHAUSTIVENESS

“The memory must address the relevant aspects and their limits in such a way that their significant economic, environmental and social effects are reflected and which allows stakeholders to evaluate the activity of the organisation in the period analysed”.

The coverage and scope of the information collected in this report has been clearly defined, priority has been given to those facts considered relevant and all the significant events that have taken place in 2016 have been included, without excluding any information that could be useful for the organisation’s stakeholders. As regards coverage, all the relevant information on the FBLC is included.

Principles for defining the quality of the report
(GRI 102-46)

PRINCIPLE OF BALANCE

“The report must reflect both the positive and the negative aspects of the organisation’s activity in order to foster a well-founded assessment of balanced general activity”.

In order to allow a reasonable assessment by stakeholders, both positive and negative aspects are included, as well as an unbiased image of each of the issues included in the document.

PRINCIPLE OF COMPARABILITY

“The organisation must select, collect and disseminate information in a systematic way. The information must be presented so that stakeholders can analyse the evolution of the organisation’s activity compared with that of other organisations”.

The information has been collected in a way that allows stakeholders to interpret the changes experienced in the organisation over time. For most indicators, changes in the data in relation to the previous year have been included.

In cases where this has not been possible, it has been clearly indicated.

PRINCIPLE OF ACCURACY

“The information must be sufficiently accurate and detailed so that stakeholders can assess the activity of the organisation”.

Tables, graphs and diagrams have been included that help to understand the information collected in the report.

PRINCIPLE OF PUNCTUALITY

“The organisation must present its reports following a regular schedule, so that stakeholders have the information at that time and can make well-founded decisions”.

At the FBLC, we are formally committed to producing an annual report for our stakeholders on the economic, social and environmental activity of the company.

PRINCIPLE OF CLARITY

“The organisation must present the information so that stakeholders to whom the report is addressed can access and understand it properly”.

In this report, we have tried to avoid overly technical terms that may not be understood by stakeholders.

PRINCIPLE OF RELIABILITY

“The organisation must collect, record, compile, analyse and disseminate the information and processes that are followed in preparing the report, so that they can be assessed and the quality and relevance of the information is established”.

All the data used for the preparation of the following report has been compiled from the various records that the FBLC keeps. The FBLC carries out periodic records and checks both for data regarding its programmes and projects and for the environmental and social impacts it has. Furthermore, given that this is a matter of special relevance for the FBLC, all data regarding human resources and health and safety are collected, recorded and reviewed by those charged with ensuring their reliability and traceability.

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

General content

GRI 102: General content		Page	External verification
Profile of the organisation			
GRI 102-1	120. Banking Foundation structure with Criteria and CaixaBank.		Not verified by external party
	10. Working towards a future of inclusion and progress for everyone.		
GRI 102-2	30. Driving research, talent and innovation.		Not verified by external party
	38. Promoting shared experiences of culture and knowledge.		
GRI 102-3	138. "la Caixa" Banking Foundation Directory.		Not verified by external party
GRI 102-4	The geographical scope of action of the "la Caixa" Banking Foundation is mainly within Spain, with the exception of international programmes operating in different countries around the world.		Not verified by external party
GRI 102-5	120. Banking Foundation structure with Criteria and CaixaBank.		Not verified by external party
	10. Working towards a future of inclusion and progress for everyone.		
GRI 102-6	30. Driving research, talent and innovation.		Not verified by external party
	38. Promoting shared experiences of culture and knowledge.		
GRI 102-7	10. Working towards a future of inclusion and progress for everyone. 30. Driving research, talent and innovation. 38. Promoting shared experiences of culture and knowledge. 103. We are committed to maintaining stable, quality jobs. 121. Budget expenditure of 2016. 121. Budget for 2017.		Not verified by external party
GRI 102-8	103. We are committed to maintaining stable, quality jobs.		Not verified by external party
GRI 102-9	72-73. The value chain of FBLC.		Not verified by external party
GRI 102-10	7		Not verified by external party
GRI 102-11	114. Minimising the impact on the environment.		Not verified by external party
GRI 102-12	28-29. At the "la Caixa" Foundation we promote projects to contribute to a more equal world. 94-97. Coordination with the activities and programmes of other actors. 115. Membership of global initiatives.		Not verified by external party
GRI 102-13	28-29. At the "la Caixa" Foundation we promote projects to contribute to a more equal world. 40 48 94-97. Coordination with the activities and programmes of other actors. 115. Membership of global initiatives.		Not verified by external party

