# Corporate Social Responsibility



For Banco Sabadell, being socially responsible means bringing transparency and ethical principles to the way we do business. In the current climate, the group is addressing the concerns of the community by accepting its role as a driver of the economy and minimizing any impacts on society or the environment caused by its banking operations.

Each and every person in the organization has a part to play in the process of transforming the business and helping, in a disciplined and professional way, to make it ever more competitive. The Bank has created social innovation platforms to encourage talent and creativity, not only on the part if its employees but also of its customers and suppliers and in this way to create the conditions for value sharing.

#### **CSR Master Plan**

In 2013 the Bank approved a Corporate Social Responsibility (CSR) Master Plan reaffirming the values and ethical principles that govern its actions, at a time when there was a need to demonstrate its commitment to maintaining the trust and reliance placed on it by stakeholders. The Plan comprises five main action areas:

- 1 Responsible banking: Strengthening the ethical dimension to all our activities in a transparent way. Minimizing the impacts of our operations and contributing to the development of the community.
- **2** A healthy organization: Encouraging a sense of pride and of belonging on the part of employees.
- **3 Environmental sustainability:** Minimizing the environmental impacts of our facilities and our business.
- **4 A culture of social responsibility:** Raising the profile of professional ethics through accurate and transparent reporting.
- **5 Shared value:** Building alliances with our stakeholders.

#### **Commitment to business ethics**

For Banco Sabadell it is of vital importance to ensure the strictest compliance with legal requirements and with the policies, internal procedures and codes of conduct that guarantee ethical and responsible conduct at all levels of the organization. The Bank has since 2003 had codes of conduct and stakeholder policies operating throughout the organization and extending to all group activities:

- The Code of Conduct: applies generally to all persons directly involved with the Group, whether as employees or as members of its governing bodies. In late 2013 a Code of Ethics and Rules of Conduct for the Asset Management Division governing operations related to real estate were added as an appendix to the group's Code of Conduct.
- The Internal Code of Conduct in connection with the securities market.

- The Suppliers' Code of Conduct.
- Policy on ethics and human rights.
- Policy on corporate social responsibility.
- Policies related to stakeholders (shareholders and investors, customers, suppliers, employees, the environment and social action).
- A plan to foster genuine equality between women and men.
- A code of conduct governing the use of social networks.
- Membership of Autocontrol, a self-regulatory body on business communication.
- Adopting the Code of Good Banking Practice.

The Bank has a standing Corporate Ethics Committee, whose chairman and five members are appointed by the Board of Directors to advise the Board on the adoption of CSR-related policies. Any employee may contact the Corporate Ethics Committee to raise any issue regarding the application of ethical business practices in the organization, using a confidential email address.

All the codes, rules and commitments listed above are set out in the CSR section of the group's web site: www.grupobancosabadell.com

#### **Social responsibility initiatives**

In recent years Banco Sabadell has joined or associated itself with a number of international initiatives and has received awards and distinctions. These include:

- Adopted the 10 principles of the United Nations Global Compact in the areas of human rights, labour, the environment and the fight against corruption.
- Signatory of the Equator Principles, a set of standards developed to ensure that social and environmental matters receive full attention in the funding of large projects.
- Integration of CSR policies into business practice in accordance with ISO 26000 guidance.
- Signatory of the United Nations Principles for Responsible Investment (UNPRI) in the "asset owner" and "investment manager" categories.
- A signatory to the Carbon Disclosure Project and the CDP on Water Disclosure.
- Party to an agreement between the Spanish Banking Association (AEB), the CNMV and the Bank of Spain to carry out a programme of activities as part of the National Financial Education Plan.
- Banco Sabadell included in the FTSE4Good and FTSE4Good IBEX sustainable stock market indices. A member of the Ethibel Investment Register.
- Awarded the European Foundation for Quality Management (EFQM) Gold Seal of Excellence.
- ISO 9001 certification for 100% of processes and operations of the group's financial undertakings in Spain.
- Environmental management systems at six corporate headquarters certified to the ISO 14001 standard.

- LEED-NC (New Construction) sustainable building certification for the new Banco Sabadell Central Services building.
- A Partner in the European Greenbuilding Programme for sustainable construction. Certification of Polinyà logistics centre.

The Bank is also a member of a number of CSR-related committees and working groups:

- Committee Member, Chair of Applied Ethics, Ethos Foundation, Ramon Llull University.
- A Member of the advisory board of Responsabilidad Social Corporativa journal, published by the Luis Vives Foundation.
- A corporate friend to a CSR-education initiative for small businesses sponsored by Official Credit Organization and the Global Compact's Spanish Network.
- A Member of the Council of Experts of the Madrid Excelente Foundation.

#### **Social commitment**

Banco Sabadell plays a responsible role in society, both as a creator of employment and a provider of finance to people and business projects. It contributes to the creation of wealth in the Spanish economy in a context of sustainable growth. In 2013 Banco Sabadell was directly employing 18,077 people and disbursed more than €1,135 million in pay and social welfare contributions. It spent more than €1,267 million on procurement of goods and services.

In a context of economic recession the Bank strives time to provide solutions to areas of social concern such as unemployment, socio-economic ills and corruption. At the same it seeks to minimize any impacts caused by its own activities.

#### **Promoting economic development**

Banco Sabadell has kept its lending to private and business customers at the same level to provide finance for consumer and investment needs. In 2013 more than €5,000 million was provided in new medium- and long-term finance for sole proprietors and companies A very substantial part of this new finance was provided in the form of ICO-sponsored finance. The Bank was the second largest provider of finance under ICO schemes, with a 20.5% share of the total amount disbursed.

Banco Sabadell launched BStartup, an entrepreneurship support package, and expanded its "Export to Grow" programme which encourages SME and other businesses to expand into foreign markets. Both programmes are designed to support business and thus contribute to the growth of the Spanish economy.

# Minimizing the impact on people of banking industry consolidation

Since 2012 Banco Sabadell has been working on an assistance scheme to mitigate the effects of redundancies resulting from the workforce restructuring that followed the integration of Banco CAM. The scheme provides outplacement support for 1,250 redundant workers and will continue until March 2014. It includes relocation advice to both redundant workers and their spouses. 33% of the 316 employees enrolled in the scheme have already found alternative employment.

In addition, a revitalization plan is in operation to restore employment levels, as far as possible, by supporting entrepreneurship and job creation in the areas most affected by restructuring. This has led to the creation of 660 new jobs in the Valencia and Murcia regions. The plan includes measures such as grants for each new job created and the availability of finance on favourable terms.

