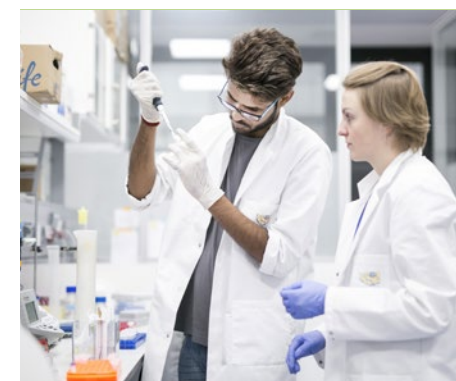


# ANNUAL REPORT

## 2018



**Studio**

Baixa Studio / Fernando Riancho

**Translation**

Graham Thomson

**Photographs**

Belen de Benito, Gerardo Vela, Informagen, Tito González & Jorge Fernández Bolado.  
Other photographs: Jesús Barros, Carlos Isabel La-Moneda, Alberto Aja, Sofía Moro, Pedro Madera, Battista/Minocri

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# INTRODUCTION

The Fundación Marcelino Botín has been contributing to the social development of Cantabria for more than fifty years. Created in 1964 by Marcelino Botín Sanz de Sautuola and his wife, Carmen Yllera, it maintains a special focus on the region while also engaging in activities all over Spain and Latin America, promoting the integral development of society, identifying and supporting creative potential and exploring new ways of generating cultural, social and economic wealth.

Chaired since 2014 by Javier Botín, the Fundación Botín develops and runs programmes in the arts and culture, education, the institutional fabric, science and rural development. It also has a Water Observatory which specializes in the analysis of the ownership and integrated management of water resources.

The Fundación Botín has its headquarters in Santander and, since 2012, also has offices in Madrid to respond to the growing demands of its activity. Also in Cantabria, the Casa Rectoral in Puente Pumar is the Foundation's centre of operations in the Nansa Valley, the base from where it carries out its Rural Development, Heritage and Territory programme.

In 2017 the Fundación Botín inaugurated the most important project in its history: the Centro Botín; a space for art, culture and educational and training activities, conceived as a place of encounter in Santander, between the city centre and the bay, which generates social development by making the most of the potential of the arts to stimulate our creativity.



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## BOARD

### CHAIR

Javier Botín

### MEMBERS

Alfonso Botín  
Ana Patricia Botín  
Carmen Botín  
Carolina Botín  
Emilio Botín  
Jaime Botín  
Paloma Botín

### SECRETARY

Iñigo Sáenz de Miera  
(NON-VOTING)

## MANAGEMENT TEAM

Iñigo Sáenz de Miera  
DIRECTOR GENERAL

Fátima Sánchez  
EXECUTIVE DIRECTOR OF THE CENTRO BOTÍN

Javier García Cañete  
DIRECTOR OF PROGRAMMES

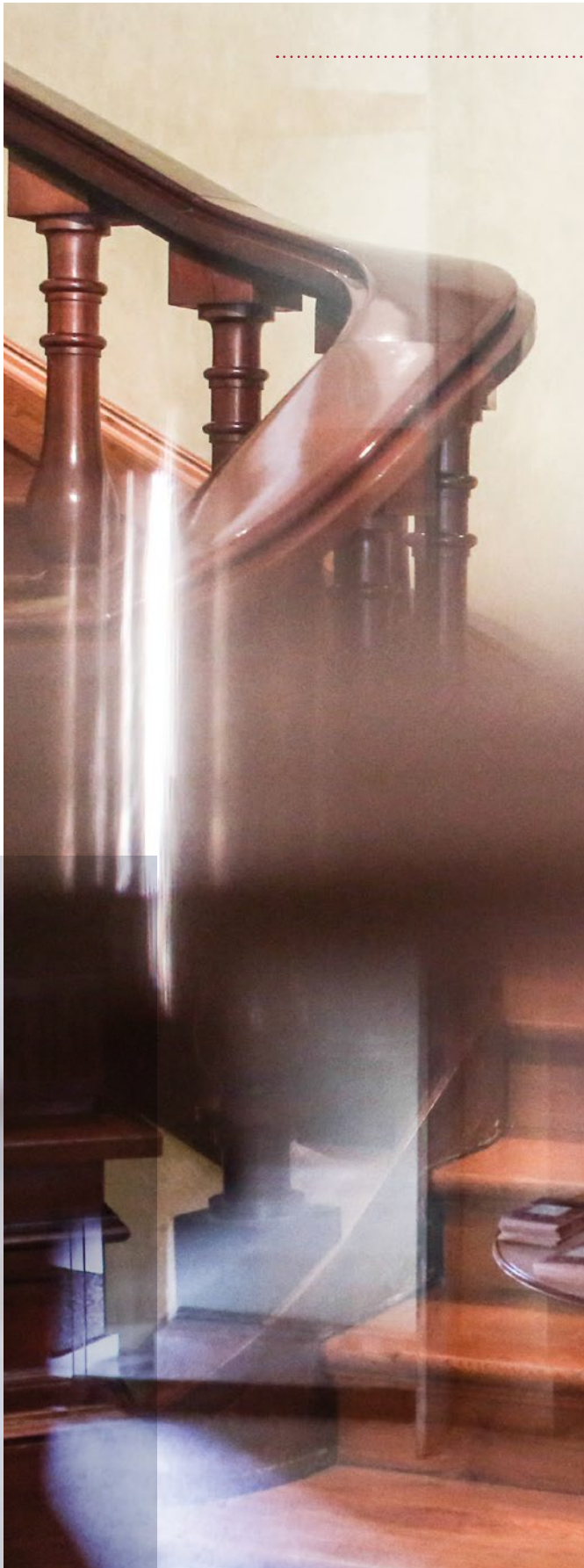
Francisco J. Moreno  
DIRECTOR OF THE SCIENCE AREA

José María Ballester  
DIRECTOR OF THE RURAL DEVELOPMENT PROGRAMME

José Manuel Setién  
ADMINISTRATIVE DIRECTOR

María Cagigas  
DIRECTOR OF COMMUNICATION





## **ADVISORY BOARDS**

### **ADVISORY COMMITTEE**

**Luis Bassat  
Carlos Bustelo  
Pilar del Castillo  
Álvaro Fernández-Villaverde  
Pedro García Barreno  
Antonio Garrigues Walker  
Carmen Iglesias  
Francisco Jarauta  
Emilio Lamo de Espinosa  
Jaime Lamo de Espinosa  
Ricardo Martí Fluxá  
Eduardo Punset  
Regina Revilla  
Eduardo Serra  
Gustavo Suárez Pertierra**