GRI 102: General content	Page	External verification
Strategy		
GRI 102-14	4-5. When we walk together, we are all <i>Indispensable</i> (Letter from the Chairman).	Not verified by external party
Ethics and integrity		
GRI 102-16	6. Our reason for being. 7. Horizon 2019.	Not verified by external party
Governance		
GRI 102-18	8. Board of Trustees of the "la Caixa" Banking Foundation. 9. "la Caixa" Banking Foundation Management Team.	Not verified by external party
Stakeholder participation		
GRI 102-40	70-71. "la Caixa" Banking Foundation Stakeholders.	Not verified by external party
GRI 102-41	The "la Caixa" Banking Foundation has its own Collective Agreement that must be signed by 100% of staff employed by the FBLC.	Not verified by external party
GRI 102-42	70. "la Caixa" Banking Foundation Stakeholders. 82. Participation in design, execution, oversight and evaluation".	Not verified by external party
GRI 102-43	75	Not verified by external party
GRI 102-44	75. Prioritisation.	Not verified by external party
Practices for drawing up reports		
GRI 102-45	120. Banking Foundation structure with Criteria and CaixaBank.	Not verified by external party
GRI 102-46	73 75 125. Principles for defining the content of the report. 126. Principles for defining the quality of the report.	Not verified by external party
GRI 102-47	74. Key aspects and scope. 76-79	Not verified by external party
GRI 102-48	There have been no re-expressions of information with respect to the previous report.	Not verified by external party
GRI 102-49	124. About this report. Principles.	Not verified by external party
GRI 102-50	124. About this report. Principles.	Not verified by external party
GRI 102-51	124. About this report. Principles.	Not verified by external party
GRI 102-52	The "la Caixa" Banking Foundation wishes to publish a sustainability report on an annual basis.	Not verified by external party
GRI 102-53	138. "la Caixa" Banking Foundation Directory www.laCaixa.es/ObraSocial	Not verified by external party
GRI 102-54	124. About this report. Principles.	Not verified by external party
GRI 102-55	127	Not verified by external party
GRI 102-56	All the contents of this report have not been verified by an external party.	Not verified by external party

Specific content

Relevant aspects	Information on the management approach and indicators (indicating which specific content corresponds to each relevant aspect, including page number or link)	Omissions	External verification
Category: economy			
Economic activity	GRI 103-1 121		Not verified by external party
	<p>GRI 201-1: DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED</p> <p>Most of the activity of the “la Caixa” Banking Foundation is carried out in Spain and this is therefore the territory where the direct economic value is generated and the economic value is distributed.</p> <p>121</p>		
	<p>GRI 201-3: OBLIGATIONS UNDER THE DEFINED BENEFITS PLAN AND OTHER RETIREMENT PLANS</p> <p>The “la Caixa” Banking Foundation offers all its employees the same social benefits regardless of the duration of the employment contract or whether it is full or part time. In addition, these benefits are the result of the successive improvements incorporated in the Company’s Collective Agreement (CCP).</p> <p>109</p>		
	<p>GRI 201-4: FINANCIAL ASSISTANCE RECEIVED FROM THE GOVERNMENT</p> <p>The “la Caixa” Banking Foundation has received no significant financial assistance from governments in 2016.</p>		
Presence in the market	GRI 103-1 105		Not verified by external party
	<p>GRI 202-1: RATIO OF STANDARD INITIAL CATEGORY BY GENDER AGAINST LOCAL MINIMUM WAGE</p> <p>Most of the activity of the “la Caixa” Banking Foundation is carried out in Spain and the initial salary for both men and women is the same.</p> <p>105</p>		
Acquisition practices	<p>GRI 103-1</p> <p>Most of the activities, and thus purchases, of the “la Caixa” Banking Foundation are carried out in Spain.</p>		Not verified by external party
	<p>GRI 204-1: PROPORTION OF SPENDING ON LOCAL SUPPLIERS</p> <p>The volume of purchases to local suppliers is not significant.</p>		

