

# 3

## Contribution to the welfare of society



## Customer care

Relevant issues	Initiatives 2008	Challenges 2009
<b>Customer satisfaction</b>	606,080 calls attended by the Call Centre, 12% more than the previous year. The average rating per call was 97.78% over 100.	Maintain the effort to constantly measure quality in order to improve customer satisfaction levels.
	Maintaining excellent quality standards in new auto insurance product launch: 94% of all calls through the <i>SegurCaixa Auto</i> service were dealt with in less than 20 seconds, with less than 4% abandonment.	Ongoing efforts to reduce the average response time for queries and complaints.
	Reduction in average response time for queries and complaints. For example, in terms of home insurance customer care, claim process time involving loss adjuster appraisal was reduced from 11.71 days to 10.67 days.	In terms of home insurance customer care, application of a predictive quality model to prioritise claims management, bearing in mind the processing time but also the number of professionals involved and other relevant services.
	Definition of a SLA (Service Level Agreement) to streamline management of requests originating from the more than 5,000 "la Caixa" branch offices.	

For SegurCaixa Holding, feedback from customers about the products and services it provides is the starting point for developing new solutions or implementing improvement in the existing insurance and pension plan portfolio. Customer satisfaction is the best tool for measuring the quality of products and services available from SegurCaixa Holding and as a result, the company avails of several means to discover the ever-changing needs of policyholders, such as the customer satisfaction surveys and the suggestions or complaints box.

### Satisfaction surveys

Identifying new opportunities for improvement is a strategic requirement for growth and development of the business lines at SegurCaixa Holding. At the same time, evaluating customer satisfaction levels with a service rendered is a key element in meeting customer needs. The Group designs future projects

by listening to its customers' feedback via quality surveys, etc.

Satisfaction surveys have been in place since 2003 and are significant when it comes to strengthening and streamlining the management model at SegurCaixa Holding. The opinions of more than 60,000 home insurance claims customers in 2008 show a very high level of satisfaction. Quality surveys ask the customer about areas such as service provided by the network of call centre operators, repair services and loss adjuster service, as well as speed in payment of compensations.

Nevertheless, SegurCaixa Holding focuses satisfaction surveys on the company's entire scope of action. Two of the many areas measured are those of the level of care provided by medical centres prior to subscribing insurance, or assistance during leave for self-employed workers.

**For SegurCaixa Holding, getting feedback from customers regarding the level of satisfaction with a service provided is a key element in meeting customer needs**

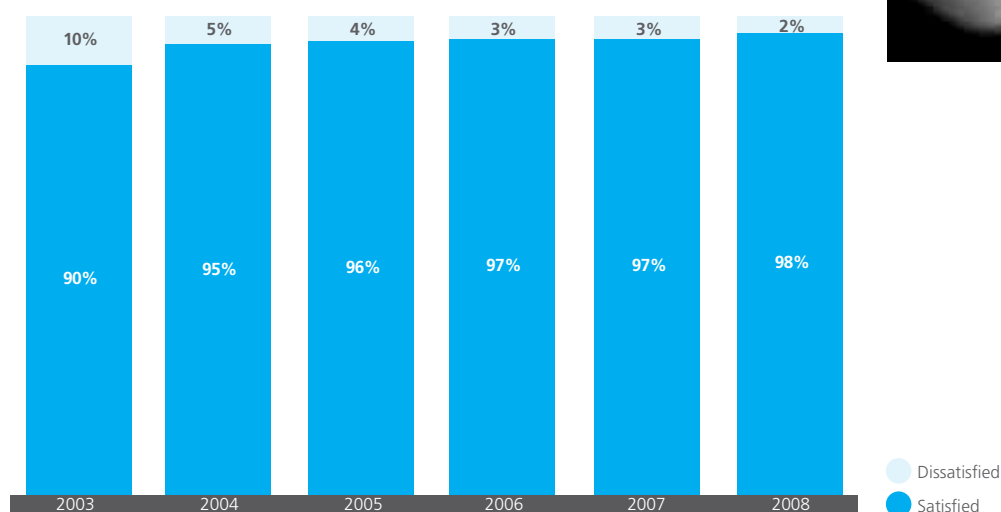
### 3. Contribution to the welfare of society

Another noteworthy feature in terms of customer satisfaction is the Group's extremely high standards of quality in relation to the latest automobile insurance product launches: *SegurCaixa Auto* in 2007 and *SegurCaixa Moto* in

2008. As an example, 94% of all calls received regarding *SegurCaixa Auto* services were dealt with in less than 20 seconds with less than a 4% rate of caller abandonment. Consequently, both products registered excellent satisfaction levels.



**Question asked to customers who received home insurance claim service:  
Are you satisfied or dissatisfied with the service you have received from the company?**



#### Number of surveys

2003	2004	2005	2006	2007	2008
300	2,805	20,051	46,904	60,130	60,739

#### Multichannel service

SegurCaixa Holding avails of a multichannel customer care platform. The aim is to also provide maximum accessibility when it comes to suggestions and queries. The Letters to the Manager, e-mail and call centre services are added to the service of the Insurance Customer Ombudsman. Moreover, complaints can also be submitted to the Directorate General of Insurance and Pension Funds.

Each complaint or query received from a customer is subject to rigorous analysis, swift processing and comprehensive appraisal. In SegurCaixa Holding, complaints are treated as a source for improvement and their analysis becomes a key element in ensuring ongoing customer satisfaction to meet their needs. Once they have been received and

analysed, the company then proceeds to answer the complaints in the shortest possible time.

Once again this year, SegurCaixa Holding set out to reduce response time for queries and complaints. Every one received is an opportunity for uncovering improvements and solutions which are implemented in procedures year after year with an aim to constantly streamline cover provided by products and services rendered.

The more than 3.3 million SegurCaixa Holding customers generate a substantial volume of requests and as an example, in 2008 the Call Centre dealt with 606,080 calls, an increase of 12% on the previous year. The average quality rating for calls was 97.78%.

**SegurCaixa Holding avails of a multichannel customer care platform. The aim is to provide maximum accessibility including when it comes to making suggestions and queries**

Evaluation is measured on the calls received by each agent, taking into account several service provision aspects for each customer.

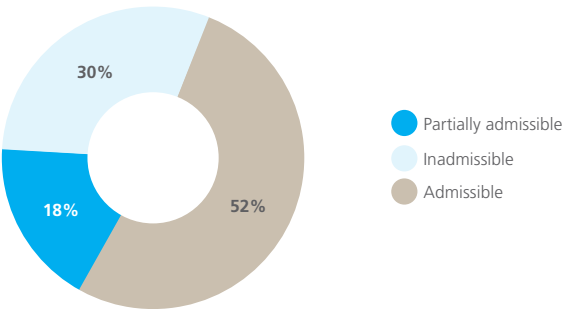
**Letters to the Manager**

The maximum settlement period for letters to the manager is 5 calendar days and during 2008, the actual average settlement period was 4 days. A total of

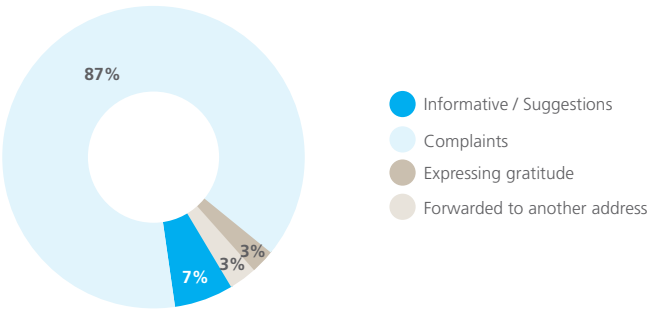
151 letters were received, which is 6% less than the previous year's figure of 161. Of the 151 letters received, 52% were deemed admissible, 30% inadmissible and 18% partially admissible. 87% of letters were complaints, 7% were of an informative nature, 3% expressing gratitude, and the remaining 3% were sent on to other addresses given that they had been sent mistakenly.



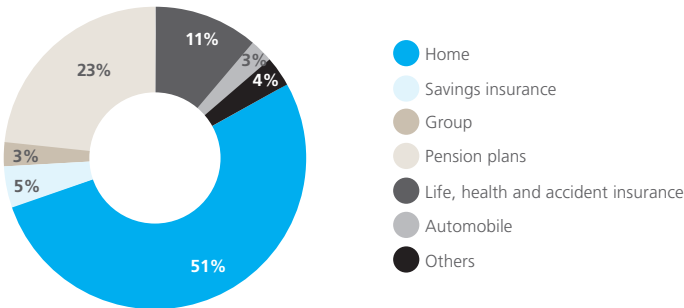
**Letters to the Manager**



**Type of letter**



**Total number of complaints submitted per product**



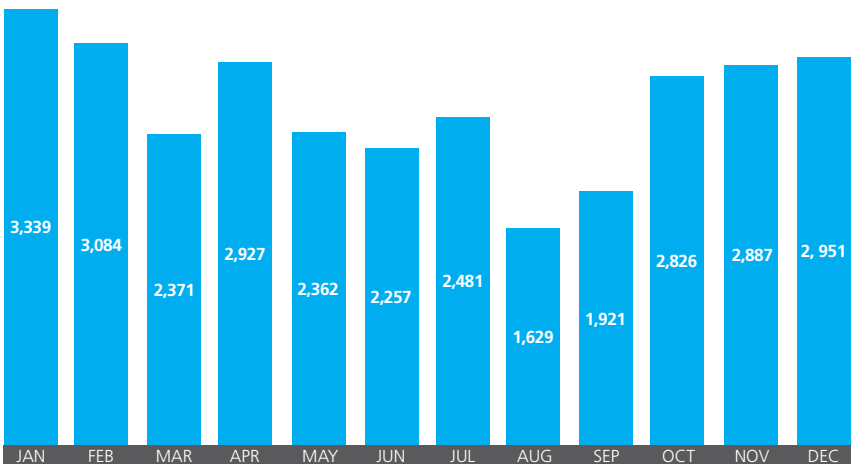
### 3. Contribution to the welfare of society

#### Requests received from the Branch Network

Dynamic management of queries received from the more than 5,000 branch offices of "la Caixa" is another priority for SegurCaixa Holding. In 2008, an SLA (Service Level Agreement) was established

to manage queries and requests originating in branch offices. The average response time by SegurCaixa Holding was 1.25 days and only 6.1% were settled late. The total number of electronic communiqués between centres was 31,035 compared to 27,569 in 2007.

#### Monthly trends in branch queries



**Home insurance customer care**

The principal cause of dissatisfaction among home insurance customers is the time services take to actually reach the home, in other words, the delay involved. In view of this, the company introduced service indicators in 2008 applicable to all suppliers that reduce response time to an absolute minimum. For example, in the case of loss adjusters, response time in 2008 was reduced from 11.71 days to 10.67 days.