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		2013	2012
Direct economic value generated			
Net sales plus revenues from financial			
investments and sales of assets (includes			
gross income and capital gains on sales of assets)	€'000	4,020,687	2,973,853
Economic value distributed			
Payments to suppliers	€'000	1,267,452	2.864,180
Personnel expenses (includes social welfare costs)	€'000	1,135,175	996,546
Corporate income and other taxes	€'000	160,260	-324,843
Community investments	€'000	4,330	3,842
Economic value retained			
Calculated as Economic value generated			
less Economic value distributed	€'000	1,453,470	1,206,755
Other information			
Customers	million	6.5	3.1
Shareholders	number	262,589	236,774
Branches	number	2,418	1,898
Employees	number	18,077	15,596
Key suppliers (billing more than €250,000)	number	76	68
Total suppliers	number	316	268
CO <sub>2</sub> emissions per employee in Spain	kg CO <sub>2</sub> /e	321.5	402.5
Electricity consumption per employee in Spain	MWh/e	6.0	6.8

#### **Avoiding social exclusion**

Banco Sabadell has set up a programme of special assistance for customers at risk from social exclusion. For borrowers unable to meet their mortgage payments, the Bank looks for solutions to avoid repossession such as extensions of repayment terms, grace periods and interest rate reviews. The Bank does not carry out forced evictions.

Banco Sabadell has signed up to the Spanish government-sponsored Code of Good Banking Practice and Agreement for the Creation of a Housing Fund ("Fondo Social de Viviendas"). Since 2013 the Bank has contributed 260 residential units to the Housing Fund and has provided 186 residential units free of charge for the use of charitable organizations helping people in difficulty.

#### **Fighting corruption**

Banco Sabadell works actively to fight corruption in all its forms. Since February 2005 the Bank has been a signatory to the 10 principles of the United Nations Global Compact, one of which is to fight against corruption.

For a financial institution it is of critical importance to avoid being used for money laundering or to finance terrorism. For this reason the Bank and its subsidiaries have taken a number of measures and established due diligence rules and procedures to guard against risk when accepting customers and in the constant monitoring of customer relationships. These rules and procedures are based on anti-money laundering legislation as well as the United Nations convention against corruption and the recommendations of the International Financial Action Group (IFAG). The Bank also takes great care to supervise loan applications and accounts held by political parties, and applies rigorous customer acceptance procedures. The Bank does not contribute to any political party or to any persons holding public office or to related institutions.

To ensure transparency, all donations to NGOs and charitable organizations are assessed by the Sponsorship Committee or the Board of Trustees of the Banco Sabadell Foundation on the basis of the principles laid down in the Bank's community support policy. The accounts of the Banco Sabadell and Banco Herrero Foundations are audited by external auditors.

On the acceptance of gifts, group policy is that employees must refuse all gifts, rewards or personal favours offered by customers or suppliers that could place limits or conditions on their discretion when taking a decision.

## Responsible banking

Banco Sabadell provides customers with knowledge and tools to manage their finances and offers a transparent range of financial solutions that are best adapted to their needs.

#### **Transparency**

Banco Sabadell seeks to protect the interests of its customers and has control mechanisms in place to supervise the products and services it offers.

Any product or service to be offered on the market is submitted to the group Compliance Officer for prior evaluation before being released.

Bank branches have leaflets and brochures providing information and guidance to any potential customers for products and services. To be able to provide customers with information more specific to their requirements, business managers ask for details of their financing needs, financial situation and preferences. This ensures that customers are given full details of products and the risks and implications they entail so that they can take an informed decision.

Prior to offering any complex financial product the Bank acts in accordance with the EU Markets in Financial Instruments Directive (MiFID) and carries out a suitability test to assess the customer's knowledge and experience so as to determine the customer's ability to understand the nature and risks of the financial product being requested.

When giving customers investment advice or offering them discretionary portfolio management services, the Bank performs an appropriateness test to satisfy itself that the financial product or service is appropriate to the customer's investment objectives and financial situation.

Since 2010 the Bank has been a member of Autocontrol, an organization that promotes responsible advertising. This includes working to ensure that all information, contracts and operating features conform to current legislation.

# **Financial education**

In 2011 Banco Sabadell became party to an agreement with the Spanish Banking Association (AEB), the CNMV and the Bank of Spain to carry out a programme of activities as part of the National Financial Education Plan. The aim of the Plan is to help the general public become better educated in financial matters by providing people with the basic skills and tools to manage their financial affairs in a well-informed, responsible way. The plan conforms to the recommendations and principles of the Organization for Economic Co-operation and Development (OECD).

A direct link to the "Finance for everyone" pages http://www.finanzasparatodos.es can be found on the group's web site. Visitors to the site will find a set of

information sheets providing basic advice on household management, investment, and so on.

The Bank also provides customers with a guide on mortgages prepared by the Bank of Spain, setting out detailed information on the process of obtaining mortgage finance.

The Bank has prepared financial education material of its own specially to meet the needs of individual and business customers. Each year the Bank holds a drawing competition for children with the title "What's money for?", providing learning materials and games to teach children the value of money and the importance of saving. The materials come with a teachers' guide written with the help of educators and teaching experts. The guide can be used to turn the questions that young children have about money into opportunities for learning and talking to parents. As an aid to household management, the Bank offers customers a "Personal Finance" tool which allows users of BS Online to view full details of their income and expenditure organized into headings and sub-headings.

The Bank has also designed a programme of financial education for small businesses. The "Export to Grow" programme launched in 2012 offers a variety of help screens and tools on foreign trade, seminars, training videos and practical case studies of SMEs expanding their business in foreign markets.

Banco Sabadell is supporting the two main activity areas established by the Financial Education plan for 2013-2017: promoting financial education as part of the education system and raising public awareness of the need to save and make provision for retirement. In the first of these areas, 37 volunteers from Banco Sabadell took part in a Financial Education Programme in schools all over Catalonia. The initiative covers 10% of all schools in Catalonia and aims to help schoolchildren learn how to handle money and understand the basics of financial management. The programme will be repeated in 2014, with 111 current and 15 retired group employees giving workshops for 4th year secondary school children. Within the second activity area the Bank has launched an advertising campaign entitled "How long are we going to live?" The campaign is organized around four full-length talks (which can be viewed on www.bancosabadell.com/futuro) in which four highly regarded scientists give answers to the question "how long are we going to live?". The scientists set out reasons why the life expectancy of the Spanish population will be significantly higher in the future. In these circumstances the Bank invites the viewer to think about the need to set up a plan to save for their retirement.

#### Financial solutions to meet the customer's needs

# Solutions for people

Banco Sabadell has financial solutions to meet customers' needs at every stage of their lives. It offers special products for children and young people to get them used to the idea of saving, and for families to enable them to manage

their household economies and make provision for their retirement.

