A photograph of the Guggenheim Museum Bilbao at night. The building's facade is covered in highly reflective, metallic panels that catch the light, creating a shimmering effect. The architecture is characterized by its organic, curved forms. In the foreground, several water fountains are illuminated from below, casting a bright glow. The sky is a deep, clear blue, and the overall scene is a blend of modern architecture and natural elements.

CORPORATE SOCIAL  
RESPONSIBILITY REPORT

GUGGENHEIM BILBAO

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# 1.

## BACKGROUND AND OBJECTIVES

More than two decades after its inauguration in October 1997, the Guggenheim Museum Bilbao is a reality that has exceeded the most ambitious expectations on both the artistic and cultural level and has made an extraordinary contribution to the urban, economic, and social regeneration of the city of Bilbao and its immediate surroundings.

As an essential part of its activities and conduct, on a daily basis the Museum demonstrates its commitment to the different interest groups with which it maintains relations (staff, visitors, society, the artistic community, the environment, Trustees, etc.), striving to meet their needs. This commitment has been apparent in the set of initiatives that the Museum has developed since the beginning around corporate social responsibility (CSR), initiatives that have had a large social, economic, and environmental impact.

On the occasion of its 20th Anniversary and as a part of its Strategic Plan 2018–2020, the Museum decided to draw up a report to structure and describe the actions, projects, and programs that it is carrying out around corporate social responsibility, with the following goals in mind:

- To document the initiatives and actions that make up the Guggenheim Museum Bilbao's corporate social responsibility strategy in the context of the institution's transparency policy.
- To structure and highlight the commitments that the Museum is making to the main interest groups with which it maintains relations.
- To set a document as a starting point to strengthen the Museum's future corporate social responsibility strategy.

Following an introductory chapter, the report below contains a description of the Museum's main initiatives in terms of CSR, structured into six sections:

- Commitment to our human team
- Responsibility to visitors
- Contribution to social integration and inclusion
- Commitment to Bilbao, Biscay and the Basque Country
- Commitment to art
- Environmental responsibility



## 2.

### THE GUGGENHEIM MUSEUM BILBAO AND CORPORATE SOCIAL RESPONSIBILITY

**The Guggenheim Museum Bilbao's Mission and Values demonstrate its commitment and vocation to operate from the angle of corporate social responsibility. To do so, since the beginning, the Museum has developed various initiatives and projects directed at meeting the needs of its different interest groups, going beyond established legal requirements. Consequently, corporate social responsibility is an essential framework for the Museum's activities which is manifest in its permanent commitment to the values that it promotes.**

The Mission of the Guggenheim Museum Bilbao, is defined as: *"To collect, preserve, and research modern and contemporary art, and to present it from multiple perspectives within the context of the History of Art, addressing a broad, diverse audience, so as to contribute to the knowledge and enjoyment of art and the values that it represents, within a unique architectural landmark, as an essential part of the Guggenheim network, and a symbol of the vitality of the Basque Country."* As a model institution, the Museum carries out its Mission through its Values.

Therefore, the institution's Mission clearly presents its responsibility to establish a significant cultural wealth, conserve it, and offer it to the public, investigate and extract meaning from it and put it in the hands of society from a didactic, diverse, and plural point of view. As a result, emphasis is placed on the Museum's vocation of bringing culture closer to society and contributing to the artistic education of the public. By doing so, its aim is to promote values related to culture and tolerance and to serve as a revitalizing agent for its immediate socioeconomic context.

The Values that form a part of the Guggenheim Bilbao's identity also demonstrate its commitment to different interest groups. Respect for art and integration with the artistic community, didactic orientation, commitment to society, trust in people and the promotion of equal opportunities for people whose diversity constitutes an essential and poignant value in the Museum's day-to-day operations are all a reflection of its socially responsible nature.

## THE VALUES OF THE GUGGENHEIM MUSEUM BILBAO

### 1. SENSITIVITY AND RESPECT FOR ART:

*We work with artistic sensitivity, and respect for the work of art governs our actions*

### 2. INTEGRATION WITH THE ART COMMUNITY:

*We contribute to the enrichment of the artistic and cultural activity of the Basque Country in the context of the cultural strategies of its Institutions*

### 3. COMMITMENT TO QUALITY:

*The success of the Museum involves managerial excellence; this demands quality work*

### 4. CUSTOMER ORIENTATION::

*Satisfied customers are our only guarantee of the future. Thus our priority is to gear our work towards satisfying our clients in all their diversity*

### 5. EDUCATIONAL ORIENTATION:

*Our primary commitment is to make it easier for the public to get closer to culture, and in particular modern and contemporary art*

### 6. ECONOMIC ORIENTATION:

*Resource management is optimized in our work to ensure the highest possible degree of self-financing for the Museum*

### 7. INTEGRATION AND COOPERATION WITH THE GUGGENHEIM MUSEUMS:

*We foster and promote individual and organizational integration with the objectives, culture, and identity of the Solomon R. Guggenheim Foundation*

### 8. COMMITMENT TO SOCIETY:

*The Museum seeks to serve a symbol of the vitality of the Basque Country and to promote ethical conduct through art*

### 9. CONFIDENCE IN OUR STAFF:

*We encourage participatory work based on honesty, trust, integrity, and responsibility, and foster the values of freedom and respect for the individuals*

### 10. FAMILY-FRIENDLY ORGANIZATION COMMITTED TO RESPECTING DIVERSITY AND EQUAL OPPORTUNITY:

*The Guggenheim Museum Bilbao makes every effort to act in an ethical, socially-responsible, and to promote respect for diversity and equal opportunity, with the goal of facilitating a healthy work-life balance for employees from a gender-conscious perspective*

**Furthermore, the Museum has explicitly demonstrated its will to carry out its Mission in accordance with international corporate social responsibility standards, focusing its activities on seeking benefits for society.**

In this sense, the Museum demonstrates its will and commitment to work towards a positive impact in terms of its social, work, and environmental surroundings as well as human rights, going beyond established legal requirements and the nature of its operations.

## INTERNATIONAL CSR FRAMEWORK

### CORPORATE SOCIAL RESPONSIBILITY ACCORDING TO THE EUROPEAN UNION:

*“The set of both national and international legal and ethical obligations and commitments to interest groups that are derived from the impacts of the existence, activity, and operation that organizations produce in social, work, environmental, and human rights terms.”*

### SUSTAINABLE DEVELOPMENT ACCORDING TO THE GRI (GLOBAL REPORTING INITIATIVE):

*“To meet the needs of the present without compromising the ability of future generations to meet their own needs.”*

**Under these premises, for the Guggenheim Museum Bilbao, Corporate Social Responsibility has turned into an essential framework for its activities and way of acting that is manifest in its daily and permanent commitment to the values that it promotes as well as in its relationship with the interest groups associated**

**with it:** respect for and commitment to people; responsibility to visitors and people at risk of social exclusion or socially vulnerable; relations with the society of Bilbao, Biscay, and the Basque Country; commitment to art and the artistic community and respect for the environment, among others.

## VISITORS



The Museum strives for excellence in its **attention to visitors** and through the adaptation and personalization of the offering of activities and services **to the needs of the different groups** with which it maintains relations. **Promoting accessibility** and the enjoyment of art for groups with special needs is one of its priority objectives.

In addition, the Museum seeks to establish long-term relations of trust with visitors and has a clear vocation as an educational institution. In this sense, it is acquiring **a responsibility to society** and is looking to promote ethical conduct through art.

## PEOPLE AT RISK OF SOCIAL EXCLUSION



As a part of its vocation to act as **an instrument to spread culture in society** and its desire and commitment to **contribute to the development of social cohesion in the region**, the Museum offers a series of programs directed at specific groups with integration difficulties or at risk of social exclusion.

## ARTISTIC COMMUNITY



The Museum does not strive to be the center of all artistic activities in the region; rather, it seeks to **constitute a place of invigoration and encounter** that on top of including other cultural institutions also incorporates renowned artists, gallery owners, projects, and initiatives, combining forces to promote the diversity and activity of the surrounding artistic community to the maximum.

## SOCIETY OF BILBAO, BISCAY, AND THE BASQUE COUNTRY



The Museum has been one of the **drivers of transformation and a central pillar in the revitalization of the city of Bilbao**, as a massive wave of visitors has resulted in a larger tourism demand that is contributing to generating wealth and maintaining employment in the region.

Likewise, the Museum has consolidated itself as a **media element** that has been successful in achieving a significant international influence, enabling the Basque Country to join a network at the forefront of innovation.

All of this has been achieved with a management and governance model based on **transparency and ethical behavior**.

## THE ENVIRONMENT



The Guggenheim Museum Bilbao is strongly committed to preserving the environment, which leads it to **operate according to the principles of sustainable development**.