Also in 2008, the Customer Service Department of SegurCaixa Holding set in motion a very ambitious project consisting of setting up a predictive task responsibility assignment system for suppliers of home insurance assistance services. With this system, suppliers are assigned policies depending on claim type and geographic location in order to streamline resources and, as a result, it was possible to balance the workload between suppliers in areas that obtained the best results and reduce it in those where results were poorer,

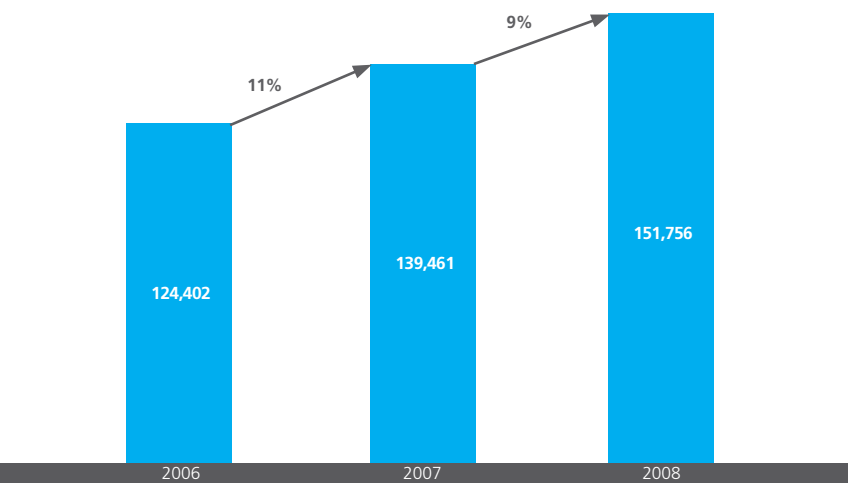
thereby reducing delays to a minimum and providing customers with enhanced service quality. Furthermore, a new system was launched to speed up claims processing involving loss adjusters.

The level of service excellence offered to customers also increased last year, as demonstrated by the data available for 2008. As such, 99% of compensation claims processed reported a high degree of customer satisfaction with a significant reduction in the settlement period. Compensation claims involving loss adjustment and the reduction in processing period showed similar trends resulting in an increase in customer satisfaction from 98% in 2007 to 99% in 2008.

In 2009, the department plans to implement a predictive quality system aimed at prioritising claims management, taking into account not only the processing period but also the number of professionals involved and other services regarding service quality.



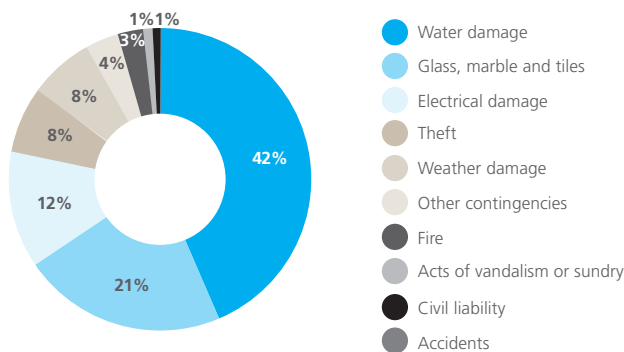
**Number of home insurance claims processed**





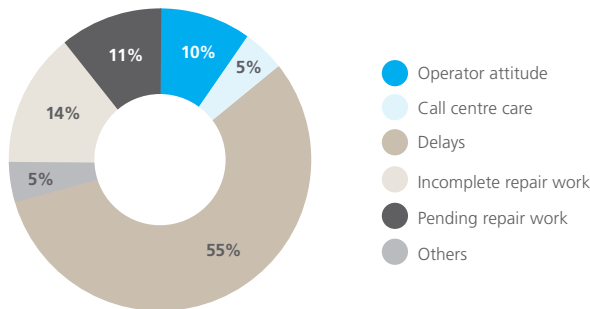
### 3. Contribution to the welfare of society

Home insurance claims by type



Every complaint or query received from a customer is subject to rigorous analysis and comprehensive appraisal

Complaints by motive 2008



#### Insurance Customer Ombudsman

The complaints management activity of SegurCaixa Holding is reported in the 2008 Insurance Customer Ombudsman Annual Report. The report gives a detailed breakdown of complaints submitted against all Catalan savings Banks and in the case of SegurCaixa Holding, the company is listed in two separate reports, one regarding the activity of SegurCaixa and the other in relation to VidaCaixa. Both reports give detailed analysis of quality standards and procedures applied during the complaints processing stage.



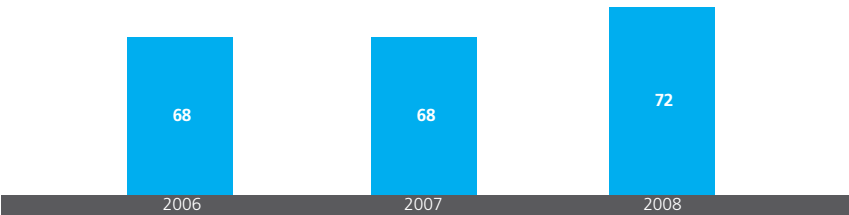
The Ombudsman's Annual Report listed a total of 72 processes regarding the activity of SegurCaixa, 64 of which were resolved. For its part, VidaCaixa received a total of 49 complaints and 41 of these were resolved.

One of the main features of both the business lines of SegurCaixa Holding is its commitment to personal care provision.

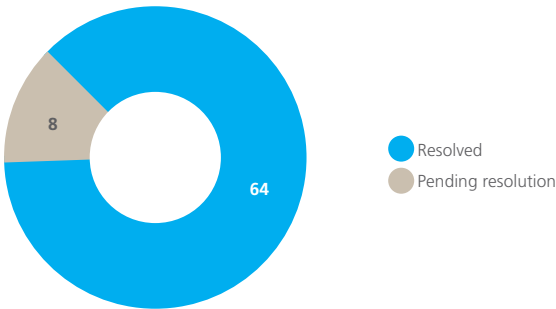
In this sense, the Report highlights the fact that both in the case of VidaCaixa and SegurCaixa, more than 65% of all complaints were resolved in less than two months. Several procedures take place in the interim between the time the Ombudsman receives the letter and the final resolution is communicated; notification is sent by the customer to

Complaint management activity at SegurCaixa Holding is reported in the 2008 Insurance Customer Ombudsman Annual Report

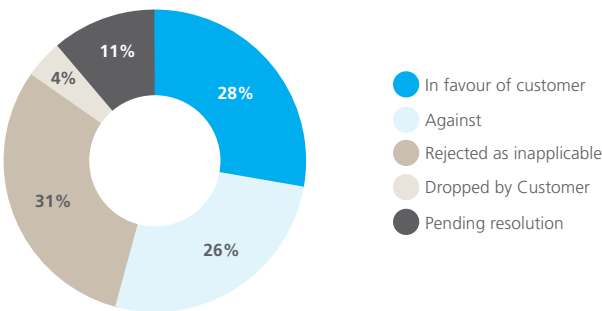
Trend in complaints (SegurCaixa)



Complaints received in 2008 (SegurCaixa)



Complaints received in 2008 per type of resolution (SegurCaixa)





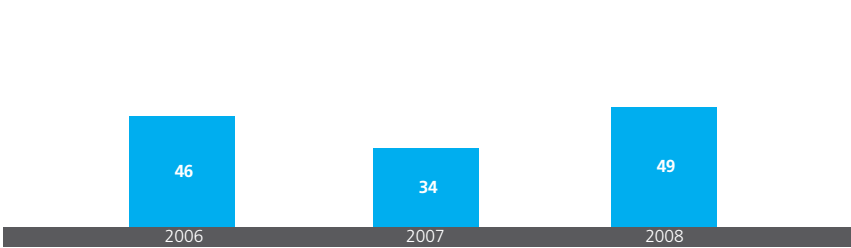
### 3. Contribution to the welfare of society

the Ombudsman; the Ombudsman undertakes the necessary action as well as the involvement of other companies in the process. In specific terms, SegurCaixa registered an average of 42 days to resolve customer complaints. For VidaCaixa, the average settlement period was 44 days.

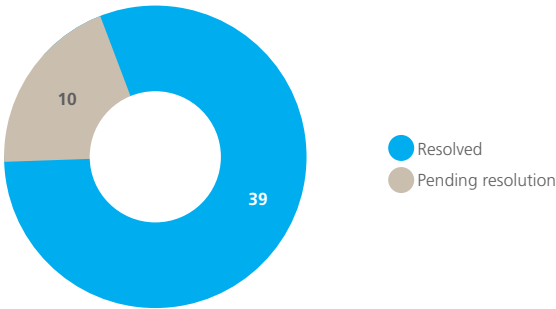
Moreover, there were 13 complaints submitted to the Directorate General of Insurance (DGS) in relation to VidaCaixa and 19 regarding SegurCaixa. In 2008, la DGS resolved 3 of the complaints regarding VidaCaixa and 9 in relation to SegurCaixa.

The Insurance Customer Ombudsman Annual Report highlights the fact that in the case of both VidaCaixa and SegurCaixa, settlement period for complaints was less than two months

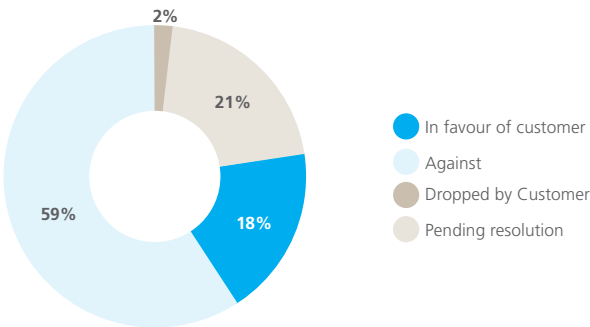
Trend in complaints (VidaCaixa)



Complaints received in 2008 (VidaCaixa)



Complaints received in 2008 per type of resolution (VidaCaixa)



## A great place to work

Relevant issues	Initiatives 2008	Challenges 2009
<b>Participation and Communication Mechanisms</b>	<p>Direct line to Human Resources department</p> <p>New e-people communication tool</p> <p>Other <i>ad-hoc</i> opinions, like dynamics for defining group specific training plans.</p>	Foster an environment of participatory involvement where employees feel they are able to give opinions, suggestions and ideas by providing the necessary channels to do so.
<b>Thalens 2010</b>	Based on results obtained in 2007 from the Clima study, the <i>Thalens 2010</i> project was designed and launched.	Develop three lines of action: two-way commitment, communication and participation, and training and development.
<b>Competence-focused development (Competence management)</b>	Develop level of staff competency, which at the end of 2007 was 78.61% and by year-end 2008 was 80.06%	Continue ongoing development competency levels and knowledge base of staff in order to achieve 81.25% by 2010.
<b>Professional Development / Training</b>	<p>Continue implementation of professional development plan aimed at Mid-level managers, Sales Delegates, Coordinators and the rest of the workforce.</p> <p>All AgenCaixa brokers undertook the three-year Commercial Technical Insurance Training Plan with accreditation from the UOC (Open University of Catalonia) as an official diploma in a postgraduate qualification, some of whom have already completed the Programme successfully. Management at AgenCaixa and Human Resources-Training have begun restructuring the programme itinerary with a view to implementing changes throughout 2009.</p>	<p>Continue professional development plan targeting Coordinators.</p> <p>Design a new tailored training plan for Mid-Level Managers.</p> <p>Design a new training plan targeting the entire workforce to include the initial implementation of programming competency training.</p> <p>Incorporate the insurance based contents of the Commercial Technical Insurance Training Plan as outlined in the European Financial Advisor Programme (EFA), as well as training AgenCaixa staff in commercial skills thereby increasing the duration of the programme to 4 years.</p>

Undoubtedly, the staff at SegurCaixa Holding comprise the company's most valuable asset. Professionals who are highly trained, motivated and experienced in insurance have been a major contributing factor to the growth of the company and the Group's market leading position within the insurance sector. Overall, the staff at SegurCaixa Holding is made up of 888 employees, 471 of whom work at Headquarters and 417 for AgenCaixa, the Group's specialised network of sales advisors.