### **VISUAL ARTS ADVISORY COMMITTEE**

**Vicente Todolí**  
CHAIR

**Paloma Botín  
Udo Kittelmann  
Manuela Mena  
María José Salazar  
Benjamin Weil**

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# PRINCIPAL DATA FOR 2018

## CENTRO BOTÍN

**206,080** visits to the centre's exhibitions and participations in its activities

**4,601** Friends of the Centro Botín

**133,596** people acquired the Centre's card allowing unlimited access to all exhibitions

**4,000** schoolchildren took part in the *ReflejArte* activity



## EDUCATION

**301** education centres belong to the Network of Responsible Education Centres

**87%** of teachers report that their student's emotional and social skills and creativity have improved

**8/10** is the level of satisfaction of teachers and coordinators in the programme



## REINFORCING THE INSTITUTIONAL FABRIC

**168** ideas presented to the *Spirit of Solidarity Challenge*

**475** universities from 18 Latin American countries took part in the programme for Reinforcing the Civil Service in Latin America during 2018

**290** social organizations are involved in the Spirit of Solidarity Network

**22** Social entities in Cantabria have received grants from the Fundación Botín



## SCIENCE

**€1,300,000** turnover of *start-ups* backed by the Fundación Botín

**2** new *start-ups* created

**€1,200,000** of additional private investment for *Mind the Gap* companies



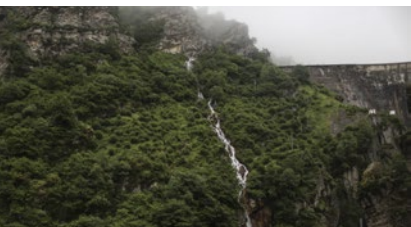
## RURAL DEVELOPMENT

**41** active business initiatives linked to *Nansaemprende*

**337,156** kg of meat marketed, consolidating the project as the leading producer of Carne de Cantabria GI certified meat

**118** people participated in the Entrepreneur Support Programme training plan

**1,300** people have now taken part in dynamic social revitalization activities in the rural environment



## WATER OBSERVATORY

**4** International seminars

**3** PhD theses

**2** guided walks to raise public awareness of urban rivers

**30** projects entered for the 5th annual Young Talent for Sustainable Water Management Awards



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# 2018 INVESTMENTS IN THE FOUNDATION'S OBJECTIVES

|   |                       |
|---|-----------------------|
| CENTRO BOTÍN                            | €13,769,202.08        |
| EDUCATION                               | €954,613.72           |
| REINFORCING THE INSTITUTIONAL FABRIC    | €3,005,140.36         |
| SCIENCE                                 | €1,831,576.73         |
| RURAL DEVELOPMENT AND WATER OBSERVATORY | €449,618.12           |
| COLLABORATIVE VENTURES                  | €678,716.84           |
| <b>OVERALL TOTAL</b>                    | <b>€20,688,867.85</b> |



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## LETTER FROM THE CHAIR



We present this summary of the activities of the Fundación Botín during 2018 with the added satisfaction of celebrating the first anniversary of the Centro Botín. We are very pleased with the warm welcome it has received, not only from the people of Cantabria, who made the building their own from day one, as a meeting place in Santander, but also from our visitors from elsewhere, who have come here to enjoy its attractions. Specifically, during 2018 the centre received 206,080 visits, from a total of 92 countries.

With regard to the Centro Botín, the truly outstanding event of the year was the cession by Jaime Botín, patron of the Fundación Botín, of eight twentieth-century masterpieces, which are now on permanent display in the *Portraits: Essence and Expression* room, where they have been a great success with visitors. This exceptionally generous gift, which is complemented by an annual donation of one million euros to cover maintenance and conservation of the paintings and further contribute to the centre's artistic programme and social mission, will surely not be forgotten.

I would like to begin by expressing my gratitude, and that of the Fundación Botín as a whole, to all the many visitors, friends, volunteers, associates, institutions, strategic partners and sponsors of the Centro Botín, as well as to the social fabric and the business community of the region, for accompanying and aiding us in the task of contributing, through the arts, to the fostering of creativity and the generation of wealth. This is the centre's social mission and the goal which prompted the Fundación Botín, after half a century of active life, to bring it into existence. This is a mission in which we are engaged every day, in each and every activity, but one whose success will only be apparent in the long term.

What can be done from the start is set out to measure our effectiveness, and this we are already doing: thanks to an agreement with the Instituto de Empresa we are working on an innovative assessment system which will enable us, in the future, to monitor the impact of the Centro Botín, not only economically but also in social terms, and specifically in terms of its concrete objective: the development of the region's creativity. The fact is that the development of reliable systems for measuring and evaluating all that we do is one of our top priorities – from a proper sense of responsibility, and also in order to make the right decisions in the allocation of the resources at our disposal.



Significantly, it was the results of our Responsible Education initiative that led us to implement this programme in Latin America, initially in Chile and Uruguay. In 2018 we officially presented these results at an event in which Andreas Schleicher played an active part, and thanks to that success we began to work with the OECD in the global dissemination of the model. In addition, in 2019 we will also begin implementation of the programme in Mexico. We feel a certain pride in this, because here in Spain we are accustomed to importing models of social action, but rather less accustomed to exporting them. We hope other institutions will follow this trend: given that the social sector in our country is innovative and highly efficient, we believe many other parts of the world – especially in Europe and Latin America – would stand to benefit from models we know and have been proven to work.

We would also like to mention the positive results in the Rural Development, Heritage and Territory Programme in the Nansa Valley and Peñarrubia. Not only is the programme's success largely due to public-private collaboration, its expansion is directly guided by this same premise. Thus, in November we launched a project with the Government of Cantabria and the local council in Valderredible to put the model into practice in the municipality.

I would also like to highlight the new co-financing model for the *Mind the Gap* programme. Thanks to the participation, for the first time ever, of five private investors it has been possible to consolidate a new impact investment model, while at the same time greatly increasing the efficiency of the resources invested by the Fundación Botín. 2018 saw the fourth iteration of the programme, which for the first time was open to all of the country's science and innovation organizations. In another significant milestone, in March we withdrew from one of the *Mind the Gap* companies, six years after our initial investment, when the Fundación Botín sold its shares in DREAMgenics S.L. As a result we have been able to recover the start-up capital and reinvest it back into the programme.

The above are just some of the many successes we have achieved in 2018, thanks to the day-to-day work of the men and women who make up the Fundación Botín. Our thanks go to them all, and also to the institutions and individuals that have collaborated with us in the development of these programmes and initiatives.

**Javier Botín**

# CENTRO BOTÍN

- EXHIBITIONS
- ARTS, EMOTIONS AND CREATIVITY



## IN FIGURES

**206,080**

visits to the centre's exhibitions and participations in its activities

**4,601**

Friends of the Centro Botín

**133,596**

people acquired the Centre's card allowing unlimited access to all exhibitions

**4,000**

Schoolchildren took part in the *ReflejArte* activity



## IN THE FIRST PERSON

'That's what's special about the Centro Botín: that it makes you discover, enjoy and get excited about art ... And what's more it makes it all very easy.'