Banco Sabadell has responded to the difficulties being experienced by some customers and has taken measures to ensure that customers most affected by the crisis are not at risk from social exclusion. Where a customer is unable to pay their mortgage, the Bank works with the customer to look for solutions that will help them to overcome any temporary difficulty and avoid foreclosure. Wherever possible, the Bank will propose adjustments to the terms of the mortgage according to what the borrower would be able to pay. This may mean lengthening the payment period, agreeing a grace period or reviewing the rate of interest. The Bank may also agree to take possession of the property and release the customer from his debt; this has happened in 2,229 cases involving loans totalling almost €400 million.

Where a mortgage is foreclosed, the Bank does not take forcible eviction proceedings. In 89% of repossession proceedings the property involved was already unoccupied. In the remaining cases, and where a family has been at risk of social exclusion, the Bank has entered into discussions with the occupants to look for the best way of avoiding eviction. The Bank may offer the customer the option of remaining in their property or moving to another one and paying a subsidized rent of less than €400 a month.

In 2013 a total of 338 mortgage foreclosure proceedings were halted under the provisions of Royal Decree 27/12 and Law 1/2013. Repossession proceedings were also halted on the Bank's own initiative on 189 occasions, of which 133 were resolved by the signature of a letting agreement at a subsidized rent; in the other 56 cases agreements are in the process of being reached.

In June 2013 the Bank confirmed its support for the Code of Good Banking Practice to mitigate the effects of indebtedness and facilitate the rehabilitation of debtors at risk from social exclusion. Banco Sabadell is a signatory to the Agreement on the Creation of a Social Housing Fund and its July 2013 amended version. The Fund was set up to provide affordable rented accommodation for customers who satisfied certain conditions and had lost their permanent residence as a result of a foreclosure procedure any time after 2008. Within the terms of the Agreement, the Bank has contributed 260 homes to the Fund. It has received 69 applications and signed 28 letting agreements; 22 applications were dropped by the applicants and 19 were rejected as the applicants did not qualify for assistance under the Agreement.

The Bank has also made 162 properties available to the Rose Foundation to be used in helping people at risk of social exclusion. It made premises available for use by the Trampoli Foundation, an organization that assists disabled people. At present the Bank is in the process of providing 20 properties to the Diocese of Barcelona's Caritas organization for use in ministering to the needs of socially deprived families.

The Banco Sabadell group has 3,400 homes let at subsidized rents (a maximum of €400 a month) to customers finding themselves in financial difficulty as a result of a

mortgage foreclosure, repossession or living in substandard or otherwise unsuitable accommodation.

Banco Sabadell maintains regular contacts with charities and other organizations (Caritas, ICAV, Ofideute, local social services, etc.), and with 47 local branches of the PAH, an organization that supports people with mortgage difficulties.

The Bank is a member of an evictions unit set up by the Catalan Government at the request of the Catalan Parliament.

#### Solutions for people starting in business

For people who are setting up their own businesses, in 2013 Banco Sabadell launched a business help scheme, BStartup. The scheme is designed to ensure that fledgling entrepreneurs have the best possible chance of success, and is run from a network of 67 specialized branches. For technology start-ups the Bank set up the BStartup 10 scheme, to which 414 new businesses in Spain have submitted business plans. A selection process will choose ten winners whose businesses will be eligible to benefit from an investment of up to €1 million, as well as a programme of specialized training from expert business advisers.

## Solutions for SMEs and larger businesses

Banco Sabadell has always taken a special interest in the needs of businesses and can offer a range of specialized financial services to meet the needs of businesses of all kinds. In present state of the economy, the Bank provides access to affordable finance to SMEs and businesses where this is likely to create employment. In 2013 more than  ${\it \&clusterestate English}$  mere than \$\varepsilon 5,000 million was provided in new medium- and long-term financing for sole proprietors and companies. A very significant portion of this new funding was in the form of Official Credit Institute-sponsored loan facilities, of which Banco Sabadell took a 20.5% share, the second largest in the banking industry. The main types of ICO finance arranged by the Bank were provided under special schemes for businesses and entrepreneurs, exporters, foreign trade and mutual guarantee schemes.

The year 2013 saw further development of the 'Export to Grow' programme in which Banco Sabadell, along with seven other leading providers of foreign trade services, assists Spanish companies in gaining access to foreign markets as a way of helping them to weather the crisis.

#### **T2**

	Sabadell Inversión Ética y Solidaria, Fl	Urquijo Cooperación SICAV	Plan de Pensiones Ético y Solidario
Investment philosophy	Ethical/humanitarian	Ethical/humanitarian	Ethical/humanitarian
Supervision of stock selection criteria	Ethics Committee	Ethics Committee	Ethics oversight committee
Assets	€25,840,024	€5,650,011	€8,120,271
Number of investors/shareholders	387	144	817
Fees donated to NGOs	0.35% of asset value	50% of management fee	0.50% of management fee
Donation in 2013 (for year 2012)	€14,834	€42,858	€15,497
Beneficiary organizations	Caritas Española	Fundación Social San Ignacio de Loyola, CES Proyecto Hombre Madrid, Fundación para la Defensa de la Vida, Fundación Rais, Misión América, Asociación para la Solidaridad, Fundación Pablo Horstmann, Hermanas de la Virgen María del Monte Carmelo and Asociación PROYDE	Intermón Oxfam

#### Socially responsible investing

Our pension fund BanSabadell 25 FP and pension fund manager BanSabadell Pensiones EGFP SA are signatories to the United Nations Principles for Responsible Investment (UNPRI) in the "asset owner" and "investment manager" category respectively. The principles cover social, environmental and governance criteria in investment policies and practices. The group offers three socially responsible investment products:

- Sabadell Inversión Ética y Solidaria FI, a mutual fund.
- Urquijo Cooperación SICAV, an OEIC.
- Plan de Pensiones Ético y Solidario, a pension plan.

Socially responsible investment products exclude investments in companies whose activities are harmful to human rights, social justice or the environment. On the other hand, they take a positive view and give preference to companies in the FTSE4Good sustainability index. These products have a humanitarian bias and a part of their management fees is donated to humanitarian aid and development projects.

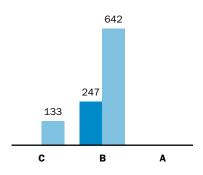
Banco Sabadell is also a distributor of the life-withsavings insurance product BS Ahorro Futuro which donates 0.70% of profits to Manos Unidas.

#### **Equator Principles**

Banco Sabadell adopted the Equator Principles in September 2011. Based on the policies, standards and guidelines of the International Finance Corporation (IFC), the Principles are a set of standards developed to ensure that social and environmental matters receive full attention in the funding of large projects. Since then, the Bank has applied the Equator Principles in all new project finance deals amounting to USD 10 million or more. Projects are classified as A, B or C in accordance with the IFC standard; all category A and B projects include a social and environmental assessment that has been reviewed by an independent expert. During the year eight project finance deals, assessed according to the Equator Principles, were concluded. 76% of these were renewable energy projects.