The measures adopted by the Museum are focused on minimizing the environmental impact of its operations and preserving the ecosystem, thus preserving nature conservation and promoting activities oriented around eco-efficiency, in other words, making the best of resources with the least possible impact.

## HUMAN TEAM



Global Staff Management is carried out by offering **equal opportunities** independent of a person's condition, integrating balance into its business strategy in order to offer job quality and stability in a pleasant and stimulating environment and to promote co-responsibility between the employee and the institution, opting for flexible and innovative work methods. **Personal development and the prevention of workplace risks** are also essential pillars in the institution's staff management.

# 2.1

## RESPONSIBILITY TO VISITORS

The Guggenheim Museum Bilbao has become an international benchmark in the world of contemporary art, with a tourist attraction that is becoming more consolidated each year. With approximately one million annual visitors since the opening, the Museum opts for excellence in direct visitor service, which is the Museum's main *raison d'être*, and for the adaptation and personalization of the offering of activities and services to the needs of the different groups with which it maintains relations (children and families, teachers and students, the general public, Members, people with disabilities or special needs, associations, etc.).

In addition, the Guggenheim Museum Bilbao is responsible to society and seeks to act as a symbol of the vitality of the Basque Country, promoting ethical conduct through art. In this sense, the Museum is taking on the commitment to make it easier to bring the public closer to culture, and modern and contemporary art in particular. Its didactic and educational orientation are a fundamental part of the Museum's Mission and the Values governing its actions. In this sense, it promotes and develops educational projects that generate knowledge, bring all publics closer to art, and promote the learning and interpretation of art as well as its modern and contemporary expression.

## A. Long-term Relationships of Trust

### MAIN INITIATIVES

- Individual Members Program
- Corporate Members Program
- Community

Bringing museums closer to their local communities is one of the most important current trends, as it involves strengthening the museums' role as meeting places and spaces for generating knowledge, promoting dialogue with their immediate surroundings. During socially complex times, when numerous questions and viewpoints regarding a single reality come to be, museums have been capable of maintaining high levels of trust among the general public as open institutions that watch over heritage and knowledge that contributes to understanding socially diverse contexts.

In this sense, establishing long-term relationships of trust with different groups of visitors and related collectives is a fundamental goal of the Museum's activities, a factor that has resulted in the creation of a community around art and culture, bringing together a broad and diverse audience. Specifically, since its beginnings, the Museum has possessed a solid network of Corporate, and Individual Members of the Museum who represent its "roots" in its immediate surroundings, in other words, the close relationship with the society to which it owes its strength throughout its existence:

**Individual Members:** The goal of the Individual Members Program is to provide greater social support to the Museum, maximizing the number of Members and their loyalty. Through this program, Members are informed of organized activities, whether open to all publics or exclusively designed for this group.

From the beginning, Individual Members have established themselves as a reference group for the Museum. Their desire to contribute to an international project related to the world of culture requires efforts resulting in a varied, high-quality program, a wealth of complementary activities, services that guarantee the comfort and accessibility of their visits, and a good communication channel that maintains them informed of events that they might enjoy.

The high degree of loyalty of Members and a significant degree of penetration among the local population has led to a participation of approximately 18,000 people, making this a benchmark for Museum loyalty programs and friends' associations.



**Corporate Members:** This program, the goal of which is to obtain the maximum level of corporate contributions as well as sponsorship projects, encompasses corporate participation at the Museum. Open to all types of companies regardless of their size, geographical area, and industry, this program currently contains more than 100 Members that share the values projected by the institution. Through making this commitment, companies and institutions solidify their ties with the world of culture and obtain a valuable tool for their communication strategies and public relations. In return, the Museum achieves sustainable collaboration that allows it to carry out its activities.

This corporate support is particularly relevant taking into account the innovative nature of private participation in museum management. The Program includes different categories of collaboration that are suited to different corporate needs and give access to a series of general benefits (participation in events organized by the Museum, public acknowledgment as a collaborator, possibility of celebrating corporate events in Museum spaces, advantages in accessing the Museum via invitations and free guided tours or the option of using the Museum's image in corporate communication materials).

Both Individual and Corporate Members have come to form a fundamental part and play a crucial role in the new initiative created by the Museum for its 20th Anniversary. **Community** is a new project allowing to establish a dynamic relationship with different publics via a series of advantages and content based on their interests; it also includes a third group consisting of all people from anywhere across the globe who wish to receive information on the Museum's activities (Followers). Specifically, the goal behind creating this new community open to the world is to establish fluid and stable contact with a large audience, freely offering content of value (information on the Museum's artistic and educational programming, access to audiovisual content, preferential access, one-time promotions, etc.).

This new concept of community, which has a significant technological component, is related to the need to build hybrid spaces in which digital technologies are incorporated into visitor experience, looking to arouse the participation of visitors. In this sense, given the dynamism of the art and educational programs, which generate a large amount of content in different formats, the Guggenheim Museum Bilbao is immersed in a profound digital transformation, not only focusing on generating knowledge but also on sharing it.

Ultimately, the services that the Museum offers to its visitors contribute to maximizing the quality of visits, providing added value and resulting in a unique experience with a high level of satisfaction that encourages future visits. Identifying expectations and meeting them as well as going beyond requirements are the best option to achieve a high degree of user satisfaction.



## B.

### Educational Activities for Different Groups

#### MAIN INITIATIVES

- Educational activities for students, and in particular the *Learning Through Art* program
- Services and activities for teachers
- Educational activities for families, in particular *Baby Art* and *Books Alive!*
- Educational activities for the general public and Individual Members, highlighting TopARTE and Didaktika in particular
- Tours for the elderly
- Tours and other activities for universities and training centers

**The Museum's vocation as an educational institution is clear. Consequently, every initiative requires it to question the techniques, materials, and environments involved in an informal, multidisciplinary educational experience that is as interactive as possible, given that Museum education tends to move away from the rigidity of academia when it comes to communicating information.**

In this sense and given that the didactic orientation of the organization is one of its fundamental aspects, education and interpretation efforts are directed at making it easier for the public to move closer to modern and contemporary artistic culture through the interpretation of artistic content and the creation and deployment of educational programs and cultural activities from an interdisciplinary viewpoint directed at diverse publics.



#### LEARNING THROUGH ART PROGRAM

*Learning Through Art* is a significant aspect of all this. It has existed since 1998, developed in collaboration with the Department of Education of the Basque Government and with the sponsorship of BBK.

The primary education school curriculum is strengthened by using art as a learning tool. The artists that teach the program work in close collaboration with the teachers at educational centers (normally schools with some social, economic, or geographic issue) and Museum educators, applying strategies related to the creative process and a variety of artistic techniques in order to provide students with resources to help them explore and understand reality. Establishing a dialogue around art and participating in the creative process allows students to explore subjects in an imaginative and personal way. Artistic disciplines and mediums, such as photography, painting, sculpture, video, or performance, become instruments to discover, explore, and understand reality, with emphasis on the value of individual and collective expression as well as creative freedom. The project finishes with a temporary exhibition at the Museum.

- **Students:** Flexible itineraries/routes through specific exhibitions at the Museum intended for kindergarten, primary and secondary school students, which include games and emotions; commented visits with a participatory approach directed at secondary, high school, professional diploma and university students as well as at adult education groups; self-guided tours (a special free program for teachers who wish to visit on their own acting as the guides for their students, who are also offered downloadable educational materials) and the Summer Campus, an initiative in which the Museum has been a pioneer.
- **Teachers:** Free access to the Museum to familiarize themselves with exhibitions. Orientation sessions and training making it easier for educators to organize itineraries and activities, and Online educational resources (didactic guides on exhibitions and the Permanent Collection that allow them to move closer to art through dialogue and participation).



#### BABY ART

A space of stimuli and games that is groundbreaking in this sector in Spain, and whose goal is to establish interaction between parents and infants up to 36 months, enabling them to work together to explore concepts related to art, such as color, textures, light, and space.

- **Families:** Creative experiences (participatory visits to exhibitions complemented and strengthened by creative experiences or activities for children from 3 to 11 years of age). Family activity guides for temporary exhibitions, *Spider* and *Puppy* workshops for children Museum Members. Summer workshops, introduction to architecture courses for children between 5 and 10 years of age, Christmas activities (puzzle games) or a virtual tour to discover the Museum intended for a younger audience. In addition, two leading initiatives are worth noting:



#### BOOKS ALIVE!

An activity aimed at encouraging a playful approach to art among children through books and stories, in which activities related to narration, reading, and creativity are carried out in English.

- **General public and Museum Members:** Free guided tours on the Museum's Permanent Collection, the architecture, or temporary exhibitions (a benchmark compared to other museums); express visits; experience tours (exclusive guided tours in which explanations of the artistic content of exhibitions are combined with viewing of spaces that are generally closed to the public); workshops and courses on modern and contemporary art and artistic techniques taught by artists and art professionals; creative sessions related to music, fashion, or gastronomy; conferences,

conversations, and roundtables; activities related to the performing arts (concerts, dance, or theater, etc.); external programs mainly directed at socio-cultural associations and foundations; film and video sessions; Shared Reflections Programs aimed at sharing information on the most relevant aspects of temporary exhibitions and the Permanent Collection, given by members of the Curatorial and Education departments of the Museum.