ROSA DE LUCAS, CENTRO BOTÍN VOLUNTEER



A concert by Tony Manero on the first anniversary of the Centro Botín • A guided tour of the exhibition *The Reconfigured Landscape* • The visit-experience *Reformulating the Space* with Babirusa • The visit-experience *Taste* with Jesús Sánchez and José Luis Vicario • The *Moments of Inspiration* activity in the Pachinko





The visit-experience  
*Reformulating the  
Space (Babirusa).*  
The Cristina Iglesias  
exhibition

The Centro Botín is the most important project in the history of the Fundación Botín. This is an art centre which seeks to provide an original and innovative perspective on the world of art; an art centre whose social mission is to enhance our creativity by way of the arts as a means of generating economic, cultural and social development and wealth.

In 2018 the Centro Botín received 206,080 visits, from a total of 92 countries. Of these visits, 171,855 were to exhibitions and 34,225 were to take part in the centre's cultural and educational activities in the visual arts, music, literature, film, theatre and dance.

In addition, 133,596 people now have their *Permanent Pass card*, which gives unlimited free admission to exhibitions to anyone born

or officially residing in Cantabria (15,100 of these cards were issued in 2018). At the same time, the Centro Botín has enjoyed the support of 4,603 *Friends* of the Centro Botín, 30 volunteers, six strategic partners (Fundación Ramón Areces, "la Caixa" Banking Foundation, Fundación Mutua Madrileña, Viesgo, Orange España and Fundación Prosegur) and nine collaborating entities (Vocento, El Diario Montañés, JC Decaux, Unidad Editorial, Prisa, Iberia, Cervezas Alhambra, Alsa and Eurostars Hotels).

One of the great aspirations of the Centro Botín is to become a hub, a point of encounter in Santander where people live and enjoy art and culture – and the city and its bay – from a new perspective. The level of interest in 2018, with close to one million visits



(993,925) to the exterior spaces of the Centro Botín (walkways, roof terrace, elevated squares and roofs), is a good indication that this objective is likely to be fulfilled.

## EXHIBITIONS

2018 has been a very important year for the Centro Botín, the first year of full exhibition programming of this art centre which opened its doors in June 2017. An artistic and educational programme of the highest quality to consolidate and further the work in the visual arts in which the Fundación Botín has been engaged over the last thirty years.

The exhibition by Julie Mehretu, with her characteristic large-format abstract pieces, ended in February, and was followed by a show conceived solely and exclusively

for the Centro Botín which focused on Joan Miró's creative process and, above all, on his sculptural production; the year ended with the installations of Cristina Iglesias, one of the most internationally acclaimed Spanish artists working today. In addition, a new selection from the Fundación Botín collection, under the title *The Reconfigured Landscape*, of works by artists of national and international relevance in the last decades of the 20th century, and the *Itinerarios XXIV* exhibition, showcasing work of artists who received one of the Fundación Botín's annual Visual Arts Grants, completed the Centro Botín's exhibition calendar for 2018.

In view of the excellent response to the exhibition Joan Miró: *Sculptures 1928-1982*, the artist's family decided to fulfil, here in



A view of the Joan Miró exhibition



A view of the Portraits: Essence and Expression room

Santander, Joan Miró's wish that his large-scale works be exhibited in public spaces. As a result, two of his major sculptures, *Femme Monument* (1970) and *Souvenir de la Tour Eiffel* (1977), can now be enjoyed at any time from the exterior walkways on the first floor; and two others, *Femme debout* (1969) and *Tête sur socle* (1978), are installed in the Jardines de Pereda gardens thanks to an agreement with Santander City Council.

### Portraits of the Jaime Botín Collection

The truly outstanding event of the year was the cession by Jaime Botín, patron of the Fundación Botín, of eight twentieth-century masterpieces from his personal collection: *Femme espagnole* (1917) by Henri Matisse; *Self-Portrait with Injured Eye* (1972) by Francis Bacon; *Harlequin* (1918) by Juan Gris; *Beach at Valencia* (1908) by Joaquín Sorolla; *Woman in Red* (1931) by Daniel Vázquez Díaz; *Half-length Figure* (1907) by Isidre Nonell; *The Constructor of Masks* (1944) by José Gutiérrez Solana, and *Portrait of My Mother* (1942) by Pancho Cossío are on permanent exhibition in the Portraits: Essence and Expression room and are attracting a large number of visitors. This exceptionally generous gesture by Jaime Botín, additionally complemented by an annual donation of one million euros to cover maintenance and conservation of the paintings and further contribute to the centre's

artistic programme and social mission, will surely not be forgotten.

### ARTS, EMOTIONS AND CREATIVITY

The social mission of the Centro Botín is to create development and wealth through the potential of the arts to stimulate creativity. The arts generate emotions and these influence the way we see reality. Being creative means being able to look at our surroundings from a different perspective and come up with creative approaches to the challenges we face every day. This being so, *arts, emotions and creativity* is the trinomial that best defines the social mission of the Centro Botín.

The research that the Fundación Botín and the Center for Emotional Intelligence at Yale University have carried out – for the sixth consecutive year – on this trinomial and its practical applications in the Centro Botín's programmes of activities have resulted in the publication of two scientific articles in leading international journals in 2018, a number of studies and presentations in professional forums, and the creation of four new workshops and six activities based on the research carried out at the Centro Botín to enhance the creativity of children, families, teenagers and adults by means of the arts.





In addition, we launched a new collaborative venture with IE University in 2018, with the objective to evaluate the social impact of the Centro Botín and, more specifically, to assessing how the artistic, cultural and educational activity it offers enhances people's creativity and contributes to their economic development.

### Programme of Activities

The range of artistic, cultural and training activities in 2018 constituted a coherent, extensive and plural programme comprising 272 activities, an average of five each week, including concerts, film seasons, talks, dance and theatre and various types of visits to exhibitions, workshops, courses, among others. The surveys conducted for all these activities registered an average level of satisfaction of 4.69 out of 5.

Of note among these activities was the celebration of the first anniversary of the Centro Botín, with a specific programme for the exhibition rooms (visits, experiences, late-night opening and more), music in the auditorium, creative activities in the teaching rooms and a concert by the Tony Manero Foundation in the open-air amphitheatre which was a great success.

The closing ceremony of the *XVIII Santander Encounter of Music and Academy* was held in the Pachinko at the Centro Botín – the open-air plaza connecting the two volumes of the building – with a tribute concert to Renzo Piano in which maestro Fabián Panisello conducted the Ensemble del Encuentro, which performed works by Schönberg and Boulez and a selection of *Berio's Folk Songs*.