The versatile and dynamic nature of the company's products and services is also a trait shared by the employees. As a whole, the team of employees is characterised by its mixed nature and the diversity of profiles, all with one single purpose: to constantly adapt to meeting customers' needs and to provide service excellence. Diversity and plurality being a defining trait of the company, the staff at SegurCaixa Holding are mostly female: 65% of staff are female compared to 35% male. The presence of female

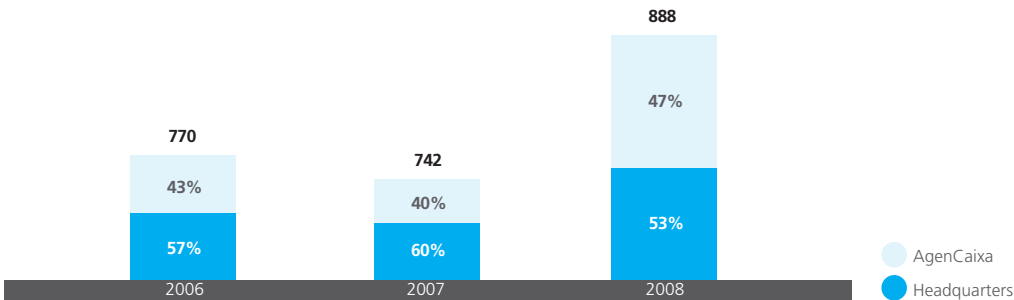
### 3. Contribution to the welfare of society

staff members is equally relevant at a managerial level in comparison to the rest of the sector: 25% of the Management team and Mid-Level Management at SegurCaixa Holding is made up of female members.

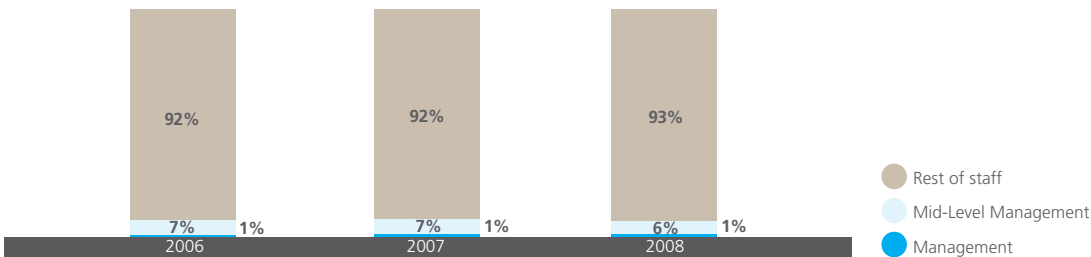
Another defining feature of the professional team at SegurCaixa Holding

is the number of years' seniority. The average seniority of Management is 14.6 years; AgenCaixa staff: 6.7 years, and employees at Headquarters 9.2 years. The average age of employees varies between 38 years for staff at Headquarters to 39 years for AgenCaixa staff and more than 85% of the entire workforce has a fixed full-time working contract.

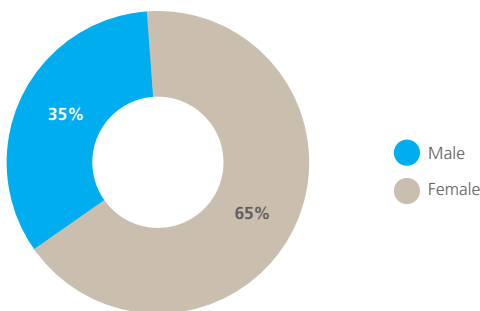
#### Total number of employees on staff



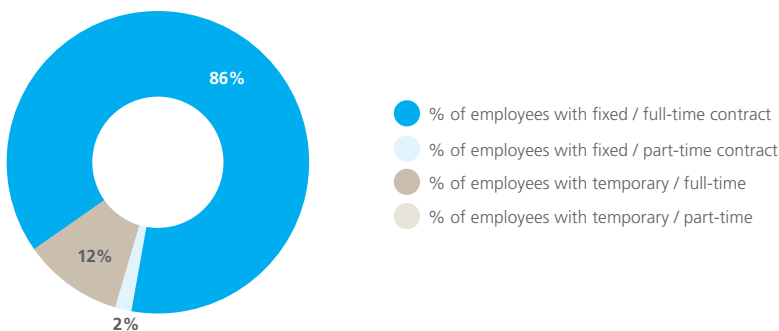
#### Distribution of staff by professional category



#### Distribution of staff by gender



#### Type of contract



**Distribution of staff by Autonomous Community**

Catalonia	626	70%
Madrid	108	12%
Basque Country	24	3%
Valencia	14	2%
Canary Islands	7	1%
Aragon	21	2%
Galicia	13	1%
Andalusia	44	5%
Balearic Islands	31	4%
<b>Total</b>	<b>888</b>	<b>100%</b>

**Distribution of staff by age-group**

<b>Total SegurCaixa Holding</b>	<b>Headquarters</b>	<b>AgenCaixa</b>	<b>Total</b>	
Up to 30	95	66	<b>161</b>	<b>18%</b>
Between 31 and 40	220	205	<b>425</b>	<b>48%</b>
Between 41 and 50	115	103	<b>218</b>	<b>25%</b>
Over 50	41	43	<b>84</b>	<b>9%</b>
<b>Total</b>	<b>471</b>	<b>417</b>	<b>888</b>	<b>100%</b>

**Dialogue**

Communication is the essence for designing and implementing improvements in the workplace that make a good working environment an even better one by contributing to personal fulfilment and employee professional development. Through a steady and ongoing communication flow, the bonds between the employee and the core values of the company are strengthened. Motivated, committed and above all, staff whose opinions are heard, is a direct result of the support from the wide range of communication mechanisms available through many different channels. Several mechanisms stand out among those in place to promote participation and communication at SegurCaixa Holding:

**Working environment analysis**

Every two years, SegurCaixa Holding carries out an opinion poll among staff in order to measure employees' expectations, requirements and demands in the workplace. Conclusions based

on the results obtained are the basis for adopting future directives in human resources policy.

The last poll carried out in December 2007 was completed by 65% of staff. Each workplace aspect was measured on a scale of 0 to 5, with the average being 3.4. On the whole, every highlighted area, like leadership, collaborators, overall payment, job satisfaction and resources, all received a rating above 3, demonstrating employees overall high level of satisfaction.

**Programa Di+**

After the workplace environment study carried out in 2005, SegurCaixa Holding implemented the Programa Di+ programme that established a series of lines of action, initiatives and projects designed specifically to address the inadequacies that came to light during the study. The programme was designed to last for two years, and several initiatives took place over the past year,

### 3. Contribution to the welfare of society

especially designed to address areas such as communication, team work and knowledge management.

One of the most comprehensive programmes and very popular with staff was the Open Training Afternoons at SegurCaixa Holding. The sole aim of the initiative was to provide a platform for airing new concerns, reflections and expectations regarding professional, personal and family-life development. Employees from Madrid and Barcelona who wished to do so attended an extensive programme including discussion groups and seminars.

Together with fulfilment and training, health and relationship with the work centre are other topics that are of great concern to employees. SegurCaixa Holding designed the Work Health and Well-being Programme to clear up any questions and resolve doubts about this matter. After the great success in 2007, this year the programme focused its attention on the following areas:

- Cardiovascular Risk and Physical Activity.
- Time Management.
- Road Map for the Efficient Family.
- First Aid.
- Workshop to prepare appraisal: There is no interview without two people.

#### Thalens 2010 Project

Aware of the fact that the employees at the company are also its greatest asset and with the aim of strengthening and creating talent management strategies, SegurCaixa Holding set up the *Thalens 2010 Project* in 2008. The project is an initiative developed and based on the current social and economic environment as well as the company's corporate values and also taking into account the Balanced Scorecard, which outlines the strategy of the Group, as well as the latest Working Environment Study from 2007. The project is centred on three main areas:

- *Commitment: Thalens 2010* strengthens the company's commitment to its customers, employees, society in general and the environment. In this way, an independent group comprised of members of the organisation, the *Retorn* team, was set up to promote projects within several defined spheres of action, for example: Employees (cultural activities, sporting events, healthy habits, etc.), Society (participation with NGOs, Corporate Volunteers) and The Environment (collaborations with different public bodies). Apart from these activities, the project also focuses on the Plan for Equality which fosters gender equality and non-discrimination for all social groups.

The goal of the *Thalens 2010 Project* is to manage people's skills and to attain working environment excellence in SegurCaixa Holding

**di+** **Tardes de Formación 2008**  
Programa de formación y desarrollo 2008

El PROGRAMA DE TARDAS ABIERTAS DE FORMACIÓN EN CAIFOR está compuesto por charlas que tienen como objetivo generar habilidades y habilidades tanto a través de la propia experiencia, como a través de la experiencia de otros. Estas actividades pretenden ser un punto de encuentro y de intercambio de experiencias, conocimientos, habilidades, etc. Estas actividades están abiertas a toda la plantilla y tienen carácter voluntario. ¡Os animamos a participar!

**9 Abril Optimiza tu tiempo.** Josep Mas Font, consejero, coach y consultor para destacadas compañías.  
Este taller pretende ser un punto de encuentro y de intercambio de experiencias, conocimientos, habilidades, etc. Estas actividades pretenden ser un punto de encuentro y de intercambio de experiencias, conocimientos, habilidades, etc. Estas actividades están abiertas a toda la plantilla y tienen carácter voluntario. ¡Os animamos a participar!

**20 May La buena conducción.** Carlos Benítez, jefe de redes externas de CAIFOR.  
Este taller pretende ser un punto de encuentro y de intercambio de experiencias, conocimientos, habilidades, etc. Estas actividades pretenden ser un punto de encuentro y de intercambio de experiencias, conocimientos, habilidades, etc. Estas actividades están abiertas a toda la plantilla y tienen carácter voluntario. ¡Os animamos a participar!

Estos seminarios y charlas están abiertas a toda la plantilla y tienen carácter voluntario. ¡Os animamos a participar!

CAIFOR

- **Communication and participation:** SegurCaixa Holding encourages employees to participate in company activities thereby fostering a participatory culture focused on innovation. Through the *Innova+* Project, the *Retorn* team or via the communication tool e-People, employees can give their opinions, suggestions and ideas concerning projects undertaken by the organisation. In terms of skills acquisition, the company devotes a great deal of time and energy to promoting itself as a first class job creation organisation and consequently, established several working relationships with nationwide universities, business schools and consulting firms.
- **Training and development:** For SegurCaixa Holding, providing training for employees is essential and as a result, the company is committed to ongoing training. In this regard, the *Thalens 2010* Project provides for the creation of new and better training plans so that staff may develop successful professional careers. To do this, the company organises a wide variety of courses, seminars and discussion groups targeting the different professional profiles within the organisation.

#### Management and leadership

The Leadership Style Development Programme, aimed at Area Management and Department Heads in SegurCaixa Holding was set up to strengthen leadership within the Group. The objective of this action is to optimise the company's Mid-Level Management as leaders who provide a balance between people and business management, addressing specific requirements and details by the use of coaching.

Furthermore, the AgenCaixa Delegate Integrated Development Programme (DIDA as per the Spanish acronym) was implemented based on knowledge and skills development focused on sales management, people and team management and technical know-how.

Other courses promoted by SegurCaixa Holding that made a positive impact on employee professional development were those covering areas like, positive conflict resolution management, financial matters for non-financial sector employees and financial markets.

With a view to 2009, the Group plans to provide Mid-Level Management training on a much more individualised basis and tailored to each employee's specific needs, whether these are focused on management skills development or technical know-how. Other aspects to be dealt with include emotional intelligence, innovation and creativity.



### 3. Contribution to the welfare of society

Finally, we have the Coordinator development Programme designed to develop key responsibilities and skills associated with the role of Coordinator. During 2008, training was provided to cover the following aspects:

- Basic leadership for new Coordinators.
- Time management.
- Conflict management.
- Negotiation.

