



**CAJA MADRID**  
¿QUIERES? PUEDES.

# 2007

Corporate  
Social  
Responsibility





**CAJA MADRID**  
¿QUIERES? PUEDES.

# 2

## CSR and Caja Madrid

Caja Madrid is admired by the market, appreciated by its customers and suppliers, respected by regulators and social organisations, and a source of pride of its employees.



## CSR and Caja Madrid

Caja Madrid wants to be admired by the markets, appreciated by its customers and suppliers, respected by regulators and social organisations and loved by its employees.

A sincere, thoughtful and unstinting commitment to sustainable development has won it the trust of the societies where it operates, based on its way of doing business and its social and cultural activity, fostering a culture of innovation and excellence that has placed it at the forefront of its sector and given it a privileged vantage point from which to discern and address the most pressing challenges of our times.

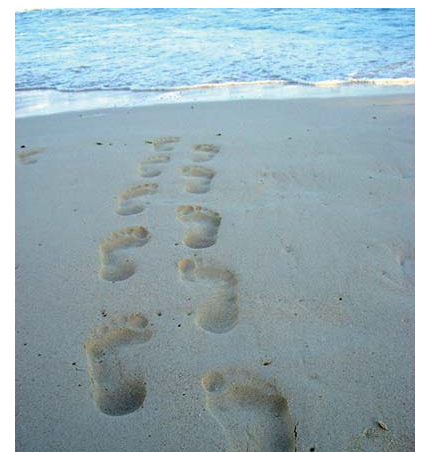
## 2.1 CSR policy

The Caja Madrid Group is alert to the needs of our present-day and future societies and of the potential environmental impact generated by its activities. It accordingly pledges to be a socially responsible organisation and, to this end, has deployed an integrated management system whose horizontal principle is Corporate Social Responsibility, and which works to embed CSR standards in the Group's day-to-day operations in consonance with its mission, vision and values.



Caja Madrid's CSR policy carries its organisational values into every area of activity. The adoption of this policy not only assures compliance with current legislation, but goes beyond legal obligations to encompass the needs and expectations of stakeholder groups, in order to build relationships based on the principle of mutual benefit:

- With customers, a commitment to the best service quality every time, so they can rely on receiving clear, transparent and appropriate information on the products best suited to their needs.
- With our professionals, so they enjoy the best working and personal conditions informed by a spirit of transparency and open communication.
- With our suppliers, so as to forge relations built on trust and mutual benefit, and to foster equal opportunities and a commitment to social responsibility.
- With the environment, promoting an optimum consumption of resources, and developing recycling and reuse systems.
- With society, working to create and carry forward programmes, projects and activities aimed at all social groups, with particular attention to the most socially vulnerable and their families, and to promote equal opportunities and universal accessibility, preferably in concert with other social and public agents.



**On the Way**

Javier Ortega Santos  
Internal Communication

*Caja Madrid wants to be admired by the markets, appreciated by its customers and suppliers, respected by regulators and social organisations and loved by its employees. A sincere, thoughtful and unstinting commitment to sustainable development has won it the trust of the societies where it operates, based on its way of doing business and its social and cultural activity, fostering a culture of innovation and excellence that has placed it at the forefront of its sector and given it a privileged vantage point from which to discern and address the most pressing challenges of our times.*

## 2.2 CSR management

Caja Madrid's CSR management system comprises a set of principles and measures relative to CSR. Its objective is to contribute to long-term sustainable development by balancing economic growth with social cohesion and environmental conservation, taking into account the expectations of stakeholders.



The following points are central to our pursuit of this objective:

- Corporate social responsibility is inherent to Caja Madrid, as a private non profit organisation founded for a social purpose.
- The extreme importance for our organisation of having different stakeholders represented on its governing bodies.
- Regular update of the Corporate Social Responsibility system in line with the main regulatory and advisory benchmarks currently in place, among them the Global Compact, Global Reporting Initiative (GRI), EFQM, the Unified Good Governance Code, the green paper, the European Commission's CSR Communication of 2006, the conclusions of the CSR Parliamentary Sub-Commission, etc.
- A constantly evolving system focused on meeting stakeholder needs as expressed through the available dialogue channels.

The deployment of the system is based on a series of guiding principles which inform all activities and decisions. These are: inclusiveness, transparency, leadership, impartiality.