The second Santander International Film Week featured internationally acclaimed directors, actors and producers, among others, who presented screenings in the Centro Botín auditorium and on the giant outdoor screen, as well as get-togethers and round-tables with a focus on enjoying and reflecting on cinema and creativity.

In addition, more than 15,000 school students experienced the Centro Botín's exhibitions and activities over the course of the year. We closed 2018 with a special programme devoted to the Christmas season's links with literature, the visual arts, theatre and music, featuring the now traditional Christmas Choir (the youngest of whose almost 100 member are just eight years old), and a Silent Disco, the original proposal made in El Muelle del Centro Botín. A total of 5,748 people enjoyed this festive fortnight with which we rang out the year.



*The Pneumatic Serendipity, pneumatic architecture workshop*

# EDUCATION

- RESPONSIBLE EDUCATION PROGRAMME
- PSYCHOLOGICAL EVALUATION OF THE PROGRAMME

- PARTICIPATION IN THE OECD 2030 PROGRAMME



## IN FIGURES

**301**

education centres belong to the ER Network of Responsible Education Centres

**87%**

of teachers report that their students' emotional intelligence, social skills and creativity have improved

**8/10**

is the level of teachers' and coordinators' satisfaction in the programme





## IN THE FIRST PERSON

'Being an educator with the Fundación Botín's Responsible Education Programme has been a really rewarding experience. It has given me the opportunity to get to know more deeply the teachers who are starting out on this wonderful adventure and to appreciate that they and I share the same hopes and aspirations, the effort to keep improving, day by day, to enrich our teaching practice, to prevent conflicts, to learn from each other and to enjoy ourselves.'

PEPA ROCHA MEDINA. EDUCATOR WITH THE ER PROGRAMME IN THE REGION OF MURCIA.



Performance by the *Coro de las Emociones* choir in Santander · Exhibition of *Somos Creativos XII ReflejArte. Creative Cartographies - We Are Creators of Literature, Emotions and Creativity, El Gran Buk*. Madrid · Get-together of coordinators responsible for implementing the programme at the local level. Centro Botín · Fold-out brochure for the exhibition *Somos Creativos XII ReflejArte. Creative Cartographies*





We Are Creators  
of Literature,  
Emotions and  
Creativity. *El Gran  
Buk*. Madrid

In 2018, the Fundación Botín continued its commitment to improving educational quality by contributing to the emotional, social and creative development of children and teenagers. To this end, the foundation has been working for more than fifteen years now on an educational plan for teachers and involving families in a range of activities to favour the personal growth of happy, independent, socially engaged students with the skills to contribute to the betterment of society.

## RESPONSIBLE EDUCATION PROGRAMME

The foundation continues to expand its Responsible Education programme, identifying potential partners in Latin America with whom to extend the programme to a greater number of centres. For example, Plan Ceibal in Uruguay – a public-sector project to support the government's educational policies with cutting-edge technology – has now joined the programme, with five new education centres serving a total of twenty-two schools.

In Spain, the Autonomous Community of Aragon is participating in the programme through a pilot scheme in four schools run by a teaching team from the University of Zaragoza's Faculty of Social and Human

Sciences in Teruel and coordinated by two schools inspectors. As a result, the Responsible Education Network now has a total of 301 education centres.

The degree of satisfaction reported by the teachers implementing the programme is 8 out of 10, with 87% of teachers considering that the emotional, social and creative skills of their students have improved. At the same time, 88% of head teachers consider that both teachers and students have benefitted from the Responsible Education programme in a number of ways.

In addition, in 2018, the programme ran 96 training seminars for teachers, of which 40 were held in Cantabria and 56 in Madrid. Specific complementary training was offered in the graduate centres, with sessions on 'More Humour in the Classroom', 'Creative Writing', 'Sound Riddles' and 'Mindfulness for Teachers'. The programme also organised encounters for graduate centres with experts such as Roser Batlle, a specialist in in-service training, in which more than 350 teachers took part.

In the month of March, the Centro Botín hosted the third annual get-together of coordinators in charge of implementing the pro-

gramme at the local level – a forum for sharing initiatives and good practices. In parallel, a meeting of more than forty professional trainers from the Network of Responsible Education Centres brought together focused on providing the programme with more in-depth contents.

The 2017/2018 iteration of *ReflejArte* was inspired by the work of the artist Julie Mehretu, whose exhibition *A Universal History of Everything and Nothing* was on show at the Centro Botín. The conclusion of the workshop coincided with the presentation of the twelfth annual *Somos Creativos/We Are Creators*, in which more than 5,200 students took part in an exhibition entitled *Creative Cartographies*.

### Some outstanding figures for the year

Other significant figures for the year include the total of 3,165 school students in Cantabria who attended our series of educational concerts; the more than 500 people who enjoyed the Coro de las Emociones choir at the Fundación Botín's headquarters in Santander and Madrid; the 3,400 five-year-olds who visited the Wizard of the Word thanks to the LEE resource, and the 350 families who attended the Literature, Emotions and Creativity presentations by the shortlisted schools in *El Gran Buk*.

## RESULTS OF THE PSYCHOLOGICAL EVALUATION OF THE ER RESPONSIBLE EDUCATION PROGRAMME

June 2018 saw the presentation of the third annual Report of the Psychological Evaluation Plan of the Responsible Education Programme, documenting the evaluation of the programme's effectiveness in stimulating emotional intelligence, social skills and creativity in the classroom and the process of improvement of emotional, social and creative capabilities. This rigorous external assessment, carried out by Raquel Palomera, María Ángeles Melero and Elena Briones of



the University of Cantabria, found that the Fundación Botín's Responsible Education programme had a positive impact on 27% of the socio-emotional skills evaluated.

It is worth noting that the presentation of the Report was attended by Andreas Schleicher, Division Head and coordinator of the OECD's PISA and INES programmes.

The results of the evaluation bear witness to the positive impact of the programme on socio-emotional skills: the decrease in aggressive behaviour in the classroom (-23%), the improvement in the handling of stressful situations (+20%), the development of creativity (+15%), improved impulse control (+3%), the positive change in mood (+6%) and an increase in emotional intelligence. All these changes contribute to harmonious coexistence in the classroom and confirm the importance of the teaching staff in the success of the programme and the positive results obtained.

## PARTICIPATION IN THE OECD EDUCATION 2030 PROJECT

Thanks to all this, in 2018 our Responsible Education programme was included in the work groups participating in the *Future of Education and Skills 2030* project of the Organization for Economic Cooperation and Development (OECD). This was a significant milestone, and resulted in the Fundación Botín's education team taking part in the 8<sup>th</sup> Informal Working Group Meeting of the 2030 project in Paris in October last year.