Relevant aspects	Information on the management approach and indicators (indicating which specific content corresponds to each relevant aspect, including page number or link)	Omissions	External verification
------------------	---	-----------	-----------------------

Category: economy. Sector specifics

Assignment of resources	G4-DMA: RESOURCE ALLOCATION (formerly NGO7) 121		Not verified by external party
Sources of financing (ethical collection of funds)	NGO8: SOURCES OF FINANCING BY CATEGORIES AND THE FIVE MAIN DONORS, AS WELL AS MONETARY VALUE OF CONTRIBUTION. 121		Not verified by external party

Category: environment

Materials	GRI 103-1 114-115. Minimising the impact on the environment. 118 119		Not verified by external party
	GRI 301-1: MATERIALS USED BY WEIGHT OR VOLUME 119		
	GRI 301-2: RECYCLED MATERIALS 119		
Energy	GRI 103-1 114-115. Minimising the impact on the environment. 115 118 119	Quantitative data is not included for indicator GRI 302-4. The "la Caixa" Banking Foundation is currently working to quantify and publish this data.	Not verified by external party
	GRI 302-1: ENERGY CONSUMPTION WITHIN THE ORGANISATION 119		
	GRI 302-2: ENERGY CONSUMPTION OUTSIDE THE ORGANISATION The most relevant energy consumption outside the organisation is consumption associated with the transport of employees, consumption of materials, management of waste and consumption of water. Work is currently under way to obtain the appropriate conversion factors to determine the energy consumption for this indicator in energy units. The data on CO ₂ emissions caused by these activities are reflected in indicator GRI 305-3.		
	GRI 302-4: REDUCTION OF ENERGY CONSUMPTION Quantitative data is not reported; only the various initiatives carried out to conserve and improve efficiency of energy consumption are described. 119		

Relevant aspects	Information on the management approach and indicators (indicating which specific content corresponds to each relevant aspect, including page number or link)	Omissions	External verification
Water	<p>GRI 103-1 114-115. Minimising the impact on the environment. 118 119</p> <p>GRI 303-1: WATER EXTRACTION BY SOURCE 119</p> <p>GRI 303-2: SOURCES OF WATER SIGNIFICANTLY AFFECTED BY WATER EXTRACTION The water consumed comes from the municipal supply network and is poured into the public sewerage system as it is comparable to urban waste water, which is why the possible impact on water sources is not considered.</p>		Not verified by external party
Emissions	<p>GRI 103-1 114-115. Minimising the impact on the environment. 115-117 118</p> <p>GRI 305-1: DIRECT GREENHOUSE GAS EMISSIONS (SCOPE 1), GRI 305-2: INDIRECT GREENHOUSE GAS EMISSIONS DURING ENERGY GENERATION (SCOPE 2), GRI 305-3: OTHER INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 3) 116</p> <p>GRI 305-5: REDUCING GREENHOUSE GAS EMISSIONS 116</p>		Not verified by external party
Effluents and waste	<p>GRI 103-1 114-115. Minimising impact on the environment 118</p> <p>GRI 306-1: DISCHARGE OF WATER BY QUALITY AND DESTINATION Total discharge of water is equivalent to the total water consumed from the municipal supply network that is poured into the public sewerage system as it is considered urban waste water.</p> <p>GRI 306-2: WASTE BY TYPE AND METHOD OF DISPOSAL</p>	Quantitative data is not included for indicator GRI 306-2. The "la Caixa" Banking Foundation is currently working to quantify and publish this data.	Not verified by external party
Regulatory compliance	<p>GRI 307-1: BREACH OF LEGISLATION AND ENVIRONMENTAL REGULATIONS In 2016, the "la Caixa" Banking Foundation has not been subject to any significant fines or legal sanctions related to compliance with environmental regulations.</p>		Not verified by external party

Relevant aspects	Information on the management approach and indicators (indicating which specific content corresponds to each relevant aspect, including page number or link)	Omissions	External verification
------------------	--	-----------	-----------------------