In accordance with the latest version of the Equator Principles (EP III), environmental and social impact assessments are to be extended to decisions on corporate loans in 2014.

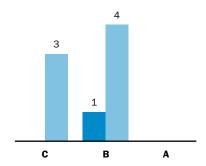
The Bank has documents available to help analysts assess the environmental risk associated with an industry or business activity. All risks, including environmental risks, are set out in the risk assessment and are considered when a decision on a loan application is taken.



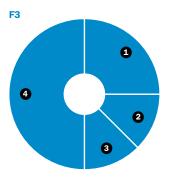
- Renewable energy
- Infrastructure
- **F1** Project finance by sector and category

  Total project value (€Mn.)

Category C: Minimal or no social or environmental impacts.
Category B: Limited adverse environmental and social impacts, site-specific and reversible.
Category A: Significant, diverse social and environmental impacts.



- Renewable energy
- Infrastructure
- F2 Number of projects by sector



# Distribution of projects by country

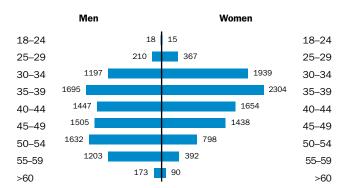
1	Spain	25%
2	France	13%
3	Mexico	13%
4	USA	49%

#### **Human resources**

In line with its human resources policy, Banco Sabadell has a personnel selection process which ensures that objective criteria based on qualifications and experience are applied when selecting people for each position having regard to their potential for personal development. The group seeks to ensure optimal professional development and a non-discriminatory working environment for its employees by encouraging them to excel and rewarding hard work. This mutual commitment is set out in the Banco Sabadell group Code of Conduct.

# **Human resources policy-key principles:**

- Respecting people's dignity
- Fair and competitive remuneration
- Reporting transparency
- Long-term relationships



F4 Workforce

F5	
2	1

Workforce breakdown by gender

1	Men	50%
2	Women	50%

	2013	2012	2011
Average no. of employees (FTE)	16,427	13,933	10,670
Employees in Spain at year-end	17,171	14,866	9,937
Group employees at year-end	18,077	15,596	10,675

Average FTE employees are based on average numbers of persons employed at the end of each month.

	Men	Women	Total
Average age*	44	40	42
Average length of service*	19	14	17
Employees in Spain	8,728	8,443	17,171
Employees abroad	352	544	906

<sup>\*</sup> Figures are based on the total number of group employees.

 $<sup>\</sup>ensuremath{^*}$  96.32% of employees abroad are hired locally.

	Men	Women	Total
Clerical staff	1,675	2,782	4,457
Middle management	4,017	4,907	8,924
Management	2,917	1,256	4,173
Senior management	471	52	523
Total	9.080	8.997	18.077

Figures are based on the total number of group employees.

# T3 Number of employees

T4 Workforce profile

# **T5** Distribution by job category

#### **Leadership management**

The Bank has a special Executive Management unit focused on developing senior management's leadership skills. Group executives undertake a corporate development program, which includes a psychometric evaluation and a 360° assessment or assessment feedback from direct superiors, colleagues and subordinates. They also receive specific strategic leadership training designed to enhance their leadership and team management skills.

Future heads of department and newly appointed Central Services managers with people reporting to them are put through a corporate management programme to support them in their new roles. The programme consists both of theoretical training and a management project that not only contributes value to the group but develops initiative and management skills. The management project is done in work groups of trainees from different parts of the organization.

Once a year department heads conduct an interview with each person in their team to discuss their performance and how they might move on to positions of greater responsibility. A joint assessment is completed by evaluator and evaluee in ten areas of competence: customer focus, results orientation, team management and teamwork, initiative, negotiation, openness to change, communication, information management, knowledge and experience, and ethics and commitment. The Human Resources department also conducts development interviews to gain a fuller picture of each employee's professional profile, motivations, concerns and interests in connection with their career.

#### **Employee training**

Banco Sabadell provides employees with function-based training, i.e. continuous, progressive training appropriate to each individual's function.

Under the "Laude" programme, credits obtained in the Bank's in-house training courses are recognized for the award of degree qualifications by the University of Barcelona's Institute of Lifelong Learning (IL3) in line with the framework of the new European Education Space. Depending on the employee's role, there are three possible ways to obtain a qualification. The following were awarded in 2013: 90 Diplomas in Banking Products and Services, 18 postgraduate qualifications in Commercial Banking, 9 postgraduate qualifications in Investment Advisory Services, and 7 postgraduate qualifications in Bank Branch Management. A total of 341 people have gained qualifications under the programme since its inception in 2009. The Bank has reached agreements with several universities for employee training programmes and internships at the Bank.

#### Remuneration

Banco Sabadell's remuneration system is based on the principles of internal fairness, external competitiveness, transparency, differentiation, flexibility, simplicity, confidentiality and communication, as established in its human resources policy. The group's remuneration policy is based on the level of responsibility of the position and the career development of its holder. Policies on increases in fixed and variable remuneration are established on that basis.

	2013	2012	2011
Training actions	199,924	203,591	68,563
Employees who received training (%)	88%	98%	95%
Number of courses per employee	14	15	7
Hours of training per employee	26	35	22
Investment in training per employee <sup>(1)</sup> Investment in training as	€247.25	€257.31	€306.97
a % of personnel expenses) (1)	0.39%	0.40%	0.42%

Figures refer to employees in Spain. Data for 2013 include BMN from 1 June 2013 onwards.

Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included.

(1) Data for investment in training for 2013 are correct as at 30 November 2013

	Men	Women	Total
Senior management	105,798	95,581	104,836
Management	54,957	48,883	53,118
Middle management	38,660	35,242	36,755
Clerical staff	32,614	28,951	30,333

Figures include BMN from 1 June 2013 onwards.

Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included.

T6	Train	ing i	in fig	ures

**T7** Average remuneration by type of post and gender (€)

	2013	2012	2011
Employees benefiting from interest-free loans	25.62%	28.84%	43.15%
Employees who have received training grants	1.25%	1.36%	2.41%
Employees who have received			
children's schooling assistance	58.70%	56.50%	55.90%

Data for 2013 include BMN from 1 June 2013 onwards.

Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included.

Data for 2012 do not include Banco CAM.

The figures for interest-free loans for 2012 have been revised

#### **Labour/management relations**

Banco Sabadell respects and guarantees employees' basic rights, including freedom of association and collective bargaining, as required by Spanish law. These principles are set out in the group's Code of Conduct and human resources policy.