Presentation of results of the psychological evaluation of the Responsible Education Programme



# STRENGTHENING THE INSTITUTIONAL FABRIC

- SPIRIT OF SOLIDARITY
- STRENGTHENING THE CIVIL SERVICE IN LATIN AMERICA

- SUPPORT FOR THE TERTIARY SECTOR IN CANTABRIA



## IN FIGURES

**168**

ideas presented to the *Spirit of Solidarity Challenge*

**475**

universities in Latin American 18 countries have participated in the candidature of the Strengthening the Civil Service in Latin America programme

**290**

social organizations are members of the Spirit of Solidarity Network

**22**

social organizations in Cantabria have received grants from the Fundación Botín





## IN THE FIRST PERSON

'My time in the programme has been a unique experience and has enabled me to strengthen my service vocation as a public functionary on the basis of the principles of integrity, proactivity and innovation. Furthermore, during those weeks with the programme I trained with excellent speakers and teachers, remove ... shared what? something missing ... and, above all, I had a really moving experience.'

SANTIAGO ACOSTA RAJBE, VENEZUELA, 9<sup>TH</sup> ANNUAL PROGRAMME FOR THE STRENGTHENING OF THE CIVIL SERVICE IN LATIN AMERICA



Meeting of students of the Programme for Strengthening the Civil Service in Latin America and the Chair of the foundation, Javier Botín · Winning projects of the *Spirit of Solidarity Challenge* · Spirit of Solidarity launch meeting · Spirit of Solidarity work session in the foundation's Madrid headquarters · Students of the Programme for Strengthening the Civil Service in Latin America visit the Centro Botín with the Chair of the foundation





Meeting of the Spirit of Solidarity programme at the headquarters in Madrid

From this area we work to strengthen civil institutions, which we regard as fundamental for the generation of economic and social development, and to achieve this we have developed two programmes: one aimed at Spanish social institutions and the other at public institutions in Latin America. At the same time we also support social organizations in Cantabria that work with especially vulnerable sections of the population, with a view to multiplying the resources available to these initiatives and improving efficiency in order to strengthen the social fabric of our country.

### **SPIRIT OF SOLIDARITY**

The purpose of the Spirit of Solidarity programme is to strengthen the tertiary sector in Spain. To this end, it continually works to improve its internal management processes, with top-level professional support to optimize such key areas as consulting and strategic advice, staff training, leadership skills and managing work teams.

In addition, for the first time since its implementation, in 2018 the programme offered candidates the opportunity to carry out self-diagnosis of the level of maturity of key

departments in their organizations, which was met with a very positive response.

- In 2018, the ninth year of the programme, 413 projects were presented.
- 12 new social organizations joined the Spirit of Solidarity Network in 2018, in order to improve aspects of their internal functioning (management, financing, marketing, digital transformation, etc) with professional input.
- The Spirit of Solidarity Network is made up of the 290 organizations that have benefitted from the programme in these nine years, and continue to benefit from training and support services.

### **5<sup>th</sup> Spirit of Solidarity Challenge**

In addition, the fifth annual *Spirit of Solidarity Challenge* – open to social organizations seeking to help meet the challenges facing society today – focused on ideas and initiatives to promote the protection of the environment, improving the quality of life and employment prospects of vulnerable groups. In 2018, 168 ideas were presented and three projects were selected as prize-winners.

## ENTITIES SELECTED IN THE NINTH ANNUAL SPIRIT OF SOLIDARITY PROGRAMME



The **Spanish Association of Social and Solidary Economy Recovery** is dedicated to the reduction, reuse and recycling of waste and to social transformation and the socio-occupational integration of people at risk of social exclusion.



**Sponsor an olive tree** is a project of social and environmental entrepreneurship and sustainable rural development which uses ICT and the involvement of society to recover 100,000 abandoned hundred-year-old olive trees as a basis for sustainable rural development, creating quality employment for people at risk of social exclusion and helping protect the environment.



The **Cantabrian Association of Parents of Children with Autism Spectrum Syndrome and other Generalized Developmental Disorders** is an entity which seeks to promote the full integration of people with autism in Cantabria by means of actions in key areas relevant to their potential development: education, health, family, society, employment and so on.



The **Augustinian Recollects International Solidarity Network** dedicates its energies towards peace and social justice, eradicating poverty and promoting equality and human rights, from the charisma of the Order of Augustinian Recollects and a cooperative, interdisciplinary and intercultural model of work.



The mission of the **Association for Deaf People of Navarra** is to promote equal opportunities for deaf people and their families through a range of specific actions and programmes.



The **Achalay Association** engages in projects and actions in favour of groups at risk of social exclusion, such as children, women, disadvantaged families and people with disabilities, both in Spain and in other parts of the world.



The **Grow with a Future Foundation** works to ensure the access of all children in situations of abandonment, poverty or risk of social exclusion to their rights under equal conditions and the chance to improve their living conditions. The collaborating families offer these children a chance to experience a supportive environment and positive family relations.



KUBUKA

The **Kubuka More for Them Foundation** contributes to sustainable development in Kenya and Zambia, focusing on entrepreneurship and education as a driver of change and supporting projects that emerge from and continue thanks to the effort and empowerment of the communities it works with.



The **Dacer Foundation** seeks to improve the quality of life and life expectancy of people with brain damage by supporting early intensive neural rehabilitation. Brain damage (stroke, TBI, PC, brain tumour) is the leading cause of severe disability in the developed world.



Fair Saturday

The **Fair Saturday Foundation** is active in the promotion of art and culture as positive elements of social transformation.



The **Accessible Universe Foundation** seeks to improve the quality of life of people with disabilities through entry to work, personal autonomy and independent living. A good example of this is the Universo Santi project, the first restaurant in the world staffed by people with functional diversity.



The **Mums in Action** association was launched in response to the social need to attend to children who have no parents (orphans) or are not living with them (in the care of the social services) at especially traumatic times, such as when they are hospitalized.





Students of the Programme for Strengthening the Civil Service in Latin America visit the Centro Botín

## STRENGTHENING THE CIVIL SERVICE IN LATIN AMERICA

The purpose of the programme is to create a network of civil servants in Latin America to contribute to their countries' development. This pioneering initiative is centred on an intensive eight-week residential course in Spain and Brazil.

During their stay in Spain the students complete a section of St. James pilgrimage route, take part in *outdoor training* in the Nansa Valley and attend seminars at the University of Salamanca's Ibero-American Institute. They also meet a number of prominent personalities and visit such institutions as the Moncloa Palace, the Congress of Deputies, the Senate and the Bank of Spain. They then travel to Rio de Janeiro to continue their training at the Getulio Vargas Foundation, where they benefit from the input of outstanding public speakers and top civil servants, as well as visits to different entities and administrations.