#### In addition:



#### DIDAKTIKA

As a part of the Didaktika project, the Museum designs educational spaces and special activities to complement each exhibition. These areas and activities, which are dedicated to different aspects related to art, artists, or creative processes, provide tools and resources to facilitate the appreciation and understanding of the works displayed.

Zero Espazioa (visitor orientation room): a dynamic and interactive space that was born of the goal of being a meeting point for visitors to the Museum, providing the former with the keys to a unique experience.

- **Visits for the elderly:** In collaboration with the Department of Social Action of the Provincial Council of Biscay, the Museum offers free guided tours for senior citizens associations officially registered. With an average of 40 visitor groups annually, the itinerary, duration of the visit and content are designed taking into account accessibility and the specific features of participants. In addition, BBK retiree clubs are offered the possibility of visiting the Museum accompanied by a guide.

- **Universities and training centers:** The Museum has implemented different initiatives to promote closer relations with universities and training centers, among which the following are noteworthy:

- The organization of tours directed at universities and educational centers.
- Collaboration with the UPV/EHU, Universidad Bocconi of Milano, Deusto Business School and New York University in teaching Master's Degree programs in order to share and make the knowledge generated by the Museum accessible to future art professionals.
- Specific Summer Courses program of the UPV/EHU.

In addition, the Museum collaborates with the Talenta program promoted by bizkaia:talent along with the UPP/BHU, the Universidad de Deusto, and Mondragon Unibertsitatea, the goal of which is to direct the university students with the most potential towards adequate insertion on the job market and professional development, and to support establishing relationships between the student body and the scientific, technological, and business reality of their surroundings.

To obtain the highest learning and a satisfaction, the Museum places particular emphasis on personalizing and adapting the educational programs to different groups, and providing adequate means (e.g. special resources such as video guides or audio guides; written documentation; wheelchairs and preferential access for the disabled, groups with special needs and the elderly; specific activities and services for children and families, such as special menus, workshops, chairs and portable backpacks, etc.).

A specific element that differentiates the Guggenheim Museum Bilbao is that its audio guides, which are a useful educational tool for visitors, are offered for free at the entrance. This system provides information on the building's architecture as well as exhibitions, allowing people to visit the Museum independently. Likewise, audio guides are



#### TopARTE

As a part of its 20th Anniversary, the Museum opened up its spaces to other cultural agents and entities in the Basque Country through the TopARTE program, an initiative encompassing all disciplines, such as music, film, video, dance, performance, theater, or gastronomy. As a result of the success obtained and the high level of participation, the program has been continued and is contributing to strengthening the idea of the Museum as a driving force of society.

also offered in sign language and adapted for people with mental disabilities, as well as with descriptions for the visually impaired.

Considering artistic education not only a mere instrument in training society but also a truly useful tool in constructing and generating knowledge, one of the Museum's fundamental goals is to maintain and consolidate its educational programming as well as to further explore new didactic practices and formats with particular focus on the community and its social values and needs. This will allow

the Museum to strengthen its role as a driver of social change through transformative pedagogical processes with a diversity of educational agents and participants, and to promote relations between the Museum and the community based on a long-term reciprocal commitment to social responsibility.



### SCHOLARSHIP PROGRAM IN NEW YORK

Intended for Basque students that have recently graduated or are studying a postgraduate degree, every year, four people are given the opportunity to complete an internship at the Guggenheim Museum in New York for three months in different departments, including

Curatorial, Development, Conservation, Education, Exhibition Design, Finance, Marketing, Registrar or Photography, among others, complementing their experience with visits to galleries, private collections, auction houses, and other museums in the city.

## C. Accessibility

### MAIN INITIATIVES

- Universal Accessibility Management System according to standard UNE 170.001-2 and compliance with DALCO criteria
- Development of initiatives to constantly improve accessibility for certain groups
- Development of a typhological model of the building
- Development and implementation of a video guide

The Guggenheim Museum Bilbao would like all people to be able to freely take part in culture and art. To do so, it has developed specific initiatives to promote accessibility among certain groups that may be at a disadvantage under certain circumstances (the disabled, the elderly, etc.).



In Europe, a variety of initiatives defend the need to make goods and services accessible. Among them, legislation in the Basque Country, which is very advanced in terms of promoting accessibility (Law 20/1997 of December 4 on the Promotion of Accessibility), establishes that: "Integration and participation in social and community life not only constitute a legitimate aspiration but also a desire of all people in any modern society. Nonetheless, on many occasions, exercising these rights is hindered and even obstructed by the existence of barriers, both in terms of physical aspects and communication, which make it impossible for people to manage normally. Under these circumstances, the accessibility of physical means and communication constitute fundamental elements that make it possible for all citizens to enjoy rights defined as basic."

Conscious of these circumstances, in 2003, the Museum implemented and certified a **Universal Accessibility Management System according to standard UNE 170.001-2**, and it was the first European organization to comply with the **DALCO criteria – Ambulation, Apprehension, Location and Communication**. The Guggenheim Museum Bilbao maintains this management system oriented around user satisfaction and continuous improvement, and carries out objective audits in the goal of:

- Providing an environment that satisfies "DALCO" universal accessibility requirements as well as applicable regulatory requirements both in terms of the constructed environment (galleries, halls, or installations), viewing artwork (exhibition areas and tours to the Museum) and auxiliary services (auditorium, educational spaces, Store, and restaurant/bar services).
- Permanently seeking improvement in the universal accessibility, and by doing so, achieving user satisfaction through the effective application of the system, including continuous improvement processes and the prevention of nonconformities.

The global accessibility system adopted by the Museum complies with the most recent legislation, which broadens the concept of physical accessibility and addresses equal opportunities, nondiscrimination, and universal accessibility for the disabled.

As no two people are alike, the Guggenheim Museum Bilbao makes it possible for every visitor to access its installations in a different way, based on their language, culture, disability (physical, sensory, mental, etc.), education, age, etc. By adapting and personalizing attention and service for different groups, the Museum aims at making it possible for all people to enjoy its spaces and broaden their knowledge on art, achieving a fully satisfying visit and experience.

The analysis and application of this accessibility system has resulted in the implementation of improvements intended at increasing the Museum's accessibility, such as:

- Elimination of architectural barriers
- The automation of doors
- Voice synthesizers in multiple languages in the Museum's elevators
- Replacement of elevator buttons at a suitable and accessible height and signage in braille
- Improvements in bathroom facilities for easier use, incorporating baby changing stations
- Elevator platform to access the proscenium of the Auditorium
- Wheelchairs and seats for the elderly or people with reduced mobility, as well as free entrance for the people accompanying people in wheelchairs
- Written version of audio materials
- Training and awareness sessions for the Museum staff
- Accessibility leaflet
- Services and information in different languages
- Improvement and strengthening of signage
- Museum blueprints in braille
- Guided tours in sign language
- Museum video guides

### Some noteworthy projects and initiatives:



#### COLLABORATION AGREEMENT WITH GORABIDE FOR COGNITIVE ACCESSIBILITY

Since 2014, the Guggenheim Museum Bilbao has maintained a collaboration agreement with Gorabide (a nonprofit organization that aims at providing support for the mentally disabled in Biscay as well as their families and guardians) to work together to eliminate cognitive and accessibility barriers to information at the Museum as well as to create spaces that are more accessible for all types of people.

This collaboration began with the development and implementation of an audio guide adapted to the needs of groups that may experience understanding difficulties. The device provides a simple description of some of the most emblematic works of art of the Museum's Collection, namely Jeff Koons's *Puppy* and Louise Bourgeois's *Maman*, as well as of the building's architecture.

Both organizations collaborate and work daily to bring art closer to people with mental disabilities by carrying out artistic expression workshops and guided tours and promoting the creation of more accessible spaces.



#### DEVELOPMENT OF TOUCH MODELS

In collaboration with ONCE Euskadi, the Guggenheim Museum Bilbao has created touch models of Frank Gehry's building as well as the works of art *Puppy* and *Maman* for visitors that are visually impaired.

The goal of these models is to improve and facilitate access to the Museum's architecture and works of art, and to complete the services that are currently available for this group of people (audio descriptions, braille signage and raised lettering).

Likewise, this initiative contributes to improving the experience of the Museum for this group, promoting a greater level of learning.



#### DEVELOPMENT AND IMPLEMENTATION OF A VIDEO GUIDE

The Museum has been a pioneer in designing and implementing technological tools such as a **video guide**, which is intended for groups that are hearing impaired, allowing these people to access explanations on exhibition content under the same conditions as the remainder of visitors, thus improving the Museum's accessibility for this group.