#### An evening of Solidarity

*Retorn* is one of the most important keystones within the initiatives included in the Corporate Social Responsibility strategy of SegurCaixa Holding. Once again this year, this group of employees, who voluntarily participate and give their free time to the social commitment project of SegurCaixa Holding, organised several initiatives of a social nature that have a positive impact on its three main areas of action: society in general, the environment and people. In specific terms, 24 different activities received funding in 2008 and in which employees actively participated. Furthermore, this year the first charity dinner was organized by *Retorn* in an aim to strengthen the bonds between employees of SegurCaixa Holding and raise funds to be donated to three different causes.

All together, between the generosity of each person and the collaboration of SegurCaixa Holding, 3,000 Euros were raised and subsequently divided equally between the following NGOs: *Fundació Privada Nens i Nenes amb Càncer* (Private Foundation for Children with Cancer), ADA (Association for Adivaris Development) and Magicians for Hope. Prior to the dinner itself, guests were given a presentation of the global project of *Retorn* so that the attending members of the public could get to know the aims, activities undertaken and future projects, etc.

Thanks to the efforts made by employees together with the support from SegurCaixa Holding, many other social entities benefited during 2008. *Payasos Sin Fronteras*, the *Fundació de TV3*, the *Fundación Apadrina un Árbol* (Sponsor a Tree Foundation) or the Association *Educación Sin Límites* all form part of the SegurCaixa Holding social commitment programme.





#### Communication channels between SegurCaixa Holding and employees

Maintaining and strengthening the network of communication channels available to employees represents a priority in order to ensure truly dynamic and efficient participation flow. As a result, it is essential to facilitate employee access to ways of communicating input regarding proposals for improvement, suggestions, queries and complaints in the easiest way for each employee.

#### Innova+ Project

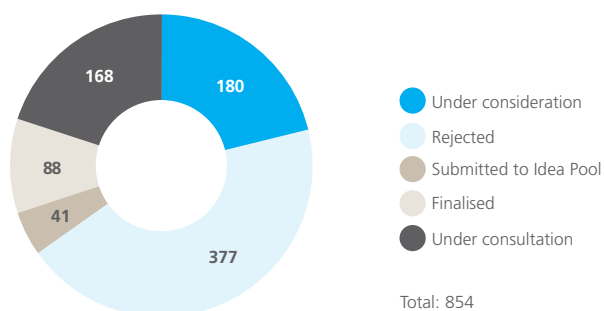
As a consequence of the "Quality Concerns us All" programme and in line with the Strategic Plan 2007-2010, an extremely ambitious project, given the name *Innova+*, was set in motion to contribute to safeguarding the organisation's position as market leader in terms of professional and personal growth and development through innovation of the company's human resources. Nevertheless, the project was conceived to incorporate innovation within the corporate culture of SegurCaixa Holding on a permanent and lasting basis, giving it priority above other once-off

projects through a systematic method based on communication, idea selection, training, decision making, etc. Already up and running in 2008, the project is designed along several innovative lines and its mission is to unearth new market opportunities, find out more about customers' needs, increase productivity and design new customer loyalty strategies.

The raw materials for the innovation project consist of suggestions coming from staff members and as such, the *Innova+* Portal was enabled to ensure that the adequate channels were made available for optimal idea flow and management. During the last year the portal received a total of 854 ideas, 428 from Group employees and the remaining 426 from the network of branch offices of "la Caixa". Once again, the staff and branches of "la Caixa" demonstrated their personal commitment and participatory nature, and input grew 11% compared to the previous year. If we only take into account the contributions from SegurCaixa Holding employees, then the input increase was 48%.

Through the many channels available to foster employee participation, like the *Innova+* Portal, the communication tool e-People or the virtual space of the *Retorn* team, staff now have a much greater choice for sharing their opinions, suggestions and ideas regarding the projects undertaken in SegurCaixa Holding

#### Proposals received in 2008



#### A fresh portal for IDEAS

In 2008, SegurCaixa Holding worked on defining and developing a new web application to be implemented in the first quarter of 2009. The application will be accessed via the *Innova+* Portal and will provide constantly updated information regarding the varying stages of development of proposed ideas, as well as consulting ideas proposed by other departmental staff members or the sales delegation. The new application also includes utilities for enabling a more user-friendly approach to managing and tracking ideas by consultants and management.



### 3. Contribution to the welfare of society

#### Área Informativa

Área Informativa is the in-house quarterly magazine published for employees of SegurCaixa Holding. After running for more than 16 years, the magazine has established itself as one of the benchmarking vehicles for communication and dialogue. Articles include information regarding news for the sector, developments in the company, Corporate Responsibility actions, appointments and other events.

#### Other communication channels

Another area that receives year-after-year attention is the two-way communication from Group Management with a commitment to on-site communication throughout the financial year. This is the case of the presentation of Annual Reports for example, when at the end of each year, the CEO and the Chairman and President of SegurCaixa Holding share the principal results obtained with employees and the most significant future lines of action for the year ahead. For its part, Management also holds its own Management Meeting, where Mid-Level Management receives an outline of the principal events for the quarter and details of the Group's development.

Finally, it is worth mentioning the annual meeting held between SegurCaixa Holding Management and Mid-Level Management to discuss developments and objectives by Area for the year ahead.

Two further initiatives were set in motion as a result of events that took place in 2007 and conscious of the wealth and level of customer know-how of the network of branch offices, these were the contrast meetings and *ad-hoc* surveys. On the one hand, the contrast meetings are sessions with a similar structure to that of business meetings in the workplace, attended by employees of SegurCaixa Holding and staff from "la Caixa" and called to deal with specific matters. The meetings are generally focused on one specific topic, like Automobile, Health, SMEs, After Sales Service, etc., and the objective is to pool all proposals for improvement from branch offices. In 2008, there were 12 such sessions held; 1 in Zaragoza, 3 in Malaga, 3 in Seville and 5 in Madrid, with an average attendance of 8 persons per office, including managers, assistant-managers and financial advisors.

On the other hand, the *ad-hoc* surveys measure specific topics independently of the "la Caixa" branch office Satisfaction Survey and are distributed via the Group corporate Intranet. In 2008, two such surveys were carried out which identified fresh opportunities for improvements that have already been included in the Quality Plan.



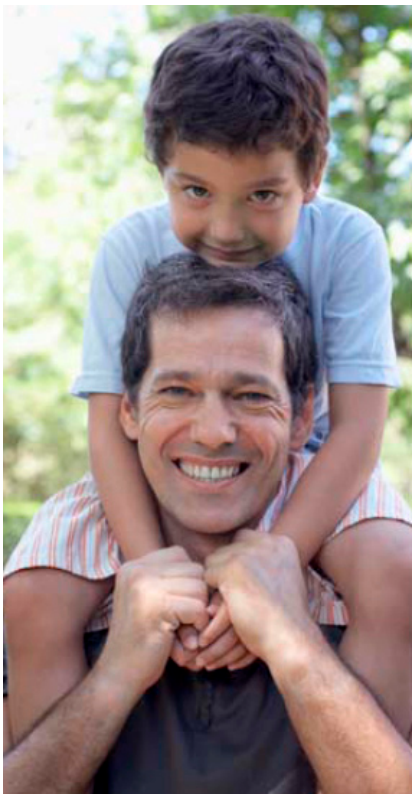
Work/Family Balance

Making a commitment to striking a balance between working life and family life is to make a commitment to staff well-being. A relaxed and satisfied workforce is crucial to the company's course of business. Aware of this fact, SegurCaixa Holding has extended and strengthened several measures to enable optimal compatibility between work and family life. Flexible working schedules and reduced service hours are just two of the more significant measures adopted. Specifically, staff at the Group's Headquarters are allowed one-hour flexibility in the start time for the working day and can begin at 8 am or 9 am. Lunch time is similar in that employees can avail of one or two hours for lunch as they see fit and every Friday the working Schedule is from 8 am to 3 pm. Furthermore, in June, July, August and September, the work day is uninterrupted from 8 am to 3 pm. Finally, special conditions are in place for work days that

fall on the eve of public holidays such as Christmas, The Epiphany and Good Friday.

Providing for each employee's specific needs, staff may also make slight changes to their working schedules within established limits. Moreover, a reduction in service hours is another measure that has been very well received by employees with children under the age of 10. At the end of 2008, a total of 39 employees had requested a reduction of between 50% and 87% in hours. Employees at Headquarters can also build up days for breastfeeding over a period of 15 working days and AgenCaixa employees for a period of 10 working days, beginning from the last day of maternity leave.

In addition, SegurCaixa Holding provides medical insurance cover for all its employees and offers economic advantages for their families (spouse and children), thereby providing quality medical cover for the entire staff.



Number of employees working full-time or reduced working hours



Number of employees working under reduced working-hours system	
% of employees requesting reduction for maternity	100%

### 3. Contribution to the welfare of society

#### Equal opportunities and integration into working life

From its origins, non-discrimination has been the filter through which the company has made a commitment to a plural, mixed and dynamic staff. In this way, SegurCaixa Holding completely refuses to tolerate any action that discriminates a potential candidate on the grounds of gender, ethnic origin or any other circumstance unrelated to their professional capacities. As a result, there is no difference between gross salary assigned to male and female employees. In 2008, SegurCaixa Holding took on 225 new employees, 61% of whom were female.

In SegurCaixa Holding, there are five workers with varying degrees of disability. In the past year, the company invested great effort to identify working profiles that adapt to the Group's activity and in adherence to the Law on Social Insertion of the Disabled (*LISMI* as per the Spanish acronym), the company assumes the alternative measures foreseen to this effect. Specifically, in 2008, SegurCaixa Holding invested a

total of 114,826 Euros in integration of disabled workers. Of the overall amount invested, 44,753 Euros were allocated to the cooperation agreement entered into with the *Fundación Adecco* to set up the *Plan Familia* project. The programme provides employees with disabled family members with the opportunity to develop skills, capacities and attitudes that favour the more significant aspects of their integration into working life. Within this sphere, SegurCaixa Holding actively contributes to the course subject *Dependant Persons* in the *Universitat Internacional de Catalunya (UIC)*, for physical disabilities aimed at students of the Faculty of Medicine and Health Sciences, which have a bearing on the social problems facing persons with temporary or permanent physical, psychological and / or sensory disabilities in order to assist their integration into society. The remaining amount invested went towards social and working life integration of the disabled. 71,073 Euros were allocated for hiring goods and services from two companies that are classified as special employment centres, one of which is involved in selective waste collection.

#### Female employees in SegurCaixa Holding

	2006	2007	2008
% of female employees in management team	26%	26%	25%
% of female management with dependent children	69%	69%	69%

#### Respect for collective rights

Besides the Collective Agreement that covers 100% of employees, SegurCaixa Holding also avails of different business agreements aimed at effecting significant improvements in working conditions established under employee agreements for the sector. The Insurance Sector Agreement and the Company Improvement Agreement cover the

needs in this domain of employees at Headquarters, while the Mediation Sector Agreement and the Variable Remuneration System Agreement cover employees at AgenCaixa.

Staff also receive support from several Works Committees through the involvement of 38 employees in these committees. Specifically, in AgenCaixa, S.A. there are two such Committees,

one in Barcelona and the other in Madrid; two Staff Delegates in the Commercial Delegations in Seville and Gerona and two trade union shop stewards. Moreover, the Group insurance company of "la Caixa", AIE has a Works Committee and a Union Delegate and in SegurCaixa, S.A. there are three Staff Delegates. The trade union associations CCOO and UGT are represented on the varying Works Committees.