- In 2018, 32 young people were selected from among 5,300 candidates from 475 universities in 18 Latin American countries.
- The participants of the nine iterations of the programme maintain regular contact to share information, opportunities and projects, and there are now 326 members in this consolidated network, which provides the Latin American civil service with a meeting place and a space for debate.

In the nine years of the programme the participants have made more than 120 visits to major companies and public institutions, with the active participation of former Latin American presidents Andrés Pastrana and Álvaro Uribe (Colombia), Vicente Fox and Felipe Calderón (Mexico) and Ricardo Lagos (Chile), and over 300 professors, ministers, deans and chairs of foundations.



## SUPPORT FOR THE TERTIARY SECTOR IN CANTABRIA

Since its creation, and at the express wish of its founders, the Fundación Botín has implemented a Programme of Support for the Tertiary Sector in Cantabria in collaboration with institutions with extensive experience of working directly with those collectives in most need of support.

### Aid for social integration

The Fundación Botín maintains its collaboration with Cáritas Diocesana de Santander, the Economic Kitchen of the Daughters of Charity, the Banco de Alimentos food bank association, the Asociación Cantabra de Lucha contra el Paro unemployment association and its Brumas youth workshops, Cantabria Acoge, the missionary workers of the Sacred Heart of Jesus, the Bishopric of Santander, the Asilo San Cándido foundation, the Nuns of Saint Clare of Villafrechos y Astudillo, the Sautuola social, cultural and

sports association and the Cantabrian federation of neighbourhood associations.

### Care for the sick and for people with disabilities

The Amica family reconciliation and child development centre again received the support of the Fundación Botín in 2018, as did the Obra San Martín foundation, the Nueva Vida avangelical association, the CESCAN Cantabria solidarity centre foundation's Man project and the Down Syndrome foundation of Cantabria.



Fundación  
Obra San  
Martín

# SCIENCE

- TECHNOLOGY TRANSFER PROGRAMME
- MIND THE GAP



## IN FIGURES

**€600,000**

of direct investment  
by the *Mind the Gap*  
programme in *start-ups*

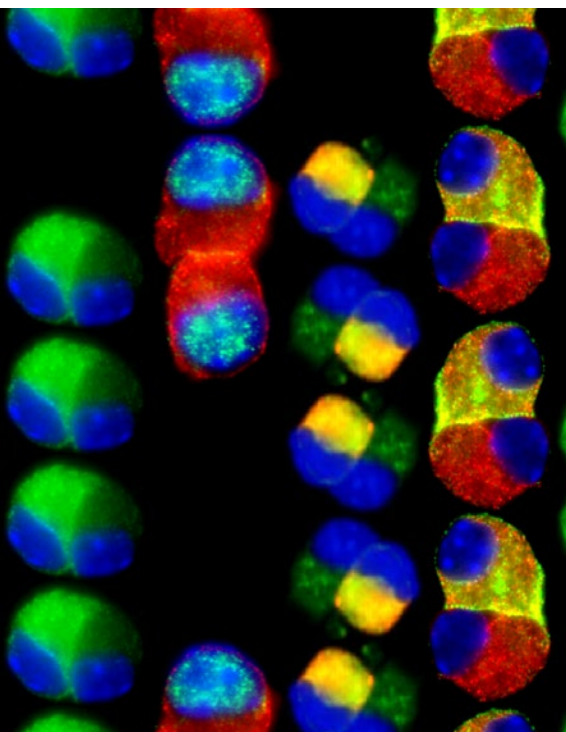
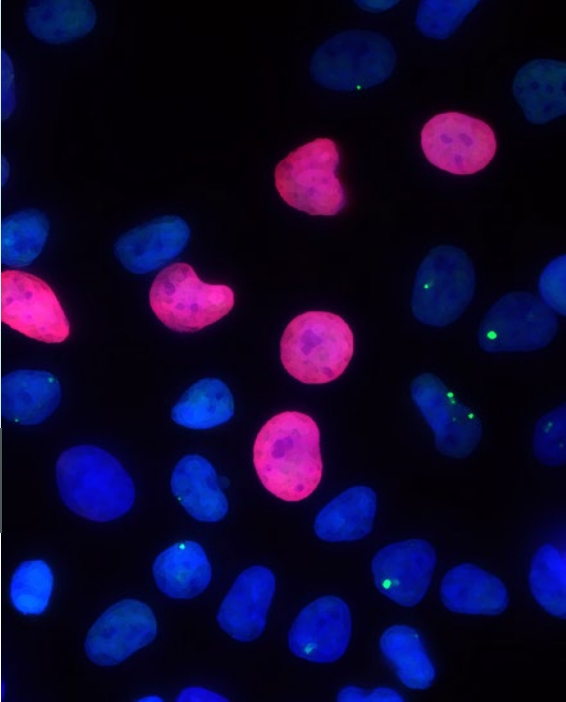
**€1,200,000**

additional private  
investment mobilized  
for *Mind the Gap*  
businesses

**2**

new  
*start-ups*  
created

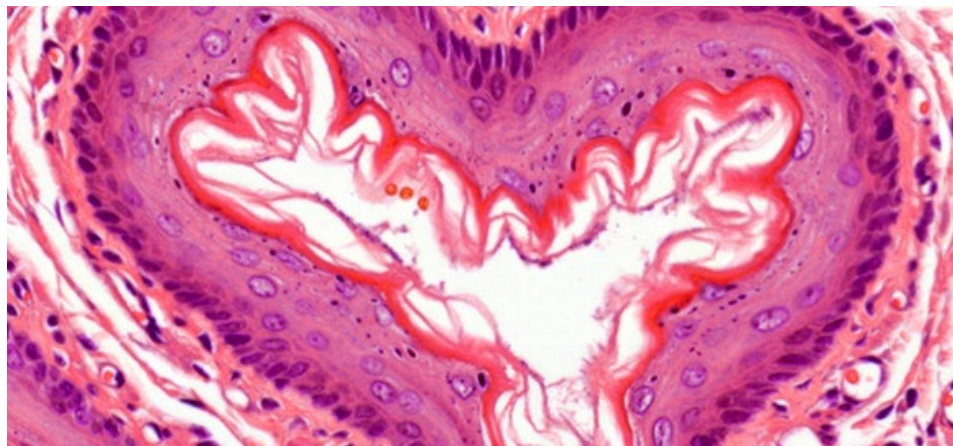




## IN THE FIRST PERSON

'Working shoulder to shoulder with the Fundación Botín's technology transfer team is vital when it comes to identifying business opportunities for the CNIO's technologies and maximising the potential of the scientific and innovation teams. Thanks to a close relationship of many years standing, the CNIO has been able to establish licenses for new drug development programmes and identify international partners for a new gene therapy which we hope will bear fruit in the next few years.'