This innovative initiative was carried out thanks to the collaboration of the Coordinadora Vizcaína de Sordos (COORVISOR) and the technological support of the English firm Acoustiguide, a pioneer in developing audiovisual tools to provide exhibition content to the public of museums across the globe.

The video guide that the Guggenheim Museum Bilbao currently provides to the hearing impaired is viewed via a user-friendly interactive multimedia touchscreen console, giving users access to explanations around the Museum's Permanent Collection and its building in sign language and subtitles.

In addition, the Museum participates in designing activities and visits suitable for special needs groups in collaboration with the following entities: AVIFES Day Centers, Gorabide Day Centers, Grupos ONCE, Osakidetza Mental Health Network, AIDAE Association, FEKOOR, LANTEGI BATUAK, Down Syndrome Foundation, APNABI, Uribe Kosta Association (mental disability), ASASAM, ANFAS, Lurgorri Day Center, Durango Day Hospital, PROSAME MERINDADES, UDALOSTE Residence, ADEMBI,

Zaldibar Hospital, Las Arenas Day Hospital, ASPACE, COCEMFE, Goyeneche Foundation Day Center, ESQUIMA Association, APAJH GIRONDE, MIFAS Group, Zamudio Psychiatric Hospital, Grupo CALIU, Universidad de Navarra, AFEPVI, Centro La Ola.



## D.

### Rates That Are Affordable for All Publics

#### MAIN INITIATIVES

- Symbolic contributions and publication of free Online content
- Discounts for certain groups: students, senior citizens, families, and the unemployed

**In the sake of contributing to bringing society closer to the world of contemporary art and promoting access for broad and diverse audiences, the Museum maintains a policy of admission fees that are affordable for all types of publics as well as permanently works to publish free online content.**

The Museum's admission fees are on average comparable to those of other museum institutions in the country and internationally. In addition, the Museum applies a single entrance fee that allows people to visit the Permanent Collection as well as all exhibitions at no extra cost. This price includes the audio guides available in six languages for free, which offer the possibility of an independent tour with extensive explanations of all showings. To promote repeated visits among art lovers, the Museum Members Program was created with symbolic rates that have been maintained constant for more than a decade, with this program constituting one of the least expensive museum loyalty programs.

In addition, the Museum maintains large discounts for certain categories of people, in particular:

- Students
- Senior citizens
- Families
- Unemployed friends

In addition, on certain occasions throughout the year, such as International Museum Day, White Night and the weekend of its Anniversary, the Museum opens its doors to

citizens for free, offering everybody interested in modern and contemporary art the opportunity to see its exhibitions and Collection without any type of financial barrier.

Likewise, in the goal of diffusing the culture closest to it in collaboration with other museum institutions in our community, the Guggenheim Museum Bilbao maintains agreements that make it easy for Friend groups and visitors in general to visit the Museum of Fine Arts and the Euskal Museoa of Bilbao.

**Below, other initiatives are detailed:**

#### COLLABORATION AGREEMENT WITH THE THREE BASQUE UNIVERSITIES

As a part of its 20th Anniversary, the Guggenheim Museum Bilbao promoted and signed a collaboration agreement with three Basque universities—Euskal Herriko Unibertsitatea/Universidad del País Vasco, Universidad de Deusto, and Mondragon Unibertsitatea—via which the students registered at any of their faculties can become Museum Members by contributing a symbolic amount of 5 euros per year.

The goal of this initiative is to bring students closer to the Museum and to encourage them to participate in activities and to visit its exhibitions, simultaneously contributing to completing the personal and academic training that they receive during their university education.

#### ERDU PROGRAM FOR THE UNEMPLOYED

This program, which started in 2013, is directed at unemployed residents of the European Union and aims at making them participate in and connect to the institution. The Museum, which has received extraordinary support from a large portion of society throughout its existence, currently maintains this solidary measure, which demonstrates awareness of the difficulties affecting the segment of society that finds itself in socially unfavorable circumstances.

## E.

### Digital Transformation

#### MAIN INITIATIVES

- Free digital tools to interact with society (website, apps, ticket sales systems, etc.)
- Incorporation of digital elements into exhibitions

Over the past years, the leadership of museums in artistic, institutional, and exhibition terms has been combined with leadership in the digital. Every day, digital positioning is taking on more importance when it comes to establishing a connection with society in the broad sense and with one's own audiences and closer community in particular. The Guggenheim Museum Bilbao is taking important steps to make progress in the relationship and communication with its visitors and society as a whole, driving for a greater level of interaction. To contribute to this goal, the Museum has decidedly undertaken a digital transformation, favoring the development of tools contributing to:

- Facilitating visits, enriching the Museum experience and at times, improving the experience prior to and subsequent to the visit (access to online content);
- Bringing people closer to the world of contemporary art, promoting its educational and informative commitment;
- Guaranteeing the Museum's sustainability by pushing for an increase in the number of visitors, Individual and Corporate Members, and Followers.

Among the main digital tools that the Museum provides to visitors and society, the following are worth noting:

- *Website* (accessible in four languages), which provides, among other aspects, information on the Museum's activities and services, wait times during high volume periods, available resources, schedules and rates, as well as the ability to purchase tickets online to optimize the time to access the Museum.
- *New ticket purchase systems via downloading QR codes*, which facilitate direct access to the Museum without the need to go to the Admissions desk.
- *Community*: incorporation of downloadable digital content (videos and news) accessible via the website.
- *Digital elements* in specific exhibitions to enrich tours (e.g. virtual reality, webcam, etc.).
- *Presence on iTunes U*: high-quality content available to users (especially teachers and students) that is free and accessible from different devices. With this pedagogical goal in mind, the Museum has created 40 courses with interactive didactic units in Basque and Spanish as well as three collections with compilations of videos on the permanent works and site-specific works of its Collection. In addition, a relationship of collaboration has been established with Apple in such a way that the Museum is maintaining its position and leadership in partnership with one of the most relevant institutions in this sector.
- *Presence on Google Arts & Culture*, thus establishing an alliance that has been materialized in the creation of a site dedicated to the Guggenheim Museum Bilbao on this platform, which includes the following content:

- approximately thirty works from the Museum's holdings with explanatory texts
- A virtual exhibition of the Collection's masterpieces
- Artworks scanned in ultra-high-definition (gigapixel) that allow to view details that would otherwise go unnoticed
- Street View tours of the outside of the Museum, the interior of the building, and terraces that are not accessible to the public
- Additional content with new viewpoints related to the digital transformation and new technologies, with the projection of a modern and up-to-date image of the Museum and with new interpretations that allow to attract a younger public



## 2.2

### CONTRIBUTION TO INTEGRATION AND SOCIAL INCLUSION

The Museum's commitment to society does not stop at the initiatives and services developed within its facilities. In this sense, following its vocation as an instrument for spreading culture within society and its desire and commitment to contribute to the development and social cohesion of the territory, the Museum offers a series of programs directed at specific groups that have difficulties integrating or are at a risk of social exclusion.

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#### MAIN INITIATIVES

- Volunteer program
  - Connect with Art program
  - Heal and Create program
  - Collaboration with the Ortuella and Hogar Izarra Treatment Centers
-

## A. Volunteer Program

One of the main ways that the Guggenheim Museum Bilbao forwards its social responsibility and its mission to bring art and culture closer to diverse publics is the Volunteer Program. Dating back to the Museum's beginnings, this social program is driven by volunteers who provide support at the Museum or collaborate in giving informal talks and workshops at different associations in Biscay.

The Volunteer Program is directed at the Museum Individual Members, who show interest in collaborating and participating in all of the activities that are carried out, always from the angle of the Museum's educational commitment to society. In this program, volunteers cooperate with different Museum departments under different participation formulas based on their availability. Providing orientation and assistance to the people

participating in certain activities, giving general information on the exhibitions, activities, and services offered to visitors and Members and giving talks and introductory workshops on modern and contemporary art are some of the tasks that volunteers carry out in collaboration with the Museum to help to maintain its educational commitment to society.

Specifically, talks and workshops take place from October to June outside of the Museum's facilities, mainly at leisure associations, associations for the elderly, immigrants, people in rehab and at cultural spaces in Biscay. Each program consists of four sessions (three talks and workshops and one visit to the Museum) and takes place in collaboration with volunteers with experience in teaching, social coordination, and/or art. The content of activities is fundamentally related to the Museum's art program and architecture and is designed in collaboration with the people responsible for each group in order to meet their particular needs.