For the second consecutive year, 2 employees were devoted exclusively full-time to representing workers. Both workers have been released from the obligations inherent to their respective

positions within the company in order to devote the hours for the working year, 1,700 and 1,736 hours respectively, to representative tasks. It is worthy of note that in terms of organisational changes, procedures established under the Workers' Statutes are being adhered to, while the company strictly adheres to the 30 day notice period established under legislation in force for any modifications that imply significant changes in working conditions.

Once again this year, there were no incidents to report regarding breach of freedom of association and collective negotiation, nor any other accusations of a local nature from Group employees.



In 2008, the following trade union elections were held:

Company	Location	Date of elections	Nº of representatives
Insurance Group	Barcelona	02/06/2008	13
VidaCaixa	Barcelona	02/06/2008	5
AgenCaixa	Tarragona	28/05/2008	1
AgenCaixa	Madrid	11/12/2008	5

### 3. Contribution to the welfare of society

#### Social advantages and benefits

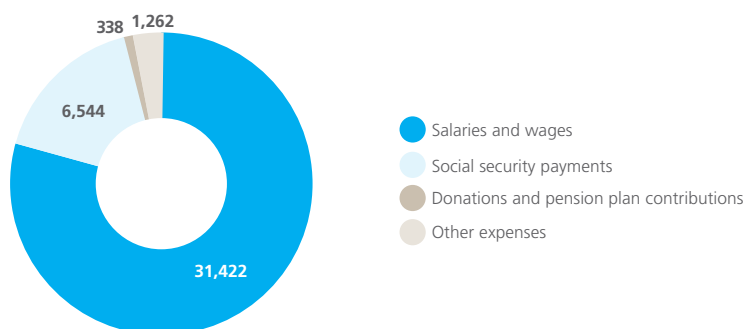
Given its expertise and leadership position in the social welfare sector, SegurCaixa Holding offers its employees an extensive choice of services and social benefits ranging from health insurance and pension

plans, to economic assistance for third level studies or language courses. In an aim to meet employees' needs and furnish added value to the retribution of the company, SegurCaixa Holding allocated 40 million Euros in 2008 for such expenses, or in other words, approximately 20% of the yearly net income of SegurCaixa Holding.

	2007	2008
Supplemental employee salary (in millions of Euros)	1.5	1.5
Percentage that the investment represents over net income for the year obtained by SegurCaixa Holding	1%	1%

Supplementary to company salary in 2008	Overall investment in services and social welfare in thousands of Euros	Employees Beneficiaries
Group pension plan	338	640
Group life and health insurance	504	All
Economic assistance for employees with children	168	389
Third level studies or language course grants	21	46
Daily lunch allowance for split-shift day at HQ	512	All

#### Payroll expenses (in thousands of Euros)



#### Professional Competence

Finding top rating candidates in terms of quality is the key to ensuring the growth of the workforce at SegurCaixa Holding. In 2008, 56 candidates were hired to work at the SegurCaixa Holding Group's Headquarters and a further 169 were taken on at AgenCaixa.

Selection and promotion criteria designed in-house at SegurCaixa Holding are a guarantee of equal opportunities between the candidates, without distinction and focusing attention solely on aspects concerning training and the individual's suitability for the position. For SegurCaixa Holding, securing and holding on to talent is one of the key elements in human resources policy.



#### Selection and welcome

The welcome and follow-up programme for new recruits is intended to meet the following objectives:

- Facilitate occupational integration of Group employees.
- Inform new recruits about the legal aspects, company presentation, management models, etc.
- Position the new employee concerning the duties involved in the position and inform him or her of the working relationships to be maintained with other individuals and duties.

Apart from the welcoming meeting, once a year an online virtual course is organised entitled Insurance Course within the virtual training environment of SegurCaixa Holding, *Aul@Forum*, targeting all new recruits who joined the company during the year. The duration of the course is 25 hours and the objective is to introduce basic, technical and legal concepts concerning the insurance sector, as well as identifying individual products marketed by SegurCaixa Holding, focusing on the more technical, legal and commercial aspects.

At the same time, the company created a specific space for selection, integration and training of new AgenCaixa advisors, which provides the maximum contribution to the business in the shortest time possible. This facility is the AgenCaixa School.

Several departments from Headquarters collaborate in the school, Home and Miscellaneous Customer Service, Life, Health Insurance and Pensions Customer Service, Automobile, Intermediary Business, Call Centre, SMEs, General Services, Human Resources, Systems and, of course, Training. All of these participate in the school's mission providing hands-on collaboration to ensure learning by new employees and the initial stages of professional development in AgenCaixa for the newly incorporated staff members. In total, in 2008, 8 new graduate courses were managed with over 160 advisors completing a total of 870 hours of training.

Through the AgenCaixa School Project, all the departments involved actively participate in the consolidation of the AgenCaixa Expansion Plan.



#### Promotion

Positions available are advertised both externally and internally by way of the database available to all Group employees and the corporate e-mail service, offering staff the opportunity of horizontal or vertical promotion and the chance to take on fresh challenges within the company.

In 2008, 12 members of staff received horizontal promotions and 31 were promoted to a higher professional category. In addition, and in order to

foster the interest of young university undergraduates in the company, SegurCaixa Holding attends Company Forums in several universities around the country, and it gives Group Presentations to student bodies near the end of their studies before embarking on their journey into the labour market.

100% of employees have a clearly defined competence profile, while 453 employees were evaluated during the year based on their competences.



### 3. Contribution to the welfare of society

#### New recruits and internal promotions

	2007	2008
<b>Total number of vacancies advertised internally</b>	48	187
<b>Total number of new professionals recruited</b>	60	225
% of female new recruits	68%	61%
% of male new recruits	32%	39%
<b>Total number of horizontal promotions awarded</b>	6	12
% of female employees promoted	100%	66%
% of male employees promoted	0%	34%
<b>Total number of promotions involving change in professional category</b>	0	31
% of female employees promoted	—	68%
% of male employees promoted	—	32%

#### Staff turnover rate by gender

	Headquarters	AgenCaixa
Male	2%	9%
Female	5%	3%
Overall	4%	5%

#### Staff turnover by age group

	Headquarters		AgenCaixa	
	Terminations	%	Terminations	%
30 years or under	7	10%	7	13%
31 - 40 years	10	4%	8	4%
41 – 50 years	1	1%	3	3%
50 – 60 years	—	—	1	2%
<b>Overall</b>	<b>18</b>	<b>4%</b>	<b>19</b>	<b>5%</b>

#### Training

For SegurCaixa Holding, training employees is essential and consequently the company commits to providing ongoing training for staff. There are a wide variety of courses, seminars and discussions available within the framework of the *Thalens 2010* Project aimed at the different professional profiles that make up the company structure.

Overall in 2008, the company provided 317 classroom-based training initiatives and 31 on-line training courses. 461

employees from Group Headquarter participated in these courses and 416 AgenCaixa employees, accounting for a total of 13,862 hours in the case of employees at Headquarters and 27,428 hours for AgenCaixa advisors.

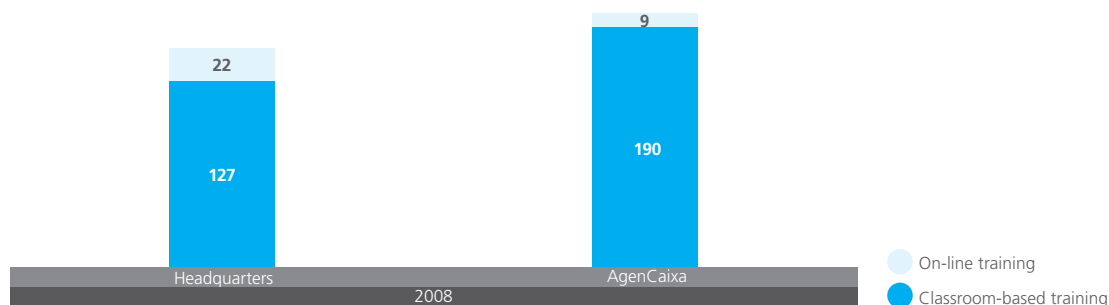
Moreover, the level of satisfaction reported by employees who attended the courses was very high with an average rating of 8.2 on a scale from 1 to 10 for employees of Headquarters and 8.9 in the case of classroom-based training provided for AgenCaixa employees and 7.3 for on-line courses.

**Total investment in training** (in thousands of Euros)



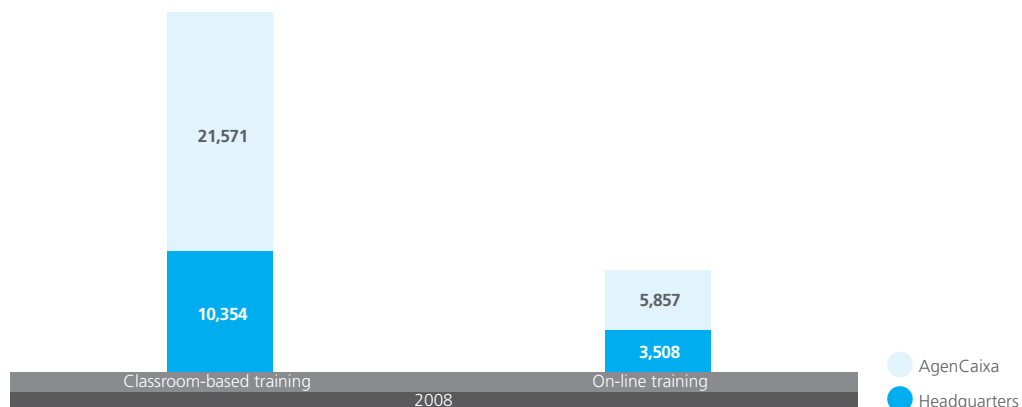
Percentage invested in training over total payroll costs		2008
Headquarters		3%
AgenCaixa		5%
Average invested per employee (EUR)		
Headquarters		1,539
AgenCaixa		1,714

**Overall number of internal training initiatives**



Overall number and percentage of employees who participated in in-house training		2008	%
Headquarters		461	98%
AgenCaixa		416	100%

**Total number of training hours received**



### 3. Contribution to the welfare of society

In 2008, training programmes designed to address the professional needs and concerns of Group employees were conserved and reinforced, like the Leadership Style Development Programme (PDEL, as per the Spanish acronym) whose objective was to reinforce Mid-Level Management at SegurCaixa Holding, Area Managers and department Heads, as well as intermediaries between individuals and business sectors, or the AgenCaixa Delegate

Integrated Development Programme (DIDA, as per the Spanish acronym). The objective of this training initiative was to develop know-how and skills focusing on commercial management, people and team management and technical know-how. Likewise, the organisation continued to implement the Coordinator Development Programme designed to develop key skills and other skills associated with the role of coordinator.

<b>Total number of internal training hours received by professional category (Headquarters)</b>	<b>2008</b>
Training hours for Management	50
Training hours Mid-Level Management	913
Training hours rest of staff	12,899

<b>Total number of employees acting as voluntary trainers</b>	<b>2008</b>
Headquarters	6
AgenCaixa	28

Of the total of 13,862 hours training received by staff at Headquarters, 34% correspond to one-to-one training courses, as is the case for post-graduate courses, Masters or seminars and specific courses. In all, 116 students attended

these courses and therein acquired or complemented knowledge in areas as diverse as accountancy and finances, marketing, or IT systems and new technologies. The remaining 9,188 hours correspond to group training sessions.