- Inclusiveness, such that its scope extends to all stakeholders.
- Transparency, a core principle entailing disclosure to third parties of environmental, social and financial information according to GRI guidelines.
- Leadership, referring to Caja Madrid's decision to act as an ambassador for social responsibility, while remaining a CSR benchmark in the financial sector.
- Impartiality, ensured by mechanisms and procedures for objective decision making and the total independence of members of Governing Bodies with respect to the organisations or groups appointing them.

**Team**

José Francisco Monfort Félix  
Branch 9208 - Companies

## 2.2.1 Caja Madrid stakeholders

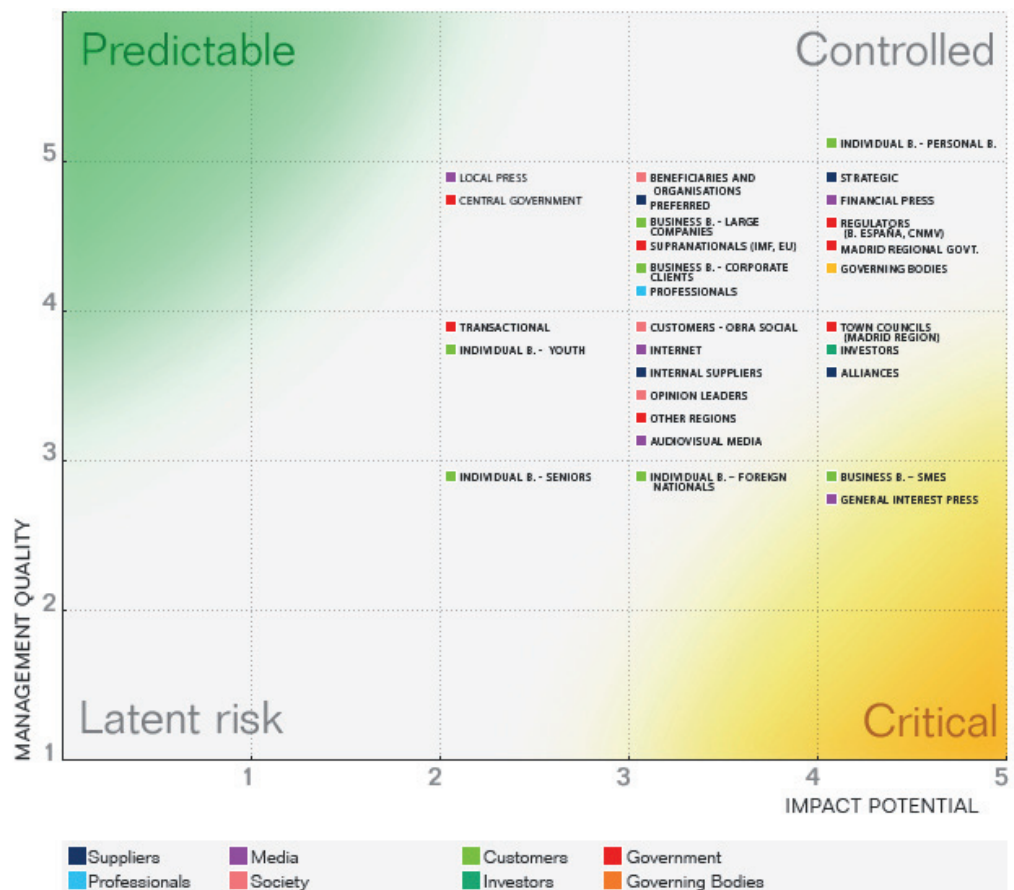
In 2007, Caja Madrid conducted an analysis of the state of its relations with each stakeholder group. A working group was formed with representatives of the Entity's main organisational groups to draw up a map of Caja Madrid stakeholders with their relative positioning in terms of impact potential versus management quality. This prioritisation is a means to determine which information is most material for each, and the kind of CSR projects we need to initiate in order to satisfy their expectations.

This will allow Caja Madrid to act with precision on the points of most concern to stakeholders, generating a relationship of trust between both parties.



Glances

Juan José Galán García  
International Operations  
Documentary Transactions



The contents of this CSR Report are currently organised around four stakeholder groups, given that the Environment stands outside this category. However, the new Caja Madrid stakeholder map provides a more detailed segmentation whose considered analysis, supplemented by information gathering, may counsel the addition of new chapters or the enlargement of existing ones.