## B. Connect with Art

One of the guidelines that provide the *Connect with Art* program sponsored by BBK is based on the concept of "visits" and offers different methods and knowledge levels adapted to the beneficiaries. Among others, the following social visits are worth noting:

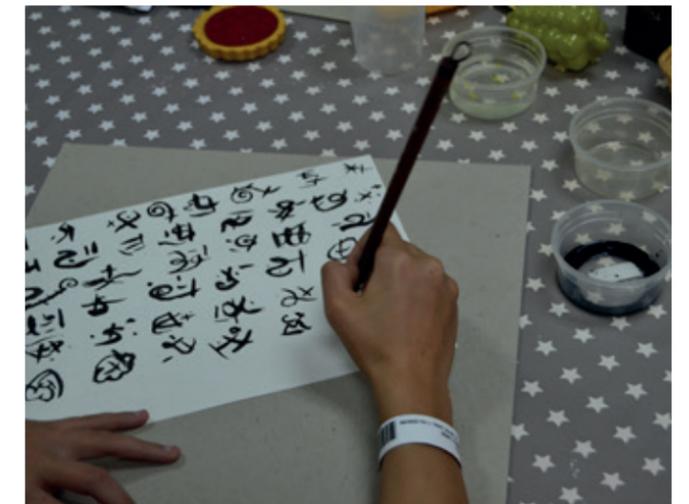
- Visits for disadvantaged groups/groups at risk of social exclusion: Guided tours and occasional workshops that are custom-designed based on the characteristics of participants, the majority of whom are addicts in rehab, immigrants or people with limited financial means.
- Visits for special-needs groups: Guided tours adapted for groups with physical and/or mental disabilities.
- On Mondays, when the Museum closes, touch visits are also offered for the blind or the visually impaired. Likewise, the Museum organizes adapted tours with sign language interpreter guides.



## C. Heal and Create

As a result of the collaboration agreement between the Guggenheim Museum Bilbao and Osakidetza, which is sponsored by BBK, since 2007 the Museum has been programming certain activities for families that normally take place at its facilities to take place at the Cruces and Basurto Hospitals.

Based on the educational experiences of the different institutions, a program of activities is being implemented at the pediatric wards of both hospitals, addressing, among other aspects, the production and understanding of art as a stimulus for learning and as a pedagogical and therapeutic tool. This initiative is designed for children of ages 3 to 16 that are admitted continuously or temporarily, or who have to go to the hospital on a one-time basis.



## D.

### Ortuella and Hogar Izarra Treatment Centers

The Treatment-Education Unit is the result of the collaboration between the Department of Education of the Basque Government and the Basque Health Service (Osakidetza) in the goal of providing intensive and comprehensive care to children and teenagers with severe psychiatric illnesses who have trouble integrating, at a given moment, into the standard school environment and/or the Mental Health Center.

The Museum's art workshops program, which was started in November 2015, is a part of the workshop program that the center normally offers to small groups with common interests, given based on the state of their progress and abilities. A group of students in elementary and high school participate in art workshops, as well as two artists-educators from the Museum, who visit the day center once per week to give hour-and-a-half-long workshops in collaboration with the center's staff. Visiting the Museum is an important aspect of the program, as it provides children and teenagers with a situation of socialization, thus turning contemporary art into an integrative and inclusive element.

This initiative has been expanded to the Hogar Izarra comprehensive mental health treatment center community. It is a center to help adults with severe mental illness who either live there or visit it for a time to support their respective recovery therapies.

## E.

### Collaboration with Fundación Prosegur

Conscious of the difficulties around integrating the disabled, the Guggenheim Museum Bilbao and the Fundación Prosegur are collaborating to develop concrete actions and plans intended at guaranteeing insertion on the job market and the improved employability of the disabled in customer service positions at the Museum, which thus demonstrates its position as a leader in social awareness.

# 2.3

## COMMITMENT TO ART

**The Museum acts as a top-level promoter of contemporary art and innovative and creative proposals in particular, making it possible for visitors to access the works of leading contemporary artists.**

**In addition, in a spirit to continuously improve, the Guggenheim Museum Bilbao dedicates significant efforts and resources to maintaining its artistic holdings in order to guarantee that they are adequately conserved.**

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### MAIN INITIATIVES

- Internationally-renowned collection
  - Dynamic and varied art program
  - Residency for Basque artists in New York
  - Commitment to generating knowledge and research programs
-

## A. The Collection and the Art Program

In the 1990s, the Guggenheim Museum Bilbao was born thanks to an unprecedented alliance between the Basque Institutions and an American private foundation, the Solomon R. Guggenheim Foundation, which possesses one of the most prestigious collections of modern and contemporary art in the world. At the time, it managed one museum in New York and another in Venice, and was exploring options to expand to other places in Europe. This operating model, which was innovative and debated at the time, has demonstrated its success over the years: the Guggenheim Museum Bilbao is the first example of operation within an international network, and which other cultural institutions have subsequently followed, such as the Pompidou, the Louvre, or the Tate.

Throughout its existence, the Guggenheim Museum Bilbao has become one of the world's leading cultural institutions, supported by three solid foundations: first is its Permanent Collection, composed of a broad selection of meaningful works of art from almost one hundred artists originating from diverse countries from the mid-20th century up until the present. It contains a cohesive nucleus of works focused on painting and sculpture in the USA and Europe following World War II. These holdings are characterized by their variety and interconnection, and include certain pieces that are iconic of the contemporary era and which testify to the success of a meticulous acquisitions method conceived along with the creation of the Museum.

This Collection emerged along with the main goal of bringing together a broad range of contemporary works of art, which are independent and have their own meaning but simultaneously complement the extraordinary modern and contemporary art holdings of the Solomon R. Guggenheim Foundation. The idea of the existence of individual collections within a shared network is the pillar of the innovative concept of a "global museum" favoring cultural exchange and promoting the dissemination of art and access to works of art by a broad and diverse public.

One of the noteworthy priorities in the formation of the Museum's Collection is the particular attention given to Basque art, the presence of which is broadly reflected in the Guggenheim Museum Bilbao's holdings, as approximately one quarter of the works in the Collection are from artists from the Basque Country.

This Collection is combined with a top-tier art program that is balanced, dynamic, and varied, going over the works of the main artists and movements from the 20th and 21st centuries and an educational program directed at facilitating access to a universal audience, with a didactic, participatory and inclusive approach.

The alliance with the Guggenheim brand has also allowed the Guggenheim Museum Bilbao to establish relations with other leading museum institutions for different projects, such as the MoMA, the Whitney and the Metropolitan in New York; LACMA and MOCA in Los Angeles; Pompidou in Paris; Tate, Victoria & Albert or Royal Academy in London; Albertin in Vienna; Beyeler Foundation in Basel; Hermitage in St. Petersburg or Tretyakov in Moscow, as well as many other institutions across the globe as well as in Spain and the Basque Country.



### RESIDENCY FOR BASQUE ARTISTS IN NEW YORK

The Museum offers a residency program that allows emerging artists from the Basque Country to stay in New York for four weeks each year to promote their knowledge of the New York art scene and to thus help them progress in their goals and artistic skills. During this time, the selected artists undergo an intense experience during which they get to know museums and galleries or artist studios alongside professionals from the Solomon R. Guggenheim Museum.

## B.

### Commitment to Knowledge Generation and Research Programs

**The Museum is firmly committed to conserving and preserving its artistic wealth. To do so and as a part of a continuous improvement process, it dedicates significant efforts and resources to research and innovation.**

Specifically, one of its strategic goals is identified as maintaining a commitment to innovation, spearheading and collaborating on projects that will allow the Museum to attract talent and wealth to the territory.

Innovating does not only imply making significant investments in technology but also reimagining ways of bringing an increasingly more diverse and demanding public closer to art, contributing to educating it from new multidisciplinary perspectives or applying a mixed management model combining public and private participation on different levels. The Museum applies the concept of innovation to curatorial research on the works in its Collection, the field of conservation or to educational and didactic programs. By innovating, the Museum remains up-to-date, adapts to the changing context and redefines and reinvents itself to address new publics, new situations, and new requirements.

Convinced of this commitment, research around modern and contemporary art is a fundamental part of the Museum's Mission. In particular, the Museum is permanently carrying out research in the curatorial and conservation fields around projects related to its Collection, the holdings in the Guggenheim Museums, works on deposit and pieces that form a part of temporary exhibitions.

- **Conservation research:** this focuses on studying the techniques and materials of works and the causes and processes of their degradation, as well as the conservation measures necessary to guarantee their optimal state.

In addition, a significant portion of research efforts is focused on preventative conservation, analyzing, adapting and optimizing storage, handling, and exhibition conditions for works of art.