Category: social activity

Subcategory: labour practices and decent work

Employment	<p>GRI 103-1 100 103</p> <p>GRI 401-1: NEW RECRUITMENT OF EMPLOYEES AND STAFF ROTATION 103-104</p> <p>GRI 401-2: BENEFITS FOR FULL-TIME EMPLOYEES THAT ARE NOT OFFERED TO PART-TIME OR TEMPORARY EMPLOYEES The "la Caixa" Banking Foundation offers all its employees the same social benefits regardless of the duration of the employment contract or whether it is full or part time. 109</p> <p>GRI 401-3: PARENTAL LEAVE 104</p>		Not verified by external party
Health and safety at the workplace	<p>GRI 103-1 100 101</p> <p>GRI 403-1: REPRESENTATION OF WORKERS ON FORMAL WORKER-COMPANY HEALTH AND SAFETY COMMITTEES 101</p> <p>GRI 403-2: TYPES OF ACCIDENTS AND FREQUENCY OF ACCIDENTS, OCCUPATIONAL ILLNESSES, LOST DAYS, ABSENTEEISM AND NUMBER OF DEATHS DUE TO WORK-RELATED INJURY OR OCCUPATIONAL ILLNESS Due to the type of activity it carries out, the "la Caixa" Banking Foundation does not have any illness that can be considered a work-related occupational illness. In 2016, there have been no deadly victims, as was also the case in previous years. 101</p> <p>GRI 403-4: HEALTH AND SAFETY ISSUES COVERED IN FORMAL AGREEMENTS WITH TRADE UNIONS 101</p>		Not verified by external party

Relevant aspects	Information on the management approach and indicators (indicating which specific content corresponds to each relevant aspect, including page number or link)	Omissions	External verification
Skills and education	<p>GRI 103-1 100 107-108</p> <p>GRI 404-2: PROGRAMMES TO IMPROVE THE SKILLS OF EMPLOYEES AND PROGRAMMES PROVIDING SUPPORT DURING TRANSITION 107-108</p> <p>GRI 404-3: PERCENTAGE OF EMPLOYEES WHO RECEIVE REGULAR PERFORMANCE EVALUATIONS AND PROFESSIONAL DEVELOPMENT MEETINGS 107-108</p>		Not verified by external party
Diversity and equality of opportunities	<p>GRI 103-1 100 102 103-105 105-106</p> <p>GRI 405-1: DIVERSITY IN GOVERNING BODIES AND EMPLOYEES 105</p> <p>GRI 405-2: RATIO OF BASE SALARY AND REMUNERATION OF WOMEN TO THAT OF MEN 106</p>		Not verified by external party
Subcategory: society			
Local communities	<p>GRI 103-1 The “la Caixa” Banking Foundation works with the beneficiaries of its projects in order to carry out an impact assessment and involve them in the various stages of the project. All beneficiaries can be considered collectives linked to a specific geographic area that fit the denomination of local communities. In addition, there are programmes that are specific to local communities that focus on responding to the needs of specific local communities. 82. Stakeholder engagement. Participation in design, execution, oversight and evaluation.</p> <p>GRI 413-1: OPERATIONS WITH PARTICIPATION OF THE LOCAL COMMUNITY, IMPACT ASSESSMENT AND DEVELOPMENT PROGRAMMES 82. Stakeholder engagement. Participation in design, execution, oversight and evaluation.</p>		Not verified by external party

Relevant aspects	Information on the management approach and indicators (indicating which specific content corresponds to each relevant aspect, including page number or link)	Omissions	External verification
------------------	--	-----------	-----------------------

Subcategory: product liability

Marketing and labelling	<p>GRI 103-1 The “la Caixa” Banking Foundation carries out its activities in accordance with existing regulations affecting marketing communications.</p> <p>GRI 417-3: CASES OF BREACHES RELATED TO MARKETING COMMUNICATIONS In 2016, no regulations or voluntary code have been violated relating to marketing communications.</p>		Not verified by external party
Client privacy	<p>GRI 103-1 The “la Caixa” Banking Foundation carries out its relationships in accordance with Regulation 028 on the collection and handling of personal data by the “la Caixa” Banking Foundation and in the framework of action that this regulation describes. This standard includes the actions that must be taken into account to protect the confidentiality of the personal data of beneficiaries of the programmes and activities of the “la Caixa” Banking Foundation and our suppliers. The obligations of the “la Caixa” Banking Foundation and its employees regarding the collection and handling of personal data are detailed in the security document of the Organic Law on data protection and Regulation 023 on Information and Communications Security, guaranteeing the confidentiality and integrity of such data.</p> <p>GRI 418-1: CLAIMS RELATING TO VIOLATIONS OF CLIENT PRIVACY AND LOSS OF CLIENT DATA In 2016, no substantiated claims were found regarding respect for privacy or loss of clients’ personal data.</p>		Not verified by external party