Union representatives represent the entire workforce, not just their own members; accordingly, labour agreements apply to all employees within their scope (industry, group, company, etc.). All employees are given one month's notice of significant organizational changes. Union elections are held every four years. Banco Sabadell management meets periodically with the general secretaries of the various trade union representative bodies, who normally sit on such committees as the National Health and Safety Committee, the Equal Opportunity Committee, the Training Committee and the Pension Scheme Oversight Committee. All workplaces with more than 50 employees have a Works Council. Workplaces with between 6 and 10 employees may elect a union representative.

Since 2012, following its acquisition of Banco CAM, Banco Sabadell has been working on an assistance plan to offset redundancies resulting from the workforce restructuring that followed the integration of Banco CAM. The plan will continue until March 2014 and consists of two main action areas. First, an outplacement scheme to relocate the 1,250 employees laid off as a result of the redundancy procedure and second, a plan to revitalize business activity in the areas where most of the Banco CAM lay-offs occurred.

- The relocation scheme includes employment counselling for redundant employees and their spouses with a view to enhancing their employability. A total of 316 employees enrolled in the scheme in 2013, 33% of whom have found another job.
- The revitalization plan aims to restore employment levels, as far as possible, by supporting entrepreneurship and job creation in the areas most affected by restructuring. It includes an aid programme based on monetary contributions for newly-created jobs, finance on preferential terms, one year's rent-free

use of office accommodation or business premises, and free professional advice. As of 31 December, the revitalization plan had helped to create 660 new jobs in the Valencia and Murcia regions.

**T9** Staff turnover

	Total turnover	% of average workforce
Disciplinary action	77	0.47%
Early retirement and		
superannuation	7	0.04%
End of contract	46	0.28%
Resignation	45	0.27%
Redundancy	414	2.52%

Figures are based on the average number of group employees

#### Workplace satisfaction survey

The Bank participates in the "Best workplaces" survey conducted by the Great Place to Work Institute, which covers over 5,000 employers and 1,500,000 employees in 32 countries around the globe. The survey consists of 58 questions on credibility, respect, fairness, pride and camaraderie, plus 24 questions specifically about Banco Sabadell. The survey is a standard benchmark in workplace satisfaction, and enables companies to measure themselves against employers considered to be excellent places to work. The most recent survey, involving 780 employees from all parts of the group, was completed in 2013. 66% of the 780 respondents thought that "all things considered, Banco Sabadell is a great place to work".

#### Employee engagement and volunteer programme

Banco Sabadell has several communication channels between different levels of the organization to enhance internal communication and encourage employee engagement with the Bank's aims and aspirations.

The "BS Idea" platform enables employees to make suggestions for improvement in any area of the organization. The platform is an excellent communication channel on which employees can post queries and share experiences on products and processes. The ideas that get the most votes and those that generate most value for the Bank are studied, and a decision on adoption is then taken by the persons responsible for the processes concerned and by the BS Idea Decision Committee. The ideas that get the most votes also receive a cash prize.

The group intranet publicizes charitable and community support actions and corporate volunteer initiatives in which employees can participate. Examples of past initiatives include support for Unicef, the Food Bank, and TV3's fundraising telethon La Maratón.

As part of the 2013 Financial Education programme, volunteers from the Bank took part in financial education workshops for secondary school children in Catalonia. The result of a partnership agreement with Catalonia's regional government and the Financial Study Institute, the programme covers 10% of secondary schools in Catalonia.

#### **Equality, work-life balance and social integration**

Banco Sabadell guarantees equality of opportunity in all areas of employee relations: recruitment, training, promotion, working conditions, etc. These principles are also set out in the group's equality plan, human resources policy and Code of Conduct.

#### Equality

The group's equality plan was launched in 2010 with the aim of preventing all types of workplace discrimination between women and men, as required by Spain's Organic Law 3/2007. A number of action areas, along with effective monitoring and evaluation procedures, were established under the plan in the areas of training, promotion/career development, remuneration, work-life balance, gender violence and sexual harassment. The equality plan's Steering Committee consists of employee and Bank representatives and meets twice per year to oversee compliance with the equality plan.

	2013	2012	2011
% of employees who are women <sup>(1)</sup>	50%	29%	43%
% of employees promoted who are women <sup>(2)</sup>	55%	56%	63%
% of women in managerial roles <sup>(1)</sup>	28%	29%	29%
No. of members of the Board of Directors			
who are women <sup>(1)</sup>	2	2	2
No. of nationalities of employees in Spain <sup>(2)</sup>	34	36	30

**T10** Equality

Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included.

### Integration and disability

Banco Sabadell promotes employee diversity and integration in the workplace and non-discriminatory recruitment policies. Workplaces are adapted when required, in line with the special sensitivity protocols established by the industrial medicine unit. The Bank also assists employees in any applications or other arrangements with the municipal, regional or national authorities to help improve employee welfare in areas outside the strictly professional sphere. In compliance with Spain's Integration of People with Disabilities Act ("LISMI"), the Bank pursues other avenues such as procuring services and supplies from special employment centres for the disabled.

#### Work-life balance

All employees are entitled to benefits agreed by Banco Sabadell and union representatives under the terms of an agreement on ways to achieve a healthy balance of family life and work. These benefits have been made known to all employees and are set out in the group intranet. They include:

- Shorter working hours (paid or unpaid, or for breastfeeding)
- Unpaid leave (maternity, or to care for a relative)
- Special leave
- Paternity leave
- Flexitime working

<sup>(1)</sup> Figures are based on the total number of group employees.

<sup>(2)</sup> Data for 2013 include BMN from 1 June 2013 onwards.

	2013	2012	2011
No. of disabled people in the organization	170	135	69

T11	Integration	

<b>T12</b> V	Vo	rk-	life	ba	lar	ICE
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	2013	2012	2011
Employees with shorter working hours	337	268	210
Employees on paternity leave	321	316	203
Employees entitled to breastfeeding leave	435	251	180

Data for 2013 include BMN from 1 June 2013 onwards.

Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included.

## **Health and safety**

Banco Sabadell takes a preventive approach to safety, constantly improving group employees' working conditions and health. As required by current legislation, the Bank has a safety plan and publishes an annual report on Workplace Hazard Prevention setting out the safety measures that have been implemented across the organization. The report is available on the intranet and the corporate website.

An initial risk assessment is performed on each new workplace and also on workplaces that have undergone refurbishment or alteration. After a suitable time has elapsed a follow-up assessment is performed at all work-places to evaluate individual workstations, common areas and facilities as well as aspects such as temperature, lighting, etc. In 2013, 4,009 psychosocial risk survey forms were distributed; the response rate was 70%.