Some of the lines of action in conservation research are focused on:

- Studying the works of art of the Museum Collection
- Defining and implementing new preventive conservation protocols and procedures
- Developing research projects in collaboration with other museums and institutions
- Collaborating with institutions that preserve cultural assets and actively participate in professional forums

- **Curatorial research:** Research from the curatorial point of view regarding works in the Museum Collection, the Guggenheim Museums' holdings, or those that form a part of the temporary exhibitions is an important task for the Museum, which focuses its research on:
  - The Permanent Collection of Guggenheim Museums
  - Works of art in the Museum Collection which have become benchmarks in art history due to their artistic meaning
  - The works of artists that are represented in depth in the Museum Collection
  - Site-specific works and projects created for the Museum
  - Post-war art and the dialogue between the art scene that developed in the USA and Europe
  - Basque and Spanish art
  - The building that is home to the Museum, an emblematic work of 20th-century architecture



## 2.4

### COMMITMENT TO BILBAO, BISCAY AND THE BASQUE COUNTRY

The Museum has been one of the drivers of change and a central pillar in the revitalization of the city of Bilbao, attracting numerous visitors and resulting in an increased tourism demand that has stimulated the generation of an offering to match it. The Museum has also been a media element that has achieved a high level of international repercussion, allowing the city and the country to form a part of a network at the forefront of innovation. In this sense, the Museum makes a daily contribution to generating a growing added value, having a direct effect on satisfying the needs of the Institutions and of society and meeting their expectations.

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#### MAIN INITIATIVES

- Economic impact and international repercussion
  - Transparency and good governance
-

## A.

### Economic impact and international repercussion

When discussing the relationship between culture and the economy, one of the most interesting aspects related to the Museum is the fact that it is evident that it has acted as a catalyst of the transformation process, energizing the urban renewal that has turned Abandoibarra from a marginal area into a space of opportunity for the Bilbao of this century, acting as an economic development agent by helping to diversify the production structure of Biscay and the Basque Country and by contributing to the recovery of collective self-esteem, thus successfully becoming a symbol of our country in the world.

In this sense, since 1998 the Museum has been carrying out studies to measure the economic impact generated by its activities. According to these studies, the total demand generated annually by the activities of the Guggenheim Museum Bilbao, considering both direct and indirect effects as well as induced effects, exceeds €400 million, which amounts to a contribution to Basque tax collection agencies of more than €60 million annually in additional income, along with the maintenance of approximately 9,000 jobs.

In addition, every year, the Museum analyzes the value of the news published on its activity in eight countries: Spain, France, Germany, Italy, Great Britain, Portugal, The Netherlands, and the USA. The result is a number close to €40 million annually on average, with more than 20,000 news stories and an audience of 6 billion readers.

The existence of the Guggenheim Museum Bilbao has also facilitated access to leading contemporary works and artists by the public, driving a growing interest in the value represented by art. It has also generated a feeling of belonging and has improved the image of Bilbao on the local, national, and international level. Likewise, the integration of an innovative public/private management model and the achievement of exceptional self-financing levels among museum institutions has turned the Museum into a benchmark for other cultural institutions in its surroundings.

Among others, these reasons have made different aspects of the Museum's operations, such as its artistic activity, its effect on the tourism industry, the impact of the building, the economic activity generated or transparent management worth of serious awards. These are some of the most noteworthy examples:

- Gold Medal in Fine Arts, 1998
- European Museum of the Year 2000
- Marvel of the Modern World, 2002
- Euskalit "Q de Plata," 2004
- Tourism Merit Award, Ministry of Industry, Tourism and Trade, 2005
- Universal Basque 2007
- Capital Prize of the City of Bilbao for the institution that best projects the external image of Bilbao, given by the magazine *Capital*
- Sustainability Prize as a part of the 2nd edition of the Bizkaia Sarean Business Prize, 2012
- Bizkaitar Argia – Ilustre de Bizkaia, 2015
- Most Transparent Museum in Spain 2015, 2016, and 2017
- Ambassador of the City of Bilbao, 2017

## B.

### Transparency and Good Governance

Among the basic pillars of the Good Governance of the Guggenheim Museum Bilbao are the principles of transparency, ethical behavior, and in general, the development of good organizational practices.

From this angle and in response to the commitment it has adopted in terms of these principles, in 2017, the Museum received its third consecutive "Most Transparent Museum in Spain" award as a part of the Museum Transparency Rankings created by the Fundación Compromiso y Transparencia with the collaboration of the Foro de Cultura y Buenas Prácticas.

The Museum's website constitutes an essential tool in terms of informative transparency, through which the Guggenheim Museum Bilbao publishes information on its activities and services along with corporate information, such as its Mission, Vision, and Values; its Strategic Plan; its Activity Report; financial and economic information, etc., which are accessible both to its owners and society as a whole.

Likewise, the Museum also has a Code of Ethics and Good Practices that includes the ethical commitment that governs its activities, detailing the principles and good practices that from an angle of responsibility and ethics govern individual and group behavior at the Museum, the goal of which is to:

- Include guidelines, standards, and reasonable behaviors
- Compose a list of conduct and standards that guarantee the trust that is the basis for the relationship between the Museum and the community it serves
- Serve as a reference in the administration and daily work of the Museum, and determine the scope of individual responsibility



#### SILVER Q

The management model adopted by the Museum is based on the EFQM Total Quality Management system, which governs its operations and defines its search for continuous improvement. At the end of 2004, the Museum decided to submit its management model to external evaluation by Euskalit, obtaining the "Silver Q" quality certification from the Basque Government.

The Museum was a pioneer in achieving this designation, as it was the first museum to obtain said certification in Europe. Obtaining the prize was the culmination of a four-year process of work on

the EFQM business excellence model, identifying processes and implementing continuous improvement cycles.

Social responsibility is one of the overlying elements of this system, via which the Museum attempts to know the expectations of its interest groups and to meet them, adopting an ethical and transparent approach and giving due attention to results as a responsible organization.

The implementation of the EFQM system has triggered formal policies that have resulted in concrete actions in terms of development, the environment and society, directly resulting in increased benefits for the community.

# 2.5

## RESPONSIBILITY TO THE ENVIRONMENT

**The Guggenheim Museum Bilbao is strongly committed to preserving the environment, which leads it to operate according to the principles of sustainable development. In this sense, the measures adopted by the Museum are focused on minimizing the environmental impact of its operations and preserving the ecosystem, thus favoring the conservation of nature and promoting activities oriented around eco-efficiency, in other words, making the best of resources with the least possible impact.**

Since its beginnings, the Guggenheim Museum Bilbao proposed not only to comply with the environmental regulations of all legislative rules and the obligations resulting from permits, licenses, etc. but also to take this commitment even further whenever possible.

With this goal in mind, the Museum adopted pollution prevention systems, waste control systems, and efficient resource use criteria, which continue to be configured daily as essential elements in its everyday activity.

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### MAIN INITIATIVES

- Management System and Environmental Policy
  - Noteworthy initiatives in terms of energy optimization and energy consumption reduction
-

## A. Environmental Management System

In 2000, the organization's concern about the environment led it to obtain the certification corresponding to the implementation of an **Environmental Management System in accordance with the legal framework and standard UNE-EN-ISO 14.001**, which has been adapted to the new standard UNE-EN-ISO 14001:2015 (hereinafter ISO 14001) over the past years.

Today, the Museum maintains a continuous environmental improvement system that allows it to possess a structure to control the environmental impact of its activities and services as well as to develop effective management to continuously improve its performance. By doing so, the Museum prevents pollution, controls its environmental impact, and minimizes the generation of waste, managing these aspects adequately.

The ISO 14.001 management system consists of different processes that are externally and internally audited in order to implement environmental improvements and certify their rigorous application. Specifically, the Environmental Man-

agement System is applied to all of the facilities that make up the Guggenheim Museum Bilbao as well as the activities and services that take place at it (installation and exhibition of works of art, restaurant services, cafeteria, library, Store/Bookstore, Auditorium and offices), and has the following main goals:

- To protect the environment by preventing and mitigating environmental damage
- To improve environmental performance
- To comply with legal requirements and other measures adopted by the organization
- To control and influence the way that the organization provides its services and carries out its activities, using a lifecycle perspective that can prevent environmental impacts from being involuntarily passed on to another stage of the lifecycle
- To achieve operational benefits that can be the result of implementing respectful environmental alternatives that strengthen the organization's position

The Museum's decision to care for and respect the environment is not only apparent in the execution of its activities and services according to the principles of sustainability but also in the leadership and commitment demonstrated by the Museum's Management in this respect:

- Assuming responsibility and accountability regarding the efficiency of the environmental management system
- Ensuring that the environmental policy and objectives are established and that they are compatible with the strategic orientation and context of the organization
- Ensuring that the requirements of the environmental management system are included in the organization's processes



- Guaranteeing that the resources necessary for the management system are available
- Communicating the importance of effective environmental management in accordance with the requirements of the environmental management system
- Checking that the environmental management system achieves the expected results
- Directing and supporting people to contribute to the effectiveness of the environmental management system
- Promoting continuous improvement
- Supporting relevant management roles to demonstrate their leadership in the way that they apply their areas of responsibility

In addition to this is the development of an attitude respectful of the environment among Museum staff and suppliers.