Subcategory: product liability. Sector specifics

Processes of participation (stakeholders)	<p>G4-DMA: PROCESSES OF PARTICIPATION OF AFFECTED STAKEHOLDERS IN THE DESIGN, EXECUTION, MONITORING AND EVALUATION OF PROGRAMME POLICY AND ACTIONS (formerly NGO1) 83</p>		Not verified by external party
Mechanisms for obtaining feedback	<p>G4-DMA: MECHANISMS TO OBTAIN FEEDBACK AND COMPLAINTS REGARDING PROGRAMMES AND THEIR POLICIES, AND TO DETERMINE THE ACTIONS TO BE TAKEN TO SOLVE THEM (formerly NGO2) 86-87</p>		Not verified by external party

Information on the management approach and indicators (indicating which specific content corresponds to each relevant aspect, including page number or link)		
Relevant aspects	Omissions	External verification
Control, assessment and lesson learning	G4-DMA: 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 (formerly NGO3) 88-92	Not verified by external party
Integration of gender and diversity component	G4-DMA: MEASURES TO INTEGRATE THE GENDER AND DIVERSITY COMPONENT INTO THE DESIGN, EXECUTION, OVERSIGHT, ASSESSMENT AND LEARNING CYCLE OF THE PROGRAMME (formerly NGO4) 93-94	Not verified by external party
Political impact and public awareness campaigns pública	G4-DMA: PROCESSES FOR THE FORMULATION, COMMUNICATION, IMPLEMENTATION AND CHANGE IN POLITICAL ADVOCACY AND PUBLIC AWARENESS CAMPAIGNS (formerly NGO5) 97	Not verified by external party
Coordination with other agents	G4-DMA: PROCESSES THAT ALLOW COORDINATION WITH ACTIVITIES AND PROGRAMMES OF OTHER ACTORS (formerly NGO6) 94-97	Not verified by external party
Relevant aspects not included in GRI		
Image of the "la Caixa" Foundation	70-71	Not verified by external party
Criteria for selection of projects	10. Working towards a future of inclusion and progress for everyone. 30. Driving research, talent and innovation. 38. Promoting shared experiences of culture and knowledge. 82. Areas and programmes.	Not verified by external party
Environmental projects	114-115	Not verified by external party

"la Caixa" Banking Foundation Directory

MAIN SERVICES: AV. DIAGONAL, 621 - 08028 BARCELONA

BARCELONA

CaixaForum Barcelona

Av. de Francesc Ferrer i Guàrdia, 6-8
08038 Barcelona
Tel. +34 93 476 86 00
icaixaforumbcn@magmacultura.net
CaixaForum.com/agenda
Facebook.com/CaixaForum

CosmoCaixa Barcelona

Isaac Newton, 26
08022 Barcelona
Tel. +34 93 212 60 50
icosmocaixa@magmacultura.net
CosmoCaixa.com/agenda
Facebook.com/CosmoCaixa

Palau Macaya

Paseo de Sant Joan, 108
08037 Barcelona
Tel. +34 93 457 95 31

Centro Comunitario de Acción Social de la Fundación de la Esperanza de la Obra Social "la Caixa"

Palma de Sant Just, 4
08002 Barcelona
Tel. +34 93 270 39 73

EspaiCaixa Bruc

Bruc, 72-74
08009 Barcelona
Tel. +34 93 488 01 71

MADRID

CaixaForum Madrid

Paseo del Prado, 36
28014 Madrid
Tel. +34 91 330 73 00
infocaixaforummad@fundacionlacaixa.org
CaixaForum.com/agenda
Facebook.com/CaixaForum

EspacioCaixa Madrid

Arapiles, 15
28015 Madrid
Tel. +34 91 444 54 15
obrasocial.lacaixa.es/ambitos/centros/
espaciocaixa_es.html

