



184,727

people visited Centro Botín in 2025, 4.5% more than in the previous year



185,000

students from 970 schools improved their social and emotional skills thanks to the *Educación Responsable* programme



538

young public servants from Latin America form a network to strengthen their public institutions



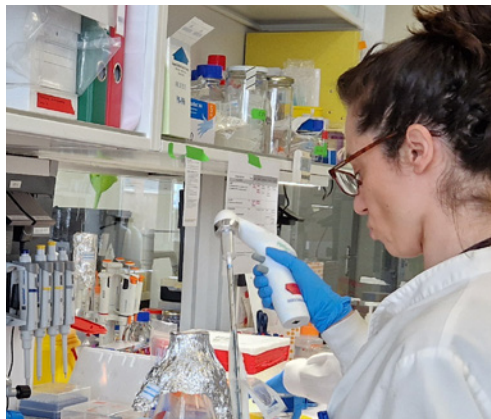
ANNUAL REPORT 2025

FUNDACIÓN BOTÍN SUPPORTS AND WORKS ALONGSIDE CREATIVELY TALENTED INDIVIDUALS WHO ARE SEEKING NEW WAYS TO CONTRIBUTE TO THE DEVELOPMENT OF SOCIETY. IT OPERATES IN THE ARTS, SCIENCE, EDUCATION, RURAL DEVELOPMENT AND INSTITUTIONAL STRENGTHENING IN SPAIN AND LATIN AMERICA



450

community organisations within *Talento Solidario* have boosted their efficiency and increased their social impact



2,187

patients have taken part in clinical trials run by the *Mind the Gap* biotechnology companies



22

active entrepreneurial projects are tackling the depopulation of Spain's villages



In 2025, Spain's social sector was stronger, more effective and more cohesive than ever: over the last 15 years, its activity has increased by 11%. Today it creates 15% more jobs than prior to this period, and the wealth generated by the 600,000 people—and more than four million volunteers—working in the sector now accounts for 1.2% of the country's GDP. Social sector income has risen by 13% and its reliance on the public sector has fallen by 12 percentage points. These are just some of the figures we are presenting to mark the 15th anniversary of *Talento Solidario*, the programme launched by the Foundation to support small and medium-sized community organisations in Spain as they seek to improve their working methods, boosting their social impact and becoming more efficient. Making the most of this opportunity to continue strengthening our third sector has been one of our main priorities this year, and it will be the sole focus of this letter.

Furthermore, this period has been anything but run-of-the-mill. In 2010, we were still trying to find our way out of a global financial crisis. In 2020, we faced an unprecedented health crisis. And in recent years, we have witnessed significant geopolitical upheaval on the international stage. While Spain has navigated these challenges admirably, they have brought an unfamiliar and unexpected degree of uncertainty. Against this highly complex backdrop, our social sector has not only managed to adapt, but has also played a leading role in some profound transformation processes, giving us reason to hope for the future.

Too often, we look back only when things have gone wrong. When things go well, however, we tend to take success for granted rather than pause to understand what made it possible. In this case, the entire sector agrees that there are essentially three key areas of improvement that have brought us to where we are today: greater mutual

cooperation, as well as collaboration with companies and public administrations; more innovation, particularly in processes, with a special focus on digitalisation; and better measurement of social impact, which has enabled us to achieve greater social efficiency in the use of the resources at our disposal. Numerous small yet revolutionary initiatives, some supported by Fundación Botín and many witnessed firsthand by our team, have collectively brought about meaningful transformation.

That said, there is still a great deal to be done: we need to develop these processes further, particularly collaboration, and we must also make renewed efforts to ensure that society understands—and, yes, acknowledges—just how the nearly 30,000 active NGOs in Spain help society to progress, and, above all, ensure that as few people and groups as possible are left behind in that journey. This is particularly true among younger generations. Our analysis of online discourse this year once again shows that they are becoming less familiar with the third sector and have a weaker understanding of its role and contribution. At the Foundation, we are already addressing this, starting by changing the language and tone of what we say, and shifting our perspective, so that we don't just communicate what we would like to say, but what people might actually be interested in.