## B. Environmental Policy

For years, the Guggenheim Museum Bilbao's contribution to improving the environment has been one of its essential goals. This objective is stated as "to identify new formulas that contribute to improving the Museum's sustainability in order to enable the implementation of strategic initiatives."

Because of this and as a fundamental element of the Environmental Management System, the Museum's Management, by means of its environmental policy, establishes that all activities taking place must have, as one of their fundamental goals, the conservation of the environment compatible with the nature, magnitude and environmental impacts of the Museum.

To make this goal possible, the Museum has established the following commitments as basic principles:

- The establishment of an updated Environmental Management System. This system allows to protect the environment, including by preventing pollution, and to control the environmental aspects generated, thus contributing to the continuous improvement process towards optimal performance in terms of the environment and the management system in all organization activities.

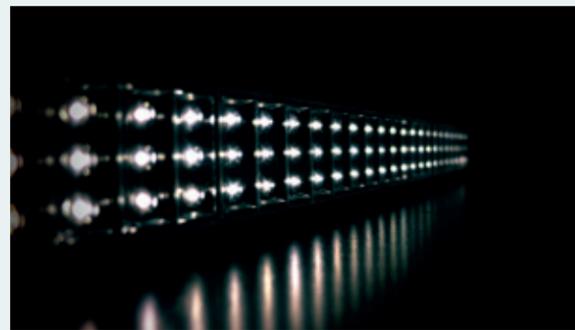


- The Environmental Management System is permanently evolving, both in terms of its structure (documentation, organization, etc.) as well as in its specific annual objectives. The impetus of this progress can count on the initiative of the entire workforce, spearheaded by the Management.
- Compliance with applicable environmental legislation from all legislative jurisdictions, including other relevant commitments adopted by the Foundation in the context of the organization.
- Compliance with environmental regulations and attitudes that are respectful and protective of the environment on the part of suppliers are included as aspects in the assessment of purchase and service contracts.
- The establishment of an Environmental Management System information system, plans, results, progress, incidents, etc. which allows to meet stakeholders' requests for information. Through the external communication system established at the Museum, the public is given access to the environmental policy.
- Communication through the welcome plan for all staff working at the organization or on behalf of it, which must strive to practically implement the objectives of the Environmental Management System in each of the tasks allocated to them in this respect and in all of the everyday matters during their professional work in which aspects related to environmental control are present.
- The establishment of an awareness program on the Environmental Management System which provides knowledge on the aspects which each person must act upon in terms of the environment.

## C. Noteworthy Initiatives

The following include some of the measures adopted by the Museum in this respect:

- Energy optimization and reduction of power and gas consumption
- Definition of flexible temperature standards to decrease power consumption
- Selective collection of waste and recycling
- Reuse of exhibitions' elements and furniture
- Dedication of a specific warehouse to manage dangerous waste
- Reduction of noise impact on the surroundings
- Annual internal and external environmental audits
- Awareness training and communication for the workforce



### INSTALLATION OF LED TECHNOLOGY

Among the projects that it has implemented over the past years, it is worth noting the installation of LED technology in the architectural lighting of the Museum, significantly contributing to reducing its power consumption.

# 2.6

## COMMITMENT TO OUR HUMAN TEAM

**An important part of the Museum's success is due to the efforts of the people who work in each of the departments that make up the organization.**

Because of this, the Museum demonstrates its conviction and commitment to improve the working conditions of its human team, progressing in the development of human resources management policies beyond the requirements and systems established by law and reflected in the seventh Collective Agreement, which is currently in effect.

This commitment adopted by the Museum with the people that make up its workforce is formulated in its adoption, articulation, and institutionalization of a series of management systems that encourage the values of corporate social responsibility, and which make the Museum an institution that is an exemplary and influential benchmark in terms of its relations with its staff.

The Museum also has a Human Resources Plan that contains the following Strategic Objectives:

## HUMAN RESOURCES PLAN

### OBJECTIVE 1. ORGANIZATION

To ensure and develop an organizational model at the GMB that meets the needs of flexibility, employability, versatility, multidisciplinary, effectiveness, and efficiency derived from its activities.

### OBJECTIVE 2. INTEGRAL PEOPLE MANAGEMENT

To ensure an Integral People Management Model adapted to the specific needs of the Museum in accordance with its Strategic Plan.

### OBJECTIVE 3. COMMUNICATION

To encourage and promote internal communication as a strategic tool at the GMB and to define and implement suitable communication channels and instruments in order to meet the needs of the GMB.

### OBJECTIVE 4. LEADERSHIP MODEL AND MANAGEMENT STYLE

To ensure that the GMB's own particular leadership model and management style are consistent with its Strategy and Values and contribute to compliance with the Museum's Strategic Objectives.

Among the main initiatives and actions that demonstrate the Guggenheim Museum Bilbao's commitment to its human team, the following are worth noting:

## A. Personal Development

### MAIN INITIATIVES

- Dedication to continuous and personalized training
- Development of tools that promote versatility
- Commitment to the use of the Basque language

Over the years, the Guggenheim Museum Bilbao has maintained a permanent commitment to personal development by means of **continuous training** that allows people to maximize their performance in their position by providing new knowledge to train the workforce for future promotions in accordance with their personal or professional profile.

In this sense, training actions are identified **individually**, taking into account the progress of each career path.

Likewise, in the goal of promoting the professional growth and satisfaction of the people that make up the Museum's team, developments have been made in **tools promoting the versatility** of the staff.

On the other hand, the Museum has made a significant **commitment to use the Basque language**. In addition to the provisions of Law 10/1982 on the regulation of the use of the Basque and Spanish languages in the Autonomous Community of the Basque Country, in 1998, at the suggestion of the Management, the use of the Basque language was considered as one of the Museum's Strategic objectives. In addition, the Euskera Batzordea (Basque Language Committee) was formed, composed of people on the workforce who created the Plan to Promote the Use of Basque. Since then, the goal of guaranteeing Basque-speaking visitors a complete service in Basque has been largely achieved, and challenges in improving to be addressed over the following years have been identified.



### BIKAIN EUSKARAREN KALITATE ZIURTAGIRIA

The Guggenheim Museum Bilbao has obtained the Bikain Language Management Certificate, which certifies the level of use, presence, and management in Basque at an organization, in the silver category.

## B. Conciliation, Family-Responsible Company (FRC) and Equal Opportunities for Diverse People

### MAIN INITIATIVES

- Conciliation Plan oriented at promoting conciliation and generating greater well-being for the Museum's human team
- Conciliation certification according to standard EFR 1000-2
- Optima Group
- ARHOE certification promoted by the National Committee for Rationalizing Spanish Schedules
- Equality plan
- Emakunde: Recognition as an Entity collaborating in Equal Opportunities for Men and Women
- Participation in the Bai Sarea and DenBBora Sarea networks: reduction of the gender gap in the job market
- DIE Equality Distinction granted by the MSSSI to the company

Conciliation has always been a primary goal in the staff management of the Guggenheim Museum Bilbao, which since its opening has applied the maxim of *One hundred people, one hundred exceptions*, and which has worked to raise awareness among its workforce to promote this culture.

Specifically, one of the Museum's main human resources management policies looks to harmonize work productivity with the personal satisfaction of employees. Enabling conciliation between personal and professional life among staff is a fundamental aspect of the Museum's human resources management, and to do so, the Museum has revised, organized, and formalized its focuses, policies, and practices related to staff management through conciliation, implementing a plan based on continuous improvement and tangible results.

In this sense, in July 2009, the Fundación Másfamilia granted the Guggenheim Museum Bilbao **conciliation certification in accordance with standard efr 1000-2** (family-responsible company), acknowledging its commitment, methodology, and management system in this sense, making it the first Basque cultural institution and the second in the country to achieve this certification. Subsequent to this fact, the Museum renewed this certification, significantly surpassing its 2009 results and demonstrating its desire to continuously improve and search for excellence in this area.



### CONCILIATION PLAN

In addition to the requirements of the law and the Collective Agreement, the Guggenheim Museum Bilbao has a policy for conciliating personal and family life that has materialized over time and which has been converted into the Conciliation Plan (*Plan Conciliarte*). This plan follows a company policy that aspires to promote a work environment with greater flexibility in order to provide greater well-being to employees derived from the Museum's commitment to its workforce.

In parallel, the Museum states its concerns in terms of conciliation and equality and periodically analyzes its objectives to cover the broadest possible perspective (which includes conciliation in gender terms as a methodological option to integrate the Museum's activities) by means of the **Optima Group**, which has been operating since 1999 and consists of representatives of the organization in terms of professional, family, gender, and civil status situation. In this new framework and with the express backing of the Management, the Museum has carried out multiple assessments from a gender perspective that indicate the absence of bias in its staff management, generating equitable processes and policies that are fair and solidary. These analyses have also been used to detect new goals and opportunities for improving and progressing in terms of equality and conciliation.