#### Subject matters of one-to-one training sessions:

	<b>Nº Courses</b>	<b>Students</b>	<b>Hours</b>
Accountancy	9	14	148
Financial	13	20	597
Management	1	4	16
Skills	6	7	95
IT & New Technologies	8	10	225
Legislative	5	9	93
Linguistics	0	0	0
Marketing	1	1	4
Human Resources	7	9	912
Insurance Sector	40	76	2,584
<b>Total</b>	<b>90</b>	<b>150</b>	<b>4,674</b>

Note: Data may include overlapping figures for individuals who attended more than one course.

#### Health and Safety

There are several formal (Management and employee representation) health and safety committees within SegurCaixa Holding, set up to assist in the monitoring and appraisal of workplace health and safety programmes. The Joint Health and Safety Committee is an official participating body set up to perform regular and ongoing consultancy of the company in terms of health and safety issues. Such committees are formed in companies or work centres with more than 50 workers and specifically, in SegurCaixa Holding the following health and safety committees exist: Health Committee, one in AgenCaixa Madrid, one in AgenCaixa Barcelona, one in the Insurance Group of "la Caixa", AIE, one in VidaCaixa and one in SegurCaixa.

In order to exercise its duties, the Committee may:

- Visit the workplace in order to assess the situation concerning health and safety first-hand, as often as deemed necessary.
- Be aware of all relevant documentation and reports regarding working conditions required for the fulfilment of its duties, as well as those concerning health and safety promotion in the workplace if required.
- Be aware of and analyse occupational health and personal safety hazards for workers, in order to trace the source of said hazard and propose the relevant preventative measures.
- Know and inform employees about the annual schedule and programmed health and safety services.

#### Responsibilities of the Health and Safety Committee

- Foster initiatives concerning effective health and safety methods and procedures, suggesting improvements to management in conditions or in addressing existing deficiencies.
- Participate in the drafting of, implementation and appraisal of company health and safety plans and programmes.

Furthermore, at Group Headquarters there are 6 health and safety delegates and 7 in AgenCaixa. The health and safety

delegates are worker representatives with specific duties in matters of health and safety in the workplace.

Days lost through accident in the workplace	2007	2008
Total nº of accidents without days lost	29	2
Total nº of accidents with days lost	0	7
Total nº of accidents <i>in itinere</i> with days lost	7	5
Total nº of days lost	287	294
Days lost through illness or maternity		
Total nº of maternity leaves applications	57	44
Total nº of paternity leaves applications	9	17
Total nº of sick leave applications	329	299
Total nº of days lost	10,740	11,006

### 3. Contribution to the welfare of society

When it comes to training employees, depending on the position of responsibility in issues regarding health and safety in the workplace, SegurCaixa Holding established the necessary actions to carry out information and training in theory and practical aspects of preventative measures, in accordance with that established under Law 31/95 for Health and Safety at Work.

#### Health and Safety Practices and Hazard Prevention Campaigns

SegurCaixa Holding carries out a yearly occupational hazard prevention campaign against flu' during the third quarter each year, providing flu' vaccination for all employees who wish to receive it. Within the area of occupational hazard prevention, the company must ensure regular health check-ups for employees based on the inherent occupational hazards. In order to carry out the commitment, SegurCaixa Holding formed an association with Unipresalud the Health Surveillance Service based on the following three points:

1. Medical check-up for new workers and regular medical check-ups for all workers every three years as indicated by the Health Surveillance Service. After the check-up, employees are issued with a clean bill of health Medical Certificate.
2. Epidemiological studies based on the medical check-up to determine possible exposure to occupational hazards or a danger to workers' health.
3. A study of the illnesses employees suffer from. In order to identify a possible relation between the illness and the occupational health hazards inherent in the workplace, with the coordination of the Health Surveillance Service, the company implemented a system for monitoring the illnesses that produce sick leave of more than eight weeks.

As stipulated in the AgenCaixa Health and Safety Committee, an agreement was made to provide extraordinary workplace equipment (trolleys) for employees who need these means for mobility during the working day. Also, as a result of the Health and Safety Committee meetings, an e-mail address inbox was set-up under the title BETTER SAFE THAN SORRY, which is accessible by all employee members of the Committee. Moreover, another noteworthy event was the installation of defibrillators located on the 4th and 8th floors of the SegurCaixa Holding Headquarters building in Barcelona and in the offices in Madrid. 7 employees from SegurCaixa Holding attended a special course to learn how to correctly use a defibrillator in order to provide the necessary assistance in the event that somebody should suffer a respiratory arrest.



The aim of the aforementioned e-mail inbox is to provide staff with a user-friendly tool with which they can communicate their concerns and suggestions in terms of health and safety to the Health and Safety Committee, composed of company and employee representatives, and that these ideas should subsequently be submitted for discussion in committee meetings. Moreover, SegurCaixa Holding encourages hazard prevention delegates to participate in the development of any related activities.

#### Salary policy

SegurCaixa Holding's salary policy adheres to sector standards and guarantees equal opportunities and in-company equity. The company has two different performance bonus systems in place, one for technical staff at Headquarters and another for the AgenCaixa network of commercial advisors. The network avails of a performance bonus system that combines fixed remuneration with a variable salary depending on the volume of sales achieved and objectives set. The aim of the system is to optimise commercial endeavour on behalf of the

sales team network, while at the same time as providing a fair day's pay for a fair day's work.

Meanwhile, besides the fixed remuneration system, employees at SegurCaixa Holding Headquarters also avail of a variable performance bonus system in acknowledgement of excellent performance, level of commitment and the responsibility shouldered. This variable performance bonus may represent as much as 10% to 15% of annual gross salary and is awarded once a year and subject to regular revision. Bonuses are awarded in accordance with fulfilment of set individual objectives, departmental goals and overall Group results.

The minimum employee retribution for SegurCaixa Holding staff is above the minimum legal wage set by law and in the majority of cases, above the minimum standards for the sector agreements. Basic salary is regulated by tables established under sectorial agreements and represents 1.75 times the minimum legal wage.

**SegurCaixa Holding's remuneration policy guarantees equal opportunities and equity, while adhering to the standards for the sector**

### 3. Contribution to the welfare of society

## A benefit to society

Relevant issues	Initiatives 2008	Challenges 2009
<b>Direct and indirect impact on job creation</b>	225 new jobs created in the company	Maintain parallel and balanced development of business and staff
<b><i>Retorn</i>, a social solidarity initiative undertaken by SegurCaixa Holding staff</b>	Thanks to the <i>Tú eliges</i> (It's up to you) programme, employees at SegurCaixa Holding become the key players in the Group's social solidarity initiatives, a leading light in the company's social action projects. In 2008, there were 25 separate activities, 9 more than in 2007, with an economic contribution close to 60,000 Euros.	Bring projects to maturity, carry out fresh initiatives in personal, environmental and social areas.
<b>Suppliers</b>	<p>Implementation of a virtual telephone exchange that allows for all supplier-customer service traffic to be monitored. The service includes the monitoring of calls received, waiting time, etc. Moreover, a daily ongoing audit is performed to evaluate customer service provision and to detect possible incidents.</p> <p>The Group's operation is inspired by the Purchasing, Service Contracting and Invoice Payment internal standard used by the "la Caixa" Group, that ensures transparency and strict compliance with established legal framework.</p> <p>The company established an environmental management policy coherent in all processes. All suppliers for the General Services area must subscribe to the environmental requirements defined in the policy.</p>	<p>Implementation of new Customer Relationship Management (CRM) programme to manage contact with home insurance customers. This tool enables the vast majority of the calls and e-mails received by the Group to be centralised, thereby facilitating their subsequent analysis and introducing improvements.</p> <p>Raise awareness among suppliers by way of new agreements and common awareness policy.</p>

### Social role of insurance and employee benefit activity

The social purpose has been inherent in the activity of SegurCaixa Holding for more than 100 years, when "la Caixa" offered customers the opportunity to generate anticipated savings for retirement with an economic fund. This was the first initiative of its kind in Spain that offered a solution to the problem and that constituted the seed that is today the organisation's primary activity.

The SegurCaixa Holding story is born and develops in unison with social commitment. As a result, the Group has

become the leading organisation in terms of pension plan savings managed, with more than 28,000 million Euros and in excess of 3 million customers.

Currently, the company provides cover for a wide range of needs in terms of insurance and pension plans, such as protection against life-associated risk or customers' equity; supplementary savings to state pensions to better prepare for retirement, or repatriation cover in the case of new residents.

Today, the commitment to improve customer insurance and pension plans products has enabled SegurCaixa Holding to establish itself as a benchmark



comprehensive supplier of pension plans for Spanish households.

This year, the company presented the Value of Insurance Barometer for immigrants. The study is based on findings from 1,000 interviews with persons from varying nationalities, where the principal needs and concerns of new residents are analysed. The growing importance of this group within the organisation, with more than 190,000 customers from the four continents, was patent in this, the fifth SegurCaixa Holding barometer and with which the company wishes to once again become the market opinion leader in insurance and pension plans.

A commitment to society in general and the real needs of customers is a priority for the company. For this, the division specializing in the group and corporate business segment, VidaCaixa Previsión Social, organised three technical conferences last year that highlighted the challenges, opportunities and obligations facing the insurance sector:

- Keys to managing individuals in organisations with sustained success.
- Management social welfare. A long-overdue requirement.
- Alternative systems to traditional remuneration: actuaries in Human Resources management



### 3. Contribution to the welfare of society

#### Job and wealth creation

There are two essential elements in the positive impact that SegurCaixa Holding has on society: job and wealth creation. The Group contributes economically and socially to economic and social progress through these two elements.

It is not surprising that the organisation is the Spanish market leader in supplementary pension plans, with sustained client base growth since its inception in 1992, a fact that has enabled the organisation to grow in size and increase the number of staff. The increase in the number of customers, currently at 3.2 million, has enabled the Group to consistently increase staff numbers proportionally and in 2008, 225 new jobs were created.

#### Return, a social solidarity initiative undertaken by SegurCaixa Holding staff

One of the most significant milestones for the organisation in terms of fostering social solidarity is the *Tú eliges* (It's up to you) initiative set up in 2006 to promote dialogue and social participation of all the employees of the Group. The *Tú eliges* project is within the framework of the Programa Di+ project and aims to get the staff involved in the development and planning of environmental and social initiatives.

Once again, Thanks to the *Tú eliges* (It's up to you) programme, employees at SegurCaixa Holding become the key players in the Group's social solidarity initiatives, a leading light in the company's social action projects.

The planning and decision-making stage regarding which activities are to receive support takes place during the *Return* team committee meetings, made up of employees from Headquarters and AgenCaixa. The causes and projects, as well as the budgeted amount allocated to the chosen projects are approved by committee members. In 2008, there were 25 initiatives, nine more than in 2007, with a contribution of close to 60,000 Euros allocated to charity organisations such as *Fundación Síndrome de Down del País Vasco* (The Basque Country Down Syndrome

Foundation), *Fundación Comtal*, *Asociación Española contra el Cáncer* (AECC) (Spanish Cancer Association), *Magos para la Esperanza* (Magicians for Hope), *AFANOC*, *Cooperación Internacional*, *Payasos Sin Fronteras* (Clowns without Borders), *Fundació TV3*, *Asociación Educación Sin Límites* and *Fundación Nuestra Señora del Camino*.