In the current climate, it is particularly important for organisations in the social sector to communicate more effectively. This is essential if we are to respond to what we humbly believe to be both the greatest opportunity and the most complex challenge facing our societies: building a common language and spaces to find what unites us, despite our legitimate and necessary differences. This will enable us to think long-term and find the best way to continue building together. While meeting this challenge will undoubtedly require a collective response, foundations and NGOs are especially well placed to lead the way. Guided solely by philanthropic purpose and a commitment to the common good, they can play a vital role in building the bridges we so urgently need.

Of course, we cannot overlook our core mission. In the near term, this involves continuing to identify those who may be falling behind, and finding the best ways to help them achieve full integration without taking on the role of the State. At the same time, in the longer term, it involves seeking new ways to identify and nurture creative talent, in order to implement long-term strategies that help build a better, fairer and more humane society.

Javier Botín

CENTRO BOTÍN

Centro Botín is an arts centre with a social mission: to foster creativity through the arts in order to drive economic, social and cultural development. Its programme of artistic, educational and creative support activities brings the arts to audiences of all kinds through transformative experiences that contribute to their personal, professional and social development. Its aim is to be recognised worldwide as the most community-focused of art centres, playing an integral part in the daily lives of the people of Santander and Cantabria. It is also an international standard bearer in research into the relationship between the arts, emotions and creativity, demonstrating how the arts make us better, more creative people, and promote our well-being.

"It's like stepping into another world; that's what Centro Botín means to me – it keeps my mind off my worries and preoccupations. I visit to enjoy the beauty I see, the genius."

Amalia Jiménez, exhibition visitor



View of the exhibition
*Maruja Mallo: Máscara
y compás*

BOTÍN

184,727

people visited Centro Botín in 2025, 4.5% more than in the previous year

42,145

people took part in the 342 artistic, cultural and educational activities programmed throughout the year, with an average satisfaction score of 4.75 out of 5 and an occupancy rate of 91.1%

13,142

schoolchildren took part in exhibitions, musical and performing arts events



View of the exhibition
Enredos II: Nuno da Luz



View of the exhibition
Cooking Sections: Las olas perdidas



Students from the Racing Academy visiting *Futbolistas del año 3025*

"More than just a place, Centro Botín is a time to pause and reflect. It does me a world of good, and I always come out feeling better than when I went in."

Teresa Ramos, a participant in the activities

In 2025, the Centro Botín received **184,727 visitors**, 4.5% more than the previous year. Of these, 142,582 attended the exhibitions and 42,145 enjoyed the 342 artistic, cultural and educational activities programmed throughout the year, with an average satisfaction score of 4.75 out of 5 and an occupancy rate of 91.1%.

Local support has been evident in the continued growth of the Cantabrian Passes. In 2025, 4,781 new Passes were issued, bringing the total number of citizens with free and unlimited access to the exhibitions to 162,820.

In addition, the rooftop, the Pachinko and the building's walkways were visited by 859,294 people.

Exhibitions

The 2025 exhibition programme began in April with the opening of ***Maruja Mallo: Máscara y compás. Paintings and drawings from 1924 to 1982***, co-produced with Museo Nacional Centro de Arte Reina Sofía. In May, we unveiled *Enredos II: Nuno da luz*, the second instalment in this exhibition series, which invites artists who have received an art scholarship from Fundación Botín to continue collaborating with Centro Botín. In June, we opened the permanent exhibition *Punto y contrapunto: Maestros del siglo XX*, which comprises seventeen works from Jaime Botín's personal collection, entrusted to Centro Botín by his heirs.