**DRA. CAROLINA POLA**, DIRECTOR OF INTERNATIONAL RELATIONS AT THE CNIO NATIONAL ONCOLOGY RESEARCH CENTRE



Contact lens image supplied by HG Beyond, S.L. • Tumour-damaged cells (in red) treated with ATR inhibitors • Contact lens image supplied by HG Beyond, S.L. • Division of neural stem cells • Histological staining of sections of mouse oesophagus



Laboratory of  
the IRB Institute  
for Research in  
Biomedicine,  
Barcelona

With its strong commitment to science since 2005, the Fundación Botín aims to ensure that society benefits in full from the results of Spanish scientific research.

### TECHNOLOGY TRANSFER PROGRAMME

The Fundación Botín provides research institutions and their scientists with resources and professional support to enable their results to be passed on to society, generating socioeconomic development. In the month of December we commenced a collaborative venture with Pompeu Fabra University to improve technology transfer methodologies and disseminate their application in the academic environment.

In the course of the year, six new ideas were evaluated, two patents were applied stemming from research by scientific groups working with the foundation, and three contracts were signed with companies for the development and commercialization of science- and technology-based products.

In 2018, our researchers published 45 articles and received 92 citations from other authors.

In a new initiative, the first *Science, Art and Creativity* symposium organized by the Fundación Botín and Menéndez Pelayo International University was held at the Centro Botín in September. The two-day event, which brought together scientists and artists to explore the similarities between their respective creative processes, met with a very positive reception from the university community and the general public.

### MIND THE GAP

The *Mind the Gap* programme supports biotechnology business projects in their early stages. Set up in 2010, in a pioneering introduction of the impact investing model in Spain, *Mind the Gap* is articulated around a co-financing vehicle, bringing together a group of private investors and the Fundación Botín.

2018 saw the launch of the fourth iteration of *Mind the Gap*, open for the first time to all of the country's science and innovation system. Of the 41 eligible projects presented, it is envisaged that three will be funded, starting in mid 2019.

*Mind the Gap* invested almost €600,000 in start-ups in 2018, amounting to a total of 3.3 million euros since the start of the programme.

March brought the first divestment from the programme, with the sale of the Fundación Botín's share in DREAMgenics S.L., six years after our initial investment. As a result we have been able to recover the start-up capital and reinvest it back into the programme.

In 2018 the six *Mind the Gap* companies, with a combined turnover of €1.3 million, raised €1.2 million in capital and employed 44 people, most of them highly qualified.

## MIND THE GAP COMPANIES

### DIVESTMENT AND REINVESTMENT

#### **DREAMGENICS, S.L.**

A company dedicated to the development and commercialization of bioinformatics products and services for the practical application of knowledge of the human genome to medical diagnosis and basic and pre-clinical research.

**RESEARCHER:** CARLOS LÓPEZ-OTÍN, UNIVERSITY OF OVIEDO

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#### **LIFE LENGTH, S.L.**

A firm dedicated to the measurement of telomeres – chromosomal structures whose length is an indicator of cellular aging, used as a biomarker in establishing biological age, the early detection of chronic diseases and risk stratification.

**RESEARCHER:** MARÍA BLASCO, CNIO NATIONAL ONCOLOGY RESEARCH CENTRE

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#### **TEXTIA INNOVATIVE SOLUTIONS, S.L.**

The firm works with Varstiff® technology, a patented textile whose flexibility can be modified by adjusting its internal pressure, with properties vital to the development of innovative products in various sectors.

**MAIN RESEARCHER:** JAN VENEMAN, TECNALIA RESEARCH & INNOVATION

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#### **HG BEYOND MATERIALS SCIENCE S.L.**

Created for the commercial exploitation of an innovative technology for manufacturing hydrogels capable of the controlled release of molecules. The first applications will be in the development of contact lenses loaded with emollient and/or therapeutic substances.

**RESEARCHERS:** CARMEN ÁLVAREZ AND ÁNGEL CONCHEIRO, UNIVERSITY OF SANTIAGO DE COMPOSTELA

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#### **NOSTRUM BIODISCOVERY, S.L.**

The firm works with companies involved in creating medicines and molecules of biotechnological interest, helping to reduce costs, times and risks in the initial development of new pharmaceuticals and increasing the reliability of research by means of supercomputing.

**MAIN RESEARCHERS:** MODESTO OROZCO AND VÍCTOR GUALLAR - BARCELONA INSTITUTE FOR RESEARCH IN BIOMEDICINE, BARCELONA SUPERCOMPUTING CENTRE, UNIVERSITY OF BARCELONA AND THE CATALAN INSTITUTION FOR RESEARCH AND ADVANCED STUDIES

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#### **INNITIUS (ULTRASOUND INNOVATION MEDTECH, S.L.)**

Dedicated to the development of in vivo diagnostic technologies based on the use of torsional ultrasound, the firm currently develops the Fine Birth resource for the effective early diagnosis of pathologies associated with childbirth: premature birth and induction of childbirth.

**RESEARCHERS:** DRS. GUILLERMO RUS AND FRANCISCA MOLINA, UNIVERSITY OF GRANADA / ANDALUSIAN HEALTH SERVICE

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#### **EPIDISEASE, S.L.**

The company focuses on epigenetics-based diagnostic techniques. In addition to offering epigenetic analysis services, it is developing *ScoliPro*®, a new molecular test to allow the diagnosis of idiopathic scoliosis in adolescents (EIA) with a high degree of sensitivity and specificity, and to determine the particular follow-up and treatment of these patients.

**RESEARCHER:** DR. JOSÉ LUIS GARCÍA JIMÉNEZ – CIBER NETWORK BIOMEDICAL RESEARCH CENTRE

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### INVESTMENT

### NEW INVESTMENTS



# RURAL DEVELOPMENT

- INSTITUTIONAL COOPERATION
- ECONOMIC DEVELOPMENT

- DYNAMIC SOCIAL REVITALIZATION



## IN FIGURES

**41**

active business initiatives linked to *Nansaemprende*

**337,156**

kg of meat marketed

**118**

people took part in the Entrepreneur Support Programme training plan

**1,300**

people have been involved in dynamic social revitalization activities in the rural environment

The Rural Development, Heritage and Territory Programme in the Nansa Valley and Peñarrubia consists in implementing a model of territorial, economic and social management in rural areas, promoting the interaction of the various public and private actors to reverse the negative trend in rural dynamics – a strategy whose first fruits we are already harvesting, given that the Valley itself, together with the Fundación Botín, is carrying on the work first begun fifteen years ago.