In terms of social initiatives, SegurCaixa Holding implemented action focused on improving the quality of life and well-being of people within our borders and cooperation and development of Third World countries, at times in cooperation with different relief organisations. Below are just some of the noteworthy acts undertaken:

- Cooperation with the *Fundación Virgen del Camino* through supporting the foundation's day-care centre catering for psychologically disabled patients with severe mental developmental retardation. Specifically, support was provided for the one-to-one physiotherapy sessions to maintain and improve overall psychical well being, prevent and treat injuries, balance muscular tone, etc. In short, the goal is to effect an improvement in their quality of life and to prevent risk of social exclusion.
- Collaboration in the *Introductory Guide for Parents with Down's syndrome children*, published by the *Fundación Síndrome de Down del País Vasco* (The Basque Country Down's Syndrome Foundation). Parents can find helpful information about this disability variety as well as learning about the principal advances made thanks to support from professionals, organisations

Thanks to the *Tú eliges* (It's up to you) programme, employees at SegurCaixa Holding become the key players in the Group's social solidarity initiatives, a leading light in the company's social action projects



and institutions committed to society.

- Collaboration in the development of a small rural village called El Khamlia where extreme poverty is widespread, located at the gateway to the Sahara Desert. In collaboration with the *Fundación Colegios El Valle*, that donated school and IT supplies, the company contributed financially to making this ambitious social project a reality. The project in fact pursues two separate goals: on the one hand, the building and outfitting of a school, and on the other hand, the provision of logistic support required to tap hydraulic resources and enhance profitability of the town produce growing area, severely affected by drought. SegurCaixa Holding organised an essay writing competition among children attending the Foundation's schools. Each essay came with a contribution of 5 euro from more than 800 children.
- The first charity fund raising dinner was also organised this year to strengthen bonds between employees at SegurCaixa Holding while raising funds to be divided equally between the following NGOs: *Fundació Privada Nens i Nenes amb Càncer* (Private Foundation for Children with Cancer), *ADA* (Association for Adivaris Development) and *Magicians for Hope*. Prior to the dinner itself, guests were given a presentation of the global project of *Retorn* so that the attending members of the public could get to know the aims, activities undertaken and future projects, etc. All together, between the generosity of each person and the collaboration of SegurCaixa Holding, 3,000 Euros were raised and subsequently divided equally between the organisations mentioned above.
- With the arrival of the Christmas holidays, *Retorn* set several initiatives in motion specifically designed to promote charity and social work among

employees and to raise funds, collect foodstuffs and toys. More exactly, in Madrid a donation was made to the *María Inmaculada* soup kitchen and the *NGO Ningún niño sin juguete* (A Toy for Every Child), meanwhile in Barcelona the *Navas* and *Cáritas* soup kitchens received similar donations. Another noteworthy initiative was the solidary cinema organised by employees of SegurCaixa Holding together with their children. The objective of this cinema session was to collect school supplies while introducing younger spectators to the idea of solidary action. The school materials were subsequently donated to the *NGO Educación Sin Límites* in Barcelona and *Fundación Colegios El Valle* in Madrid.

As far as environmental action is concerned, SegurCaixa Holding promoted initiatives to reforest areas with support from *Fundación Apadrina un Árbol* (Sponsor a Tree Foundation), as well as several additional actions aimed at fostering responsible consumption and respect for the environment among staff.

The Group encourages sporting and health activities among employees, such as promoting participation in solidary and charity races and other events. The Padel Tournament organized by SegurCaixa Holding stands out among these events. Another similarly significant sporting event that took place in 2008 was the Women's Race organized in collaboration with the *Asociación Contra el Cáncer de Mama* (Breast Cancer Association). 12,000 people took part in last year's race including many members of our staff and all with one goal in common besides the competition itself: to cooperate and participate in favour of the cause.

The SegurCaixa Holding Madrid and Barcelona football teams are another example of commitment through promoting the organisation's most traditional sporting activity.





### 3. Contribution to the welfare of society

#### Occupational integration of disabled persons

SegurCaixa Holding facilitates the occupational integration of persons with a disability. In this regard, during 2008 the organization signed an agreement with the *Fundación Adecco*, by way of which the Group makes a commitment to develop strategies and initiatives aimed at integration into the workplace of these individuals.

On another note, and thanks to the creation of the *Plan Familia*, SegurCaixa Holding assisted three disabled family members of Group employees. To do this, 9,928 Euros were invested in providing the opportunity to undertake year-long office systems courses, as well as speech therapy sessions, music therapy and psychosocial support. These activities were agreed on together with *Fundación Adecco*, and will enable these persons to have greater access to the labour market.



#### Participation in *Obra Social* (Social Work) of "la Caixa"

SegurCaixa Holding contributes to the overall earnings of the "la Caixa" Group, and as such indirectly collaborates with

the activities carried out through *Obra Social* (Social Work) of "la Caixa", with an investment in 2008 of 465 million Euros.

#### *Obra Social* "la Caixa"

With a budget of 500 million Euros in 2008, *Obra Social* of "la Caixa" is the most important institution in Spain in terms of resources allocated to social action, the second largest in Europe and the fifth in the world. SegurCaixa Holding, through its contribution to the overall Group earnings is indirectly responsible for part of these resources.



### Institutional presence of SegurCaixa Holding

SegurCaixa Holding strives to forge bonds between the private and the public sector through participation in public institutions and actions by supporting joint cooperation initiatives. The following is a list of the institutions SegurCaixa Holding participates in on a regular basis:

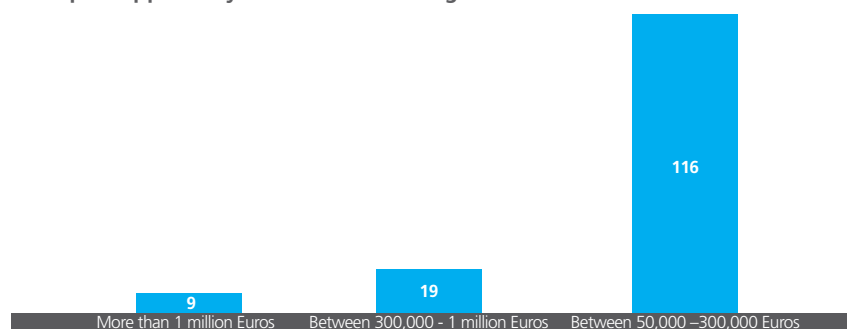
- **Edad & Vida (Age & Life):** *Edad & Vida* is a non-profit organisation that is dedicated to improving the living conditions for the elderly. Companies, institutions, universities and other associations cooperate with the organisation and as such, *VidaCaixa* is a sponsoring member.
- **Investigación Cooperativa de Empresas Aseguradoras y Fondos de Pensiones (ICEA)** (Cooperative Research of Assurance and Pension Plan Companies): SegurCaixa Holding forms part of the association along with other Spanish insurance organisations who together represent 90% of the overall premiums volume for the sector. The organisation was set up in 1963 and its mission is to act as a research body in terms of insurance related matters.
- **The Geneva Association:** This unique world organisation formed by 80 chief executive officers (CEOs) from the most important insurance companies in the world researches the growing importance of worldwide insurance activities in all sectors of the economy.
- **APD Zona Mediterránea:** Set up to inform and train management, the primary goal of the Association for Progress in Management is to promote idea and knowledge sharing between the management-level Spanish corporate network, of which *VidaCaixa* is an associate member.
- **Public Sector – Private Sector Centre of IESE:** *VidaCaixa* is a Board Member of this organisation set up to promote and research dialogue between Government bodies and civil society.

### Relationship with suppliers

#### Suppliers and customer satisfaction

In 2008, SegurCaixa Holding worked with 1,627 different suppliers, 9 of which invoiced the company for more than 1 million Euros for their services; a further 19 for between 300,000 and 1 million Euros and 116 companies were paid between 50,000 and 300,000 Euros for services rendered to SegurCaixa Holding. During the last year SegurCaixa effected payment for all services provided within the terms agreed under contract.

#### Principal suppliers by volume of invoicing



#### Home insurance service suppliers

All home insurance service suppliers working with SegurCaixa Holding can operate on the basis of customer satisfaction surveys provided by the customers they supply services to. Moreover, in order to improve the level of service provided by suppliers to customers, the company set up a virtual telephone exchange to enable the monitoring of all customer service telephone traffic between suppliers and customers. The service includes monitoring of incoming calls, waiting time, etc. Moreover, a daily ongoing audit is performed to evaluate customer service provision and to detect possible incidents. In more specific terms, every day, between 5 and 10% of calls are checked, appraised and later transcribed, and can even, in some cases, generate implementation of preventative action by the company. These measures enable the company to carry out hands-on monitoring of supplier activity and, in consequence, make it possible to work together with suppliers to effect ongoing improvement in services.

### 3. Contribution to the welfare of society

One of the new features in 2009 is that SegurCaixa Holding will analyse the implementation of a new Customer Relationship Management (CRM) programme designed to manage contact with customers. This tool enables the vast majority of the calls and e-mails received by the Group to be centralised, thereby facilitating their subsequent analysis and introduction of improvements.

The company purchasing policy ensures equal opportunities for suppliers in accessing services, after prior selection of those that best meet each service requirement and adhere to specifications set by each department or area of business.

The company bases its policy concerning commitments undertaken by external suppliers on the Purchasing, Service Contracting and Invoice Payment internal standard used by the "la Caixa" Group.

Suppliers working with SegurCaixa Holding are all solvent and prestigious companies in strict compliance with legislation in force regarding labour, commercial and taxation matters and respect workers and human rights.

Nevertheless, given the nature of the activity they develop, supplier companies do not represent any risk in terms of human rights issues and as such, SegurCaixa Holding does not include these criteria in the supplier selection process.

As far as environmental matters are concerned, the company promotes responsible practices throughout the supply chain in general services by way of including a clause in all contracts committing suppliers to respect environmental legislation in force.

#### **Extending principles of responsibility to include suppliers in questions relating to General Services**

SegurCaixa Holding extends the principles governing their activities to include suppliers, aware that it is essential to forge bonds of trust in order to progress towards sustainability and respect for the environment. Consequently, the Group strives to offer the best possible service in all its dealings with suppliers.

## Respecting the environment

Relevant issues	Initiatives 2008	Challenges 2009
<b>Environmental management at SegurCaixa Holding</b>	SegurCaixa Holding encourages staff to adopt environmentally responsible practises and this year they promoted new saving measures, such as regulating heating and air conditioning thermostats.	Maintain support for and reinforce responsible energy consumption through new initiatives.
	Taking into consideration the investment made at Headquarters and AgenCaixa, the amount allocated to collection, disposal and recycling of waste paper, batteries and waste electrical and electronic equipment (WEEE) was 33,247 Euros in 2008.	Improve treatment applied to waste generated.
	During the Improve Office Landscape 2008 seminar designed to do away with all unnecessary paper, 2,524 Kg were collected for recycling. Thanks to a donation of 1 Euro for every kilo of paper collected, SegurCaixa Holding sponsored the planting of 252 trees by way of the <i>Fundación Apadrina un Árbol</i> (Sponsor a Tree Foundation).	Strengthen communication aimed at raising environmental awareness.
	Introduction of sustainable action protocols, such as the Good Practice in printing manual.	
	Development of an awareness raising campaign at Headquarters in Barcelona and Madrid, consisting of placing a small sticker next to each light switch in meeting rooms, bathrooms and printing areas with the following text: Spare a thought for the environment. The idea is to involve employees in the initiative by contributing their grain of sand and switching off lights when not needed.	

### SegurCaixa Holding and the environment

SegurCaixa Holding upholds its already firm commitment to the environment and all the company employees have adopted this commitment as their own. To this end, the organization has developed initiatives aimed at achieving excellence in all processes in a bid to minimize the impact of business activity on the environment. SegurCaixa Holding translates these principles into specific initiatives adopting their existing systems to the new more sustainable, environmentally-friendly model.

### Environmental commitments

- Ensure compliance with environmental legislation and standards applicable to the company's activity.
- Apply environmental principles and good practices to everything they do.
- Train and raise awareness among staff by encouraging them to participate in environmental policy and prioritising communication and training so that environmental management is a concern for every member of the organisation.