PALMA

CaixaForum Palma

Pl. de Weyler, 3
07001 Palma
Tel. +34 971 17 85 00
Fax +34 971 72 21 20
icaixaforumpalma@magmacultura.net
CaixaForum.com/agenda

GIRONA

[CaixaForum Girona](#)

Ciutadans, 19
17004 Girona
Tel. +34 972 20 98 36
caixaforumgirona@magmacultura.net
CaixaForum.com/agenda

[EspaiCaixa Girona](#)

Pl. Poeta Eduard Marquina, 10
17002 Girona
Tel. +34 972 21 54 08

[Jardins de Cap Roig](#)

Camí del Rus, s/n
17210 Calella de Palafrugell

TARRAGONA

[CaixaForum Tarragona](#)

Cristòfor Colom, 2
(next to Centenary Fountain)
43001 Tarragona
Tel. +34 977 24 98 71
caixaforumtarragona@magmacultura.net
CaixaForum.com/agenda

LLEIDA

[CaixaForum Lleida](#)

Av. de Blondel, 3
25002 Lleida
Tel. +34 973 27 07 88
caixaforumlleida@magmacultura.net
CaixaForum.com/agenda

ZARAGOZA

[CaixaForum Zaragoza](#)

Av. de Anselmo Clavé, 4
50004 Zaragoza
Tel. +34 976 76 82 00
caixaforumzgz@fundacionlacaixa.org
CaixaForum.com/agenda
Facebook.com/CaixaForum

MURCIA

[EspacioCaixa Murcia](#)

Av. del Río Segura, 6
30002 Murcia
Tel. +34 968 22 63 13
obrasocial.lacaixa.es/ambitos/centros/
espaciocaixa_es.html

Design, layout and printing

www.ceglobal.com

Texts

© "la Caixa" Baking Foundation / Jordi Úbeda

Front cover photograph

Alberto Van Stokkum

Photographs

Pedro Madueño: P. 5

Alberto Van Stokkum: P. 10, 12, 13, 15, 18, 19, 21, 24, 25, 29, 41, 64, 72, 80, 82, 84, 89, 92, 96

Jesús Andrés Fernández: P. 13

RN FOTOGRAFOS / N.Y: P. 14

Juan Ventura: P. 16, 70

José Luis Hausmann: P. 16

David Campos: P. 17, 22, 23, 26, 27, 33, 42, 44, 46, 48, 49, 51, 60, 61, 65

Máximo García: P. 20, 21, 35, 40, 43, 45, 51, 63

Juan Ventura: P. 23

Mireia Rodríguez: P. 26

GAVI/2010/Riccardo: P. 28, 29

©Victor Luengo / Educación sin Fronteras: P. 28

Jordi Nieva: P. 29, 37, 67, 90

Vicenç San Nicolás: P. 30, 32, 36

Marc Guillen: P. 33, 37

Alfons Rodríguez: P. 34, 86

Enric Monté: P. 38, 52, 54, 55, 57

Olga Planas: P. 43, 112, 114

Pepo Segura: P. 47

IbnCreativa 360: P. 48, 49

Lluís Salvadó: P. 49

Asier Rua: P. 50, 52

Mauricio Skrycky: P. 51

Ronald Stallard: P. 53

Tino Gil: P. 53, 58

Jaume Gual: P. 54, 55

DeFoto. Serveis d'Imatge: P. 56

Pere Duran: P. 57, 85

Polarizador Estudio: P. 58

David Farran: P. 58, 59

Jordi Salinas: P. 60

Mikel Goni / Pamplonetario: P. 62

Ivan Caster: P. 63

Cathy Loughran: P. 65, 69

Georgina Ureña: P. 66

Andreu Adrover: P. 118

Copyright 2017, CaixaBank: P. 98, 100, 106, 108, 110, 117



Corporate Equality 2016



"la Caixa"
Banking Foundation

"la Caixa" Banking Foundation
Avenida Diagonal, 621-629
08028 Barcelona, Spain
Telephone no.: (34) 902 22 30 40

Internet
www.laCaixa.es/ObraSocial



"la Caixa" Banking Foundation