All Banco Sabadell personnel and new employees receive information on workplace hazard prevention and are required to take a course on health and safety at work in the form of an on-line learning module lasting approximately two hours. In addition to training sessions, employees have access to publications, leaflets on ergonomics and work equipment manuals covering workplace hazards associated with the Bank.

	2013 BS	2012 BS	2012 CAM	2011 BS
Periodic prevalence rate				
(No. of employees suffering a workplace				
accident/total employees) x 100	3.69%	3.11%	4.35%	3.81%
Severity rate				
(days lost/total working days) x 100	2.11%	1.71%	3.57%	2.36%

T13 Absenteeism rate

Data for 2013 refer to employees in Spain. Data for 2013 include BMN from 1 June 2013 onwards. Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included. In 2012 Banco Sabadell and Banco CAM's hazard prevention units remained separate until 7 December (the integration date). Banco CAM figures refer to 2012 as a whole.

#### **Environmental sustainability**

We care about the future and about sustainability. This is why Banco Sabadell has an environmental policy in place, is a signatory to the main international covenants on the environment and promotes a commitment to the environment globally.

#### **Environmental policy**

- Minimizing the potential environmental impacts of processes, facilities and services.
- Efficient management of the environmental risks and opportunities inherent in our business.
- Promoting a global commitment to the environment.

#### **Global covenants and alliances**

# A signatory to the United Nations Global Compact.

- Supporting a precautionary approach to environmental challenges.
- Fostering initiatives to promote greater environmental responsibility.
- Encouraging the development and dissemination of environmentally-friendly technologies.

# A signatory to the Carbon Disclosure Project (CDP) and CDP Water Disclosure

Combating climate change: as a signatory of the Carbon Disclosure Project and disclosing  $CO_2$  emissions.

# A signatory of the Equator Principles

Taking account of social and environmental risks in structured financed projects.

A signatory of the United Nations Principles for Responsible Investment in the "asset owner" and "investment manager" categories

Inclusion of environmental, social and governance criteria in investment policies and practices.

A collaborating partner of the Spanish Association of Renewable Energy Producers and a member of the Spanish Wind Energy Association

Providing finance to, and directly investing in, renewable energy generation projects.

# Environmental management certified to ISO 14001

15% of our employees in Spain work in one of our six certified Central Service office buildings. Our environmental management system is adapted for the rest of the group.

# Gold certified under LEED NC for sustainable buildings

The new Central Services building at the group's main headquarters has Gold certification for sustainable building.

# A member of the European Commission's Greenbuilding Programme

Banco Sabadell is a partner in the Greenbuilding Programme for the sustainable construction of the group's logistics centre and general archive in Polinyà.

#### Financing and investing in renewable energy

Banco Sabadell promotes the development of a more sustainable energy model by investing directly in and providing funding for, renewable energy projects. As in previous years, the Bank shared its experience in the renewables sector and provided speakers at leading forums in Spain, including events organized by the Spanish Wind Energy Association and the Association of Renewable Energy Producers.

In 2013 Banco Sabadell provided €162 million in finance for renewable energy generation projects, mainly in the US. Renewable energy facilities financed by the Bank provide a total installed capacity of 17,626 MW. This capacity consists mainly of wind farm installations. In addition to finance, Banco Sabadell provides advisory services for renewable energy projects.

Banco Sabadell adopted the Equator Principles in September 2011. Based on the policies, standards and guidelines of the International Finance Corporation (IFC), the Principles currently apply to structured projects of more than USD 10 million. According to the latest version of the Equator Principles (EP III), environmental and social impact assessments (ESIAs) will be extended to decisions on corporate loans in 2014.

**Energy source Spain Americas** Europe Total Wind 8,887 4.330 788 14,005 Solar thermal 894 0 0 894 Small-scale hydro power 0 0 116 116 Photovoltaic 149 891 0 1,040 **Biomass** 131 0 0 131 Other sources 0 591 849 1,440 Total 17,626

T14 Installed capacity of funded projects (Current MW)

Through its wholly-owned subsidiary Sinia Renovables SCR de Régimen Simplificado, S.A., the Bank makes direct investments in power generation projects that use renewable energy sources. At the time of writing the Bank is involved in 13 renewable energy undertakings, including shareholdings in Adelanta Corporación, S.A. (25.0%), Eolia Renovables, S.A. (5.6%), Fersa Energías Renovables (3.8%) and Espírito Santo Infrastructure Fund - I, S.C.R. (10.5%). At 2013 year-end, these investee companies represented 1,149 MW of installed capacity, of which 164 MW were directly attributable to the group.

with the ISO 14001:2004 standard and has been certified for six Central Services buildings. The EMS has been progressively adapted to the Bank's other workplaces in Spain. Currently 15% of its employees in Spain work in a certified facility.

Year after year Banco Sabadell works to improve the eco-efficiency of its facilities and reduce the environmental impact of its services. Efficiency ratios per employee have improved even though total usages have increased as a result of the integration of Banco CAM into the organization.

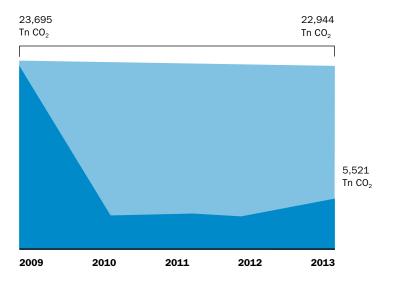
#### **Environmental management and climate change**

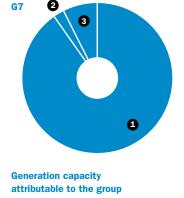
# The group's Environment Committee is responsible for overseeing compliance with group policy on the environment and supervising environmental performance by the organization. The Bank has an environmental management system (EMS) that was set up in 2006 in accordance

#### Inventory of CO<sub>2</sub> emissions

An inventory of CO<sub>2</sub> emissions was drawn up in 2009 and verified by DNV taking 2009 as the base year for a reduction target of 3% over five years.

**G6** Banco Sabadell CO<sub>2</sub> emission performance Base year: 2009





1	Wind	90.3%
2	Smallscale hydro	2.32%
3	Photovoltaic	7.4%

- Emission target for period 2009 2014 (3% reduction)
- Banco Sabadell emission performance (77% reduction achieved)

**T15** Corporate emissions Inventory (Tn CO<sub>2</sub>)

	2013
Scope I emissions (direct: emissions caused by company facilities and vehicles)	560.4
Fuel oil consumption (generators and fire prevention equipment)	21.4
Propane gas consumption (boilers)	3.9
Natural gas consumption (boilers, cafeterias and humidifier equipment)	383.2
Vehicles, company-owned and leased	151.9
Scope 2 emissions (indirect: emissions due to electricity consumption in Spain)	2,189.1
Power supplied by Nexus Renovables	961.0
Power supplied by Iberdrola Generación	1,097.4
Power supplied by other suppliers	130.8
Scope 3 (other indirect activities: emissions attributable to business travel)	2,771.7
Travel by air	1,278,2
Travel by train	122.7
Travel by road (except in company cars)	1,370.8
Total CO₂ emissions	5,521.2

Emissions inventory drawn up according to the standard "The GHG Protocol. A Corporate Accounting and Reporting Standard - Revised edition", using the operational control and centralized consolidation approach. Data refer to group activities in Spain only. Figures for the last quarter of the year are estimates.