### Hispania Nostra Award

In addition, in January, Queen Sofía presented the Fundación Botín with an award from the Hispania Nostra association for defence of heritage, in recognition of the work done by the programme Heritage and Territory in the Nansa Valley and Peñarrubia.

## EXTENSION OF THE PROGRAMME TO VALDERREDIBLE

In line with the aim of making the programme a replicable initiative, the Valderredible Revitalization Plan was launched in November.

Since then, the Fundación Botín has been working with the Government of Cantabria and the local council in Valderredible to implement the model in the municipality, one of the largest and least populated in the region, with the aim of curbing depopulation and stimulating sustainable economic development. and as a consequence maximizing both its abundant cultural and natural resources.

## ECONOMIC DEVELOPMENT

### Entrepreneurship Development Programme

A total of 118 people took part in the Entrepreneur Support Programme's 2018 Training Plan. Of particular interest was the *Networking* session with the Chamber of Commerce of Cantabria, which has gone on to establish commercial links among 61 participants.



Trip to Budapest.

Previous page: institutional visit to the Nansa Valley

### Project to Promote Stockfarming

Also in 2018, under the auspices of the Project to Promote Stockfarming, cattle livestock reached a total of 1,446, amounting to half of all animals covered by the Carne de Cantabria geographical indication, and is a leading project for certified meat production. In addition, a further eighteen farmers joined AFTECA, a farmer's association which coordinates inspections and animal livestock.

## DYNAMIC SOCIAL REVITALIZATION

In July 2018 we celebrated ten years of working towards the social revitalization of the rural environment. We are continuing to develop the programme of extracurricular activities at Rionansa school, while at the same time consolidating two activities of special importance for the people of the Alto Nansa area: the Reading Club and the Memory Workshops. In addition, the European Heritage Days were celebrated in the Nansa Valley and Peñarrubia for the fifth consecutive year, with a high level of participation.

## IN THE FIRST PERSON

'Cantabria faces the challenge of enhancing awareness of its rich heritage, with a great wealth of towers, castles and other historic constructions. To this end, initiatives such as the European Heritage Days organized by the Fundación Botín in the Nansa Valley help raise awareness of our whole heritage, with splendid results. I consider the fact they have been celebrated these last years both important and interesting, and I regard its continuity over time as essential.'

MANUEL FERNÁNDEZ COSÍO  
OWNER OF TORRE OBESO



# WATER OBSERVATORY



## IN FIGURES

4

international seminars

3

PhD theses

2

guided walks to promote public awareness of urban rivers

30

projects entered for the 5<sup>th</sup> annual Young Talent for Sustainable Water Management Awards



The Fundación Botín Water Observatory is an interdisciplinary *think tank* which aims to contribute to present and emerging debates on water management, both in Spain and in the rest of the world.

This ideas lab, created in 2008, specializes in the analysis of the ownership and integrated management of water resources. It also works to promote and improve water policy, and to foster a transfer of knowledge to society to help ensure environmental sustainability in the medium term.

### PROMOTING AND IMPROVING WATER POLICIES

The Fundación Botín's Water Observatory has three clear objectives:

- To promote the sustainability parameters of the UN's Sustainable Development Goals (water / carbon footprint) in consumer goods and consumer behaviour.
- To contribute to the improvement of the state of Spain's rivers.
- To improve the skill set of water professionals and the environmental awareness of citizens.

### AWARENESS AND RECOGNITION ACTIVITIES

During 2018, two guided walks were organized to increase public awareness of urban rivers and four international seminars were held, at which issues such as drought management in Spain and water treatment were addressed.

In addition, more than thirty proposals were entered for the Young Talent for Sustainable Water Management Awards. The winners in the fifth annual competition were Héctor Monclús Sales for his project 'DrinkIA'; Dustin Garrick, Sonia Hoque, Jane Zhao, Paul Ekwar, Jacob Katuva and Ciff Nyaga for their mobile application 'Water Tracking App', and Andrés Díez Herrero for an educational programme for children.

Finally, the Observatory also has links to three doctoral theses are currently in progress on the subject: Antonio Bolinches is studying the impact of treated urban wastewater discharge; Gabriel Mezger is working on the implementation of ecological water-courses in Spain; and Alejandro de Blas is investigating the water footprint of food waste and the implications of Spanish households' increasing abandonment of the Mediterranean diet.



Winners of the Young Talent for Sustainable Water Management Awards

Previous page: A lecture in the Madrid headquarters

### IN THE FIRST PERSON

'The Prize for Sustainable Water Management Award has been a real infusion of new energy for our team. We go on now with even greater enthusiasm and determination in the mapping of informal water sales in Kenya, which is crucial to identifying the most vulnerable communities. For our Kenyan colleagues this award marks a change in their professional careers and an important recognition of all their efforts to improve their community despite the lack of resources and local capacity.'

DR. DUSTIN GARRICK, UNIVERSITY OF OXFORD



# COLLABORATIONS



## IN FIGURES

**14**

institutions received support from the Fundación Botín in 2018

**4,000**

teachers took part in the Princesa de Girona Foundation's Educate Entrepreneurial Talent programme

**500**

cultural activities were organized in Santander thanks to the support of the Santander Creative Foundation



In addition to the programmes it manages directly, the Fundación Botín also works closely with other institutions and foundations with shared strategies and objectives. These collaborative ventures make it possible to multiply the results of the foundation's initiatives and improve the efficiency of its resources, and in so doing to strengthen the social fabric of our country.

In 2018 the Fundación Botín continued to support the Santander Creativa Foundation in more than fifty projects, on which more than 200 cultural professionals were engaged in generating over 500 cultural activities. In addition, the Princesa de Girona Foundation continued to implement its Educate Entrepreneurial Talent programme, which aims to raise awareness, encourage and provide entrepreneurial guidance to young people.

In addition, the Fundación Botín supported the Isaac Albéniz Foundation, the Ateneo de Santander, Empieza por Educar, the Plaza Porticada Association, the Salceda and Cotillos Neighbourhood Council, the Santander International Festival, the Civism Association, the Renzo Piano Foundation, the Advanced Leadership Foundation, the Real Golf de Pedreña, the project to excavate, restore and enhance the funerary temple of Pharaoh Thutmose II in Luxor, and the Prado Museum.



A Santander Creativa activity

Previous page:  
The 19th Paloma O'Shea International Piano Competition

## IN THE FIRST PERSON

'The collaboration between the Fundación Botín and the Santander Creativa Foundation made it possible to carry out fifty different projects in 2018. All these initiatives have been designed by the cultural fabric of the city and have generated some five hundred different activities in which creative talents from other regions and countries have also taken part.'

MARCOS DíEZ, DIRECTOR OF SANTANDER CREATIVA