In October, the Cooking Sections collective, comprising Daniel Fernández Pascual and Alon Schwabe, opened *Las olas perdidas*, their first exhibition in Spain, produced specifically for Centro Botín. The exhibition programme concluded with *Itinerarios XXX*, the annual exhibition showcasing the works of the artists selected for Fundación Botín's 2023 art scholarships scheme. Also notable is that we celebrated the thirtieth anniversary of *Itinerarios*, bringing together more than 60 former scholarship holders and jury members in Santander for a forum for intergenerational dialogue.

With regard to training, the results of the 32nd edition of Fundación Botín's **Art Scholarships** were announced, with 6 projects selected: Nora Barón, from Huelva (1974); Élan d'Orphium, from Badajoz (1992); Bryan Giuseppe Rodríguez Cambana, from Callao, Peru (1991); Gabriel Pericàs, from Mallorca (1988); Mireia Sallarès, from Barcelona (1973) and Luca Calderó, from Barcelona (1999). In the 14th call for proposals for the Museum Management and Curating Scholarships, Nora Franco Estañán was selected to commence her training at KASK & Conservatorium in Ghent (Belgium).

Programme of activities

A total of 42,145 people took part in the **cultural** and **creativity-building programme**, which comprised 342 activities suitable for all ages: 48 concerts, 33 film screenings, 14 stage performances, 16 guided tours, 29 experiential



tours, 22 meetings, 68 participatory activities, 62 workshops and courses, etc.

Specific events, such as the concert by the group Fanfare Ciocarlia, the circus show *Akri*, the concert by flamenco singer Rocío Márquez, the “Nido de colores” sensory experience for babies, the summer course in collaboration with the University of Cantabria on artistic activities in nature to boost creativity, and the Christmas programme “Bajo el mar”, were some of the highlights.

Organised by Morena Films and Centro Botín, the 9th Santander Film Festival took place from 12 to 18 September. We also held the 11th edition of the Cinema and Creativity Festival.

There were additional collaborations with the 74th edition of the Santander International Festival (FIS), Festival Internacional de Circo en la Cuerda Floja, Festival Hágase la Luz, the Architects of Cantabria Association (COACAN), Santander Music Festival, Fundación Albéniz, Asociación Mujer y Talento, and Teatro Real.

Of particular note was the exhibition *Futbolistas del año 3025*, featuring works by students from Real Racing Club’s youth soccer academies, who have developed their self-esteem, creativity, empathy and self-control through art.

As part of our **collaboration with Yale University**, in 2025 we assessed the impact of four creativity workshops aimed at adults, offering them an enjoyable learning experience while analysing which techniques are most effective in enhancing their creative ability in problem-solving, generating original ideas and understanding emotions.

Friends, passes, volunteers and sponsors

In 2025, 864 people joined the **network of Friends** of Centro Botín, which ended the year with 3,006 members. In addition, 14 **Cantabrian Passes** were issued every day, adding new members to the cultural accessibility and social commitment programme which now reaches 162,820 citizens. Naturally, we haven’t forgotten the 35 **volunteers** who give us their time and selfless support.

Five new sponsors have joined Centro Botín (Plenitude, Cope, the Medical Association, Restaurante Nuevo Molino and Parte Automóviles), bringing the total number of institutions and companies that share and support our mission to 32. These include Fundación Mutua Madrileña, Fundación Prosegur, Cantur, Santander City Council, Fundación EDP, Vocento, El Diario Montañés, Unidad Editorial, El País, Cadena SER, Spend In Magazine, Onda Cero, JCDecaux, Eurostars Hotels, Alsa, Iberia, Renfe, Viajes Mesana, IMEM, Café Dromedario, Uria Menéndez, Derwent Group and Micampus.

3,006
Friends of
Centro Botín
at year end

EDUCATIO

The *Educación Responsable* (ER) programme promotes the emotional, social and creative development of school students, placing the individual and their relationships at the heart of the approach. By combining teacher training, educational resources and ongoing support for schools, it strengthens the bond between teachers and students, improves staff well-being