BMN figures are included as from the integration date (12.10.2013).

Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included.

Eco-efficiency measures taken by the group to reduce its environmental footprint include the following:

#### Power consumption

- 95% of the group's electricity is purchased from Nexus Renovables, which guarantees that 99% of its energy is sourced from renewables.
- 74% of branches are equipped with centralized lighting and climate control systems.
- Low power usage lamps and billboard lighting systems with daylight switching systems.
- Lighting systems fitted with LED lamps and presence detectors in Central Service buildings.
- Energy recovery climate control systems are fitted in Central Service buildings and larger branches.
- Branches use Thin Client hardware which consumes 90% less energy than conventional PCs. PCs at Central Services buildings have an automatic shutdown function.

#### Materials consumption

- Visitors to the group's web sites are asked to make use of email instead of paper for their correspondence.
- Customers can access 100% of their correspondence with the Bank electronically.
- The branch network has digital tablets for customer signatures. In 2013, the use of tablets made it possible to eliminate over 22 million pre-printed forms. There are plans to process more transactions via tablets in the future and progressively eliminate the use of paper. Even so, each year some 65,000 boxes of customer records on paper are moved to the general archive, where they remain in storage for the legally-required period.
- Conventional paper is FSC-certified chlorine free and produced to ISO 9001 and ISO 14001 standards.
   All the group's printers are configured for duplex printing by default.
- 89% of the paper consumed at Banco Sabadell Central Service buildings is recycled.

**T16** Energy consumption

		2013	2012	2011
Fuel oil consumption	MWh	83	60	43
Propane gas consumption	MWh	17	20	14
Natural gas consumption	MWh	1,891	1,805	907
Electricity consumption	MWh	101,001	63,751	61,269
Total energy consumption	MWh	102,991	65,636	62,233
Total energy consumption per employee	MWh/e	6.0	6.8	6.3
Power consumption – by supplier				
Nexus Renovables	%	95.1%	94.7%	88.0%
Iberdrola Generación	%	4.5%	5.0%	10.0%
Other suppliers	%	0.3%	0.3%	2.0%

Data refer to group operations in Spain. BMN figures are included as from the integration date (12 October 2013).

Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included. Figures for the last quarter of 2013 are estimates.

Nexus Renovables supplies electricity that is 99% from renewable sources, Iberdrola Generación, 48%, based on the Report on electricity guarantees of origin and labelling for 2012 published by Spain's National Energy Commission. Per-employee data for the years 2013 and 2011 are based on the total number of employees in Spain at the end of each year. Data for the year 2012, when Banco CAM was merged into the Bank, are based on average employee numbers for the year to 30 November 2012.

		2013	2012	2011
Paper consumption	tonnes	939	566	526
Paper consumption per employee	kg/e	55	59	53
Use of recycled paper	%	14%	19%	19%
Use of recycled paper in Central Services buildings	%	89%	84%	78%

**T17** Paper consumption

Data refer to consumption of DIN A4 paper in Spain. For commercial reasons recycled paper is not used in documentation provided to customers.

Data for 2013 include BMN as from the integration date (12 October 2013). Data for Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included. Per-employee data for the years 2013 and 2011 are based on the total number of employees in Spain at the end of each year.

Data for the year 2012, when Banco CAM was merged into the Bank, are based on average employee numbers for the year to 30 November 2012.

#### Water consumption

- Water consumption is limited to sanitary use and watering gardens. With regard to waste water management, all our facilities and workplaces are connected to the public sewage network.
- All WCs and taps are fitted with water-saving mechanisms.
- The new CBS building has a cistern for collecting rainwater and greywater for watering plants. The garden is planted with autochthonous drought-resistant plants.

# **Business travel**

- Business travel is subject to considerations of environmental protection and cost rationalization. Videoor tele-conferencing is used for meetings as much
  as possible; where a trip is necessary, the policy is to
  reduce the number of people travelling to a bare
  minimum.
- Deployment of the Office Communicator messaging tool has made personal videoconferencing and instant messaging available to all branches and offices.
- The creation of virtual learning communities is encouraged to enhance distance learning and eliminate the need to travel.
- Employees have the option of using the group's car

sharing platform. Employees who would like to share a car for commuting can use the platform to make contact and save on transportation costs, while also helping to reduce  $CO_2$  emissions.

#### Waste management

All Central Service buildings have facilities for separate waste collection (paper, packaging, organic matter, used toner cartridges, computer waste and batteries).

- Banco Sabadell participates in the HP Planet Partners toner cartridge collection and reuse programme and disposes of its technology waste through authorized waste managers.
- In all group premises, used paper is treated as confidential waste for shredding and is 100% recycled through authorized waste managers. Archived material destroyed in 2013 accounted for approximately 60% of waste paper produced by the group in the year.
- Where offices are being closed or merged with others, furniture and other equipment cannot always be reused. Computer equipment and office furniture that is in good condition is given away to local charities and the rest that cannot be reused is treated as waste and is disposed of by an authorized waste manager.

		2013	2012	2011
Water consumption	euros	855,688	495,446	424,881
Water consumption <sup>(1)</sup>	m <sup>3</sup>	566,681	328,110	281,378
Water consumption in Spain, per employee $^{(2)}$	euros/e	50	51	43

Data refer to water consumption by group companies in Spain.

The water consumed by the group comes from the public mains and no rainwater harvesting takes place. Data for 2013 include BMN as from the integration date (12 October 2013). Data for Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included.

(1) Estimate based on water costs in Spain (National Statistical Institute, 2010).

(2) Data for the years 2013 and 2011 are based on the total number of employees in Spain at the end of each year.

Data for the year 2012, when Banco CAM was merged into the Bank, are based on average employee numbers for the year to 30 November 2012.

		2013	2012	2011
Business travel	Mn. Km.	27.0	22.0	20.0
Business travel	'000 Km/e	1.6	2.3	2.0

**T19** Transport

Data for business travel do not include travel between home and work.

Distances include travel by air, rail and private or company car.

Data for 2013 include BMN as from the integration date (12 October 2013). Data for Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included.

Distances include data for the 11 company-owned cars and for air and rail journeys in December.