Specifically, the Museum has encouraged male co-responsibility in childcare, resulting in requests for a reduced workday in order to care for minor children made by male workers. Despite being relatively rare, they are significant in qualitative terms, as they demonstrate the degree of awareness and commitment to co-responsibility in childcare instilled in the Museum's staff.

Likewise, **schedule flexibility** has become one of the main commitments that the Museum is making to its workers, promoting a philosophy whose main premise is to adapt to the specific circumstances of each person, always guaranteeing the achievement of the Museum's objectives.

Following this commitment, the Museum has progressed in assessing the situation in terms of equality and has created the corresponding **Equality Plan** in order to demonstrate and strengthen its responsibility in this sense. Specifically, equal opportunities have been present since the Museum's beginnings, both in terms of its philosophy as well as its culture.

The Museum has demonstrated that its policies are the result of awareness that has been fine-tuned throughout its existence and that today, in line with its respect for people's diversity, it continues to attempt to meet new goals and needs both among its workforce and visitors.

Conscious of the importance of establishing itself as a leading entity in terms of these types of policies in the surrounding environment, the Museum participates in day workshops, seminars, and gatherings as well as holds meetings with companies and organizations of all types to share its experience in this area and to thus contribute to social innovation. Likewise, the application of equality policies among suppliers is a criterion that is positively assessed when selecting them.



#### ARHOE CERTIFICATION

The Museum obtained ARHOE distinction, a professional certification for companies and organizations that are committed to conciliation, granted by the Comisión Nacional para la Racionalización de los Horarios Españoles [National Commission to Rationalize Spanish Schedules].

In addition, the Museum also possesses other instruments in this area, with the following being worthy of note, among others:

- "Good Communication Practices Manual: Policy on the Use of Non-Sexist Language"
- "Protocol to Combat Moral, Sexual and Gender Harassment at the Guggenheim Museum Bilbao"
- "Behavioral Norms and Internal Procedures of the Museum"



#### EMAKUNDE RECOGNITION

Since 1998, the Museum has been recognized as an Entidad Colaboradora en Igualdad de Oportunidades de Mujeres y Hombres [Organization Working for Equal Opportunities between Men and Women] by Emakunde.



#### BAI SAREA NETWORK

The Museum participates in the BAI SAREA network, which consists of 60 entities that possess the recognition of the Entidad Colaboradora en Igualdad de Oportunidades de Mujeres y Hombres [Organization Working for Equal Opportunities between Men and Women], the goal of which is to create a space of collaboration to increase the impact that the equality plans of different organizations have on reducing the gender gap on the job market.



#### DENBBORA SAREA NETWORK

This is a space of public-private collaboration created by the City of Bilbao and the Provincial Council of Biscay that allows to design and forward a new culture around socio-labor relations in terms of conciliation, joint responsibility, and gender equality. It will promote improvements in the accessibility of the public space, mobility and economic development by activating new strategies for making the best of social time that allow the city to economically grow, at the same time as strengthening neighborhood life.



#### DIE DISTINCTION

The Museum has received Distinction from DIE, a brand of excellence that recognizes committed companies that stand out in their application of equal treatment and opportunities policies in terms of working conditions, organization models, and other areas.

## C.

### Prevention of Workplace Risks

#### MAIN INITIATIVES

- Integrated Workplace Risk Prevention System
- Member of the Gosasun Network to promote healthy life habits
- Development of the Osasun program and the Gosasun seal granted by Innobasque

Among the priority objectives of the Guggenheim Museum Bilbao, the health and safety of its human team also stand out.

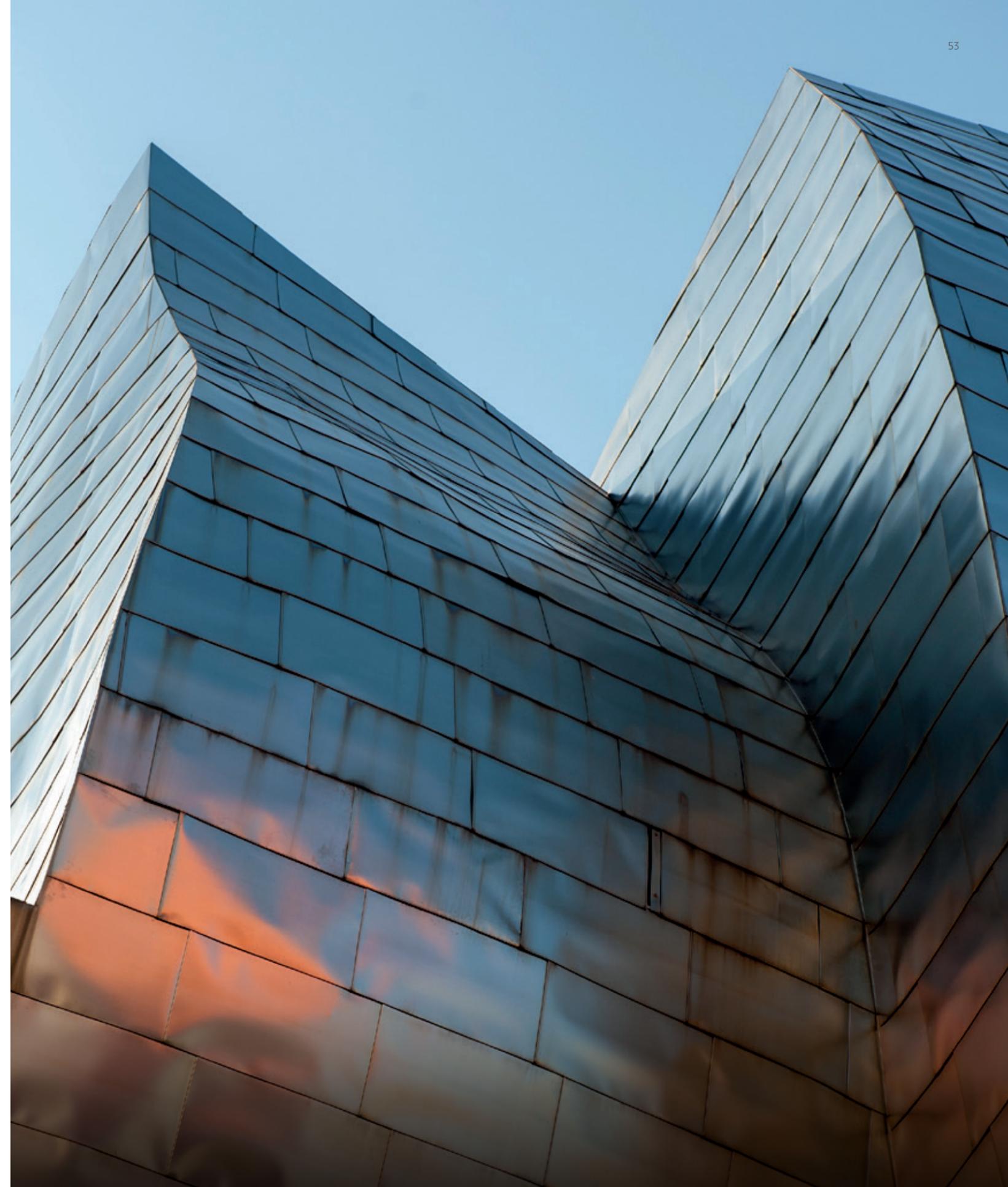
Because of this, the organization continues to make progress through the methodology contained in the **Integrated Workplace Risk Prevention Management System**, which allows to prevent and reduce workplace accidents, detect risky situations and their origin, and to implement the corrective actions necessary and possible to achieve a work environment that is safer every day. As a result of this system, over the years, the Museum has made considerable progress in its management of workplace safety, considering the health of its staff a fundamental competitive factor in sustainable development, aware that a healthy work environment is essential for the productivity, competitiveness, and sustainability of the organization

In addition, the Museum participates in the **Gosasun Network** promoted by Innobasque, the Basque Innovation Agency, the goal of which is to become a socioeconomic movement to promote the adoption of healthy life habits around the three fundamental pillars of nutrition, physical activity, and emotional health.

In particular, the Museum has developed the **Osasun Program**, which is a part of its Strategic Plan, based on the systematic design of programs to improve the health of staff and the organization. These voluntary actions go beyond creating safe environments free of workplace risks, also promoting behaviors that enable and support healthy choices and seek to create a culture of health that meets the needs of the organization and its staff.

Through this program, the Museum has become a leading company in caring for the health of its staff, spurring on a cultural shift towards prevention in order to improve the working conditions and quality of life of its human team. It is considered an organization that promotes the health and safety of its staff to the full extent.

This program, created in collaboration with IMQ Prevención, has received the **GOSASUN seal** from Innobasque in recognition of these efforts to promote healthy habits.



GUGGENHEIM BILBAO