## 2.2.2 Stakeholder dialogue

Getting a meaningful handle on stakeholder needs and expectations calls for open, two-way, transparent dialogue conducted through institutionalised channels.

The CSR Management System envisages two kinds of channel for this communication: those which identify stakeholders' needs (upward channels) and those used to inform stakeholders of the actions taken in response (downward channels).

### Upward channels

#### Professionals

- Participation in committees.
- E-personas.
- Human Resources team.
- "Your Opinion Counts" climate survey.
- Línea Personas.
- Perception surveys.
- "Improvement Ideas".
- Regular meetings with staff representatives.

#### Customers

- Satisfaction surveys.
- "Your Idea Counts".
- Customer Care Service.
- Focus groups.

#### Environment

- Participant/Beneficiary satisfaction surveys.
- Environmental management mailbox.
- Customer Care Service.
- Participation in forums and associations.
- "Improvement Ideas".
- "Your Idea Counts".

#### Society

- In-house and external studies.
- Interaction with agencies and/or institutions.
- Participant/beneficiary satisfaction surveys.
- Reports and research.
- Participation in discussion groups, conferences and workshops.
- Enquiries mailbox.

#### Suppliers

- Interviews.
- General mailboxes.

#### All stakeholders

- Through the Governing Bodies on which they are represented.
- External Corporate Social Responsibility mailbox.
- Your Opinion survey included in the Corporate Social Responsibility Report.

### Downward channels

#### Professionals

- La Caja magazine.
- Circulars .
- Al Día.
- Línea Personas.
- Boletín RSC.
- Newsletter En30segundos .
- Intranet.
- Dossier de Prensa.
- Portal e-personas.

#### Clientes

- Branches.
- Correspondence.
- Mobile Branch.
- ATMs .
- Internet portals and Internet Branch.
- Telephone Branch.
- Ofibus.

#### Environment

- Corporate website.
- Obra Social portal.
- Intranet.
- CSR Report.
- Newsletter En30segundos.

#### Society

- Obra Social and Fundación portals.
- Brochures publicising calls for social welfare projects.
- Obra Social and Fundación annual reports.

#### Suppliers

- Interviews.
- General mailboxes.

#### All stakeholders

- Portals.
- External Corporate Social Responsibility mailbox.
- Annual reports.
- Lectures, forums, workshops, press releases, participation in studies and sundry publications, and news items in the media.

## 2.3 Material topics

Caja Madrid has carried out a **materiality analysis** using a series of tools to determine and prioritise its CSR-related risks and opportunities, allowing projects and plans to be set in train aligned with the Group's policy and strategy.

As input to this analysis, a survey was run of the topics most frequently raised in the media, in expert forums and in published CSR reports, to determine the main poles of interest and concern in the CSR field.

These sustainability topics and trends were then analysed by an internal expert group by reference to their importance in the organisation's day-to-day management and level of existing coverage.

The main topics finding their way into the Global Plan as a result of these analyses are summarised below:



### 2.3.1 The next steps and action plans

Caja Madrid has incorporated these material topics into its "next steps in CSR", which will guide its actions in this sphere over the next years subject to regular monitoring and review.

These steps are itemised below by stakeholder group:

Material topics	The next steps	Stakeholder	Lessons learned
<b>Transparency and ethical conduct</b>	<ul style="list-style-type: none"> <li>• Development of new studies through the Social Demand Observatory.</li> <li>• New improvement actions as a result of feedback gathering from main Obra Social projects.</li> <li>• Improve the social return of leading projects by applying the Social Return Model.</li> <li>• Creation of a day centre network for elderly dependents.</li> <li>• New resource centres for the areas of disability and social exclusion.</li> <li>• Additional resourcing of projects to encourage active and healthy ageing.</li> <li>• Greater involvement of Caja Madrid branches in the management of social, environmental and cultural subsidies.</li> <li>• Adaptation of La Casa Encendida spaces, facilities and management system in line with the findings of the accessibility audit.</li> <li>• Promote job creation initiatives for disabled people and those at risk of social exclusion.</li> <li>• Energy efficiency studies to be carried out in Obra Social education centres.</li> <li>• Adaptation of La Casa Encendida installations in line with environmental management objectives.</li> <li>• New in-house and partnerships projects to promote biodiversity conservation, sustainable development and greater social awareness around environmental issues.</li> </ul>	Society	<ul style="list-style-type: none"> <li>• By listening to society we can find out whether the activities and assistance we offer are right for the needs and demands of the day.</li> </ul>
<b>Customer service and satisfaction</b>  <b>Products and services of social and environmental value</b>  <b>Management of social, environmental, ethical and reputational risk</b>	<ul style="list-style-type: none"> <li>• Launch of a dedicated web page for the senior segment.</li> <li>• New products for euro residents; new cards incorporating social benefits.</li> <li>• Sponsorship of social integration events targeting immigrant communities.</li> <li>• More countries added to the remittance service list.</li> <li>• Materiality project.</li> </ul>	Customers	<ul style="list-style-type: none"> <li>• Active contact with customers allows us to keep coming up with products and services that meet their needs and expectations.</li> </ul>
<b>Advanced environmental management</b>	<ul style="list-style-type: none"> <li>• Development and application of the Environmental Management System at the new Caja Madrid head offices.</li> <li>• Continue rolling out environmental management projects within the Group.</li> <li>• E-learning course on environmental management for Group professionals.</li> <li>• Energy efficiency studies to be carried out in Obra Social education centres.</li> <li>• Adaptation of La Casa Encendida installations in line with environmental management objectives.</li> <li>• New in-house and partnership projects to promote biodiversity conservation, sustainable development and greater social awareness around environmental issues.</li> </ul>	Environment	<ul style="list-style-type: none"> <li>• As a financial institution, we are convinced that we can contribute to sustainable development through our operations, generating both direct and indirect benefits.</li> </ul>
<b>Formal execution of social responsibility policies</b>	<ul style="list-style-type: none"> <li>• Embed environmental and social responsibility criteria in supplier selection processes with a steadily increasing weight.</li> <li>• Work in this area in 2008 to focus primarily on technology suppliers.</li> </ul>	Suppliers	<ul style="list-style-type: none"> <li>• Responsibility with suppliers does not stop at respect for basic rights but extends to the impacts they generate, which may also leave their mark on our final service delivery.</li> </ul>
<b>The trust of Caja Madrid people</b>	<ul style="list-style-type: none"> <li>• Press on with programmes to spot and develop talent, providing training in activities to bring people on in their existing function.</li> <li>• Enlarge and redesign the staff offers and discounts catalogue available through the e-personas portal.</li> <li>• Extension of agreements with universities to favour the labour-market integration of people of all conditions.</li> <li>• A formal equal opportunities charter.</li> <li>• Review of the Competencies Model to align professional development and skills with the strategy and directions defined by a changing economic and social landscape, in a manner consistent with the Group's culture and values.</li> </ul>	Professionals	<ul style="list-style-type: none"> <li>• Caring for the people within the organization, who form its main support, is vital to the continuing achievement of our goals and the growth of our efficiency.</li> </ul>

## 2.3.2 Project review 2006

2006	Committed Actions	Chapter
	Develop new plans for the reconciliation of work and personal life and press on with the Optima Programme	Work-life balance and social benefits
	Continue creating jobs with the accent on workforce diversity	Selection
<b>Professionals</b>	Development of new training plans	Training
	Motivate staff with award and recognition schemes	Photography competition
	Carry out employee awareness training	Staff training and awareness
<b>Customers</b>	Products and services supporting the financial integration of groups with limited access to finance	Socially products
	Development of socially responsible investment funds	Responsible products
	Continue with the Customer Care Plan	Customer care and quality
<b>Environment</b>	ISO 14001 certification of other buildings	Environmental management
	Develop an e-learning course on environmental issues	Staff training and awareness
	Continue factoring environmental risks in financing operations	Financial activity
	Step up awareness training actions	Staff training and awareness
<b>Society</b>	Development of new studies through the Social Demand Observatory	Obra Social Programmes
	Go on evaluating main Obra Social projects by reference to the Social Return Model, adjusting as necessary to improve their efficiency and/or ensure their continued alignment with social demand	Obra Social Programmes
	New improvement actions as a result of feedback gathering from Obra Social projects	Obra Social Programmes
	Keep up collaborative efforts with universities and vocational training schools, and engage in further sponsorships of CSR events	Obra Social Programmes
	Have materiality analyses validated with the help of an independent expert	Report content
	Promote job creation initiatives for disabled people and those at risk of social exclusion	Obra Social Programmes
<b>Suppliers</b>	Continue work on incorporating environmental clauses in supplier contracts	Supplier selection
	Press on with embedding social responsibility criteria in supplier selection processes	Supplier selection