Per-employee data for the years 2013 and 2011 are based on the total number of employees in Spain at the end of each year. Data for the year 2012, when Banco CAM was merged into the Bank, are based on average employee numbers for the year to 30 November 2012.

	2013	2012	2011
Paper and cardboard waste	594.0	672.0	768.0
Paper and cardboard waste, per employee	35.0	70.0	77.0
Toner waste	17.0	14.0	19.0
Toner waste per employee	0.8	1.1	1.5

T20 Waste

Data refer to waste produced by the group in Spain.

Data for 2013 include BMN as from the integration date (12 October 2013). Data for Banco Gallego and SabadellSolbank, S.A.U. (formerly Lloyds Bank International) are not included.

Per-employee data for the years 2013 and 2011 are based on the total number of employees in Spain at the end of each year. Data for the year 2012, when Banco CAM was merged into the Bank, are based on average employee numbers for the year to 30 November 2012.

# **Environmental training and awareness**

All group employees have access to an on-line training course which is obligatory for staff at Central Service facilities certified to ISO 14001. Additionally, an on-line guide, "Connect with the Environment", gives employees ready access to information about the Bank's environmental footprint, resource consumption and waste management for the branch or Central Services facility. Articles concerning the environment are published in the in-house magazine and on the corporate intranet.

Banco Sabadell also informs all suppliers of the group's environmental policy and incorporates environmental and social responsibility into its supply chain in a number of ways. In the case of suppliers that provide services with an environmental impact at certified premises, the

organization provides all supplier personnel working on-site with training in the Environmental Management System and the ISO 14001 standard.

In the procurement process, tenders or offers from suppliers with ISO 9001, ISO 14001/EMAS or EFQM certification, or using special employment centres for the disabled, are looked on favourably. The environmental features of products (recycled, ecological or reusable) are also taken into account. Such environmental features will be included in the specifications for products and services that have a significant environmental impact. Banco Sabadell's basic contract with suppliers includes specific clauses on compliance with environmental criteria, human rights and the Ten Principles of the United Nations Global Compact, as well as acceptance of the Supplier Code of Conduct.

#### **Shared value creation**

#### **Social innovation**

Banco Sabadell nurtures and gives recognition to people's talent and transformative potential. It does this through such awards as the Banco Herrero Foundation Prize for Research in the Social Sciences, the Banco Sabadell Prize for Biomedical Research, the UPFemprèn Prize for entrepreneurial initiative by students, and the ESADE Alumni-Banco Sabadell Prize for Best Business Start-up. In 2013 the Bank launched BStartup 10, a high-impact scheme to encourage enterprise in the digital and hi-tech industries, in which it will invest a total of €1 million.

It also supports the use of collaborative platforms to channel the capacity for innovation shown by employees, customers and consumers and add value to society as a whole.

#### **Employees**

Any group employee can share their ideas or suggestions for improvement on BSIdea, the group's social networking site. To encourage employee participation, the Bank uses this platform to challenge everyone in the organization to produce specific niche innovation ideas. This includes lectures with guest speakers from outside the organization to talk about market trends. Environment awareness is the thinking behind Banco Sabadell's BS Carpooling, a car sharing platform for employees.

# **Customers and consumers**

The group's website feedback.bancsabadell.com and its suggestions page on Facebook are places for customers and consumers to get involved in promoting service innovations. The site receives more than 7,000 visits a day and 5,000 users have commented on suggestions posted on the site. Suggestions that get 25 or more "like" votes are considered by the Bank for possible implementation. Every two weeks the ideas posted by employees and customers are reviewed by a committee of people representing different areas of the group.

#### Microdonations and social fundraising

The Bank is a financial partner to Teaming.net, a crowdfunding platform which generates large numbers of small contributions to worthwhile causes. In 2013 Banco Sabadell put all its digital channels to use to support UNICEF's appeal for help for disaster victims in the Philippines. Employees, customers and the Bank itself together raised a total of €80,000 in two months.

#### **Strategic alliances**

In 2013 a first series of lectures on innovation and creativity was organized for employees, featuring guest speakers provided by strategic partners of the Bank. These included the Bank's advertising agency SCPF, Teléfonica I+D and Apple. The theme of the lectures was how to identify and stimulate new ideas, how mobile devices are transforming bank services and how to successfully implement and build on innovative projects.

Banco Sabadell has forged strategic partnerships with its principal IT suppliers: HP, IBM and Telefónica. With these and other partners it participates in forums that enable all parties to maximize their technological and innovation capabilities, leading ultimately to the development of hi-tech solutions in the banking sector.

#### Social and cultural action

Banco Sabadell's policy of support for the community and for cultural activities is part of its commitment to society and to value creation. Its activities in these areas are conducted through the Banco Sabadell Foundation and the group's Sponsorship Committee. In 2013 the Banco Sabadell and Banco Herrero Foundations were merged and now constitute a single body, the Banco Sabadell Foundation, which carries out programmes all over the country.

The Sponsorship Committee is the body that coordinates Banco Sabadell's sponsorship programme; some initiatives are also generated by committees or departments within the organization. Chief among these iniatives are the corporate volunteer programme headed by the Human Resources Department and donations of management fees by managers of ethical investment funds, coordinated by their steering or ethics committees.

The Foundation's annual budgets are funded from the income produced by its assets and the grants it receives from the Bank. The Foundation is governed and managed by a Board of Trustees which is fully empowered to undertake the activities for which it was set up.

Banco Sabadell is responsible for ensuring transparency in the use of all funds set aside to fund community and cultural activities. The group accounts for and reports on its use of resources according to a number of international standards (LBG, SAM, etc.). In 2013, the social and cultural action of Banco Sabadell and its foundation amounted to 4,330,759 euro.

Monetary Value of monetary contribution	87.4%
Time Value of employees' time	12.6%

**T21** Type of contribution

Community projects 59.6%
Strategic, long-term commitment
to work in the community

**T22** Purpose of investment

#### **One-off actions**

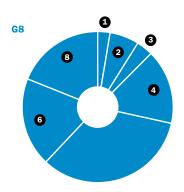
13.3%

One-off actions to support a wide range of causes in response to the needs of, and requests from, charitable and community organizations

#### **Business-aligned initiatives**

27.2%

Initiatives of social interest that directly benefit the group's business



#### **Action areas**

1	Aid and solidarity	2.6%
2	Social integration	6.3%
3	Medical research and healthcare	3.5%
4	Training and education	16.0%
5	Culture	33.6%
6	Economic development	19.0%
7	Other	18.9%

# **Total spending**

On social and cultural action: €4.3 million

Full information on the Banco Sabadell Foundation and its annual award sponsorships can be found in the "Society" section of the group website. The group's blog provides information on the initiatives being supported in the different areas of social and cultural action.

www.grupobancosabadell.com blog.bancosabadell.com