### 3. Contribution to the welfare of society

- Prevent acts that could cause pollution through the gradual introduction of the corresponding measures for improvement and apply similar conditions for every aspect required to protect the environment.
- Disseminate the operational set up for environmental issues among suppliers of goods and services and ensure compliance with these procedures when work is carried out by suppliers in the organisation's work centres.
- Provide interested parties with a comprehensive list of environmental initiatives.

#### Principles of the commitment

As a starting point for the principles undertaken by SegurCaixa Holding, it should be highlighted here that the organisation adopts the rigorous adherence to each of the concepts established under legislative framework and guidelines concerning environmental issues applicable to the nature of the company's activity. Moreover, SegurCaixa Holding trains and raises awareness of its professional team in such a way that staff members are the real decision-makers in the company's environmental policy. In order to ensure the minimum impact from its activities, the organisation designs measures for improvement that are implemented gradually.



## Environmental management in SegurCaixa Holding

### Environmental initiatives

SegurCaixa Holding fosters selective waste collection at Headquarters and installed containers for this purpose for plastic, paper, batteries, cardboard and other waste materials.

Also at Headquarters, containers are in place for collecting waste cans, paper cups and organic waste and as a novelty, a tank for liquids is located next to these containers so that cups can be emptied before being binned, thereby making it easier for waste collection personnel to do their job.

In relation to waste generation, the company performs controls to monitor white and recycled paper consumption, as well as consumption of electricity and water. Other products subject to controls are plastics, batteries and printer toner cartridges.

The volume of paper consumed was reduced after the introduction of multi-function printing, scanner, fax machines and all these machines allow double-sided printing together with other beneficial features.

Motion sensors and time-lapse pulse buttons have been installed in all toilets at Headquarters in Barcelona in a bid to use electricity more efficiently.

At Headquarters in Madrid, the company has contracted the services of a certified supplier for the correct treatment and recycling of WEEE, placing it on a par with the service in Barcelona.

SegurCaixa Holding encourages its employees to learn good environmental practices. For this purpose, saving measures are fostered, such as adapting thermostats for air-conditioning and heating so that they consume the absolute minimum at all times, always between 22 and 25 degrees. In this way, energy is saved and environmental impact is reduced. Energy saving measures were also introduced by bringing forward the time at which air-conditioning systems are turned off: at 8pm in June, July and September, at 7pm during the first two weeks of August and at 6pm during the final two weeks. During the period of reduced working day schedule and as a complementary measure to the other measures mentioned maintenance personnel ensure that once the working day has finished, systems are switched to work solely to provide ventilation.

AgenCaixa has a confidential system for collecting and recycling paper at its delegate offices.

Night-time cleaning services at Headquarters have been restructured to maximize energy saving and as a result, a 50% reduction in energy resources has been effected during this period.

38% of all paper used in SegurCaixa Holding in 2008 was recycled paper.

During the Improve Office Panorama 2008 seminar designed to do away with all unnecessary paper, 2,524 Kg were collected for recycling. Thanks to a donation of 1 Euro for every kilo of paper collected, SegurCaixa Holding sponsored the planting of 252 trees by way of the Fundación Apadrina un Árbol (Sponsor a Tree Foundation).

One of the platforms for communicating improvements in this area is the magazine Área Informativa.

No incidents, fines or non-monetary sanctions were imposed for non-compliance with legislations regarding environmental matters.



### 3. Contribution to the welfare of society

In 2008, the cost of waste paper and WEEE collection, confidential destruction and recycling at the company's Headquarters in Madrid was 5,141 Euros. On the other hand, in Barcelona 25,946 Euros was invested in recycling paper, batteries, and WEEE. If the figures invested in both Headquarters and AgenCaixa are added up, the total amount allocated to collecting, disposing of and recycling paper, batteries, and WEEE was 33,247 Euros in 2008.

Recycling, as well as efficient management of resources, today forms a part of the philosophy and way of operating at SegurCaixa Holding. The two most significant resources consumed are paper and electricity and in a bid to continue reducing the amounts used, both resources are subject to regular statistical and monitoring control.

#### Purchasing policy and environmental requirements for suppliers

One of the newest introductions in terms of environmental issues is the dissemination of the sustainability commitment to suppliers in the area of General Services, in such a way that compliance with same is ensured when these suppliers perform any activity related to SegurCaixa Holding. In this way, the organisation participates in a very active way in a social shift towards a more ecological and sustainable model of growth, encouraging their suppliers to change.

In 2008 a total of 34,486 kg of paper was collected and recycled

#### Internal consumption: Indicators and improvement initiatives

	2006	2007	2008
<b>Paper</b>			
Total paper consumed	29.3 t	27.9 t	28.3 t
Total paper consumed per employee	38.1 kg	37.6 kg	31.8 kg
% saving (reduced consumption) due to efficiency improvements	-19%	-1%	-15%
% paper recycled / total paper consumed	7%	47%	38%
<b>Water (m³)</b>			
Total water consumed	3,179 m³	3,568 m³	3,788 m³
<b>Electricity</b>			
* Conversion factor: GJ per kWh: 0.0036. Source: GRI technical protocols.			
Total electricity consumed	4,644 GJ	5,256 GJ	5,131 GJ

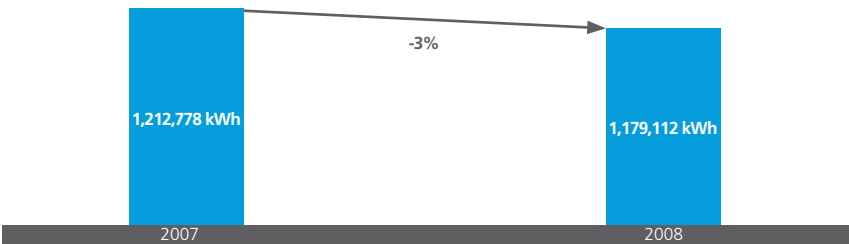
Note: negative figures represent savings = reduced consumption on previous year.

Electricity

In 2008, total electricity consumption was 1,425,221 kWh in the Headquarters buildings in both Barcelona and Madrid. Technological improvements were introduced to save even more electricity and extra effort was made in raising awareness among staff in order to implement more sustainable and responsible habits.



Trend in electricity consumption in Headquarters in (North Tower)



Paper

Using a mixture of standard white and recycled paper in branch offices is essential in the company's paper-saving policy. 28 tons of paper were consumed in 2008. Of this, 11 tons were recycled paper (38%) and 17 tons were standard white paper.

Reduce, Re-use and recycle

SegurCaixa Holding is firmly committed to the 3 Rs, a philosophy that is becoming more and more extended by the day in society. Its mission is to take fuller advantage of the resources available to us and use them wisely so that we can prevent waste and unchecked waste generation. In order to achieve this, the organisation has done away with note paper booklets for taking phone messages and recording visits and replacing them with virtual messages.

Water

The Headquarters buildings of SegurCaixa Holding are supplied directly from the city grid. In 2008, 3,788 m³ of water were used, compared to 3,568 m³ in 2007.

Diesel Oil

The company does not have its own generators and therefore diesel oil consumption is insignificant.

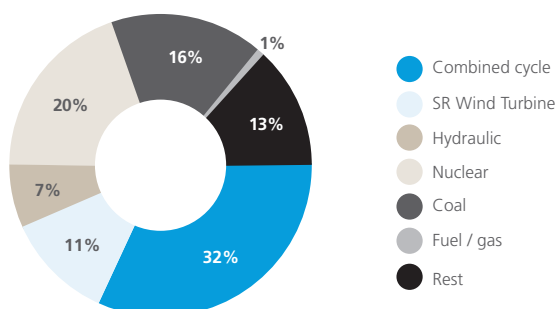
CO<sub>2</sub> emissions

Due to the nature of its activity, CO<sub>2</sub> emissions by SegurCaixa Holding do not represent any relevant impact on the environment. The bulk of emissions come from cooling and heating offices, and to a lesser degree, employees commuting.

The indirect volume of emissions from energy consumption is estimated according to Greenhouse Gas (GHG) Protocol, to be in the region of 561 tons of CO<sub>2</sub> in 2008, while in relation to commuting, employees travel a total of 602,768 kilometres, compared to 538,207 in 2007. In this case, the associated emissions from commuting to and from work, again, in accordance with GHG Protocol criteria, are estimated to be 114 tons of CO<sub>2</sub>.

### 3. Contribution to the welfare of society

#### Flow coverage of the annual demand



Source: REE (Red eléctrica española) Advanced Report 2008

S. R.: Special regime.

In addition to peninsular demand, it also includes figure balance in favour of international exchanges and pumping consumption.

#### Towards improved waste management

Generally speaking, overall waste generation decreased with respect to last year. To continue with defining principles in its relationship with the environment, SegurCaixa Holding managed a total of 34,486 kg of waste recycled paper in 2008, compared to 34,644 kg in 2007. For plastics the figure was 2,545 kg.

One of the most significant data in terms of waste management was the volume of batteries collected, even though the activity of SegurCaixa Holding does not generate this kind of waste product. The origin of the 24 kg of batteries recycled is from employee domestic use. This fact suggests that employees have total confidence in the waste management and collection process at the company, and it demonstrates the ease at which recycling is made available within the SegurCaixa Holding facilities.

#### Raising awareness among employees

The employees are the ones responsible for the ever more sustainable and ecological figures reported in this area. Employees have acquired a series of habits in the day-to-day operations that not only reduce environmental impact but also reduce expenses for the company.

In the workplace, to raise awareness among employees in relation to betterment in environmental management, in 2008 several sustainable action protocols were created, like the *Good Printing Practices*, which proposes alternatives such as double-sided printing when possible, only printing urgent documents or using recycled paper for printing.



#### Waste generated for recycling

	2006	2007	2008
Paper (kg)	22,612	35,644	34,486
Plastic (kg)	896	2,648	2,545
Batteries (kg)	23	35	24
Toner cartridges (units)	453	381	348

In addition, and in a bid to foster responsible environmental management among employees, the SegurCaixa Holding Good Environmental Practices Catalogue is readily available at all times for employees, and divided into the following sections:

- Correct use of office material: although SegurCaixa Holding uses sustainable materials (recycled paper, re-sealable envelopes, recycled toner), responsible use must be made of these materials. This section recommends double-sided printing using paper printed on one side already, print in colour only when necessary, re-use paper clips and erasers, and avoid using CDs or DVDs for transferring data (as this can be easily done via e-mail or links).
- Waste management and treatment, where reducing paper consumption is recommended, as well as re-using disks, data tape, file folders and filing material, and recycling bottles. The catalogue also shows the recycling chain for toner cartridges, plastic, paper and batteries.
- In relation to energy saving, the booklet suggest switching air-conditioning to ventilation mode at the end of the working day, as well as, opening blinds to take advantage of the sunlight, or lower blinds to cool the interior. The document also explains that, when not in use, lighting in the bathrooms or in meeting rooms, as well as IT equipment, should be switched off.
- In a bid to remain within the quota suggested by the World Health Organization (WHO) for responsible water consumption per person and day (100 litres), staff are encouraged to report leaking taps, etc. Furthermore, techniques to reduce water use by using double flush water tank.

On top of all this, SegurCaixa Holding launched an awareness raising campaign in Headquarters in Barcelona and Madrid that consists of a small sticker being placed next to lighting switches in bathrooms, meeting rooms and next

to printers. The sticker reads: *"Spare a thought for the environment"*, to remind staff to switch lights off when not in use.

Finally, since 2007 all e-mails contain a footnote of recommendation requesting that e-mails received should only be printed when absolutely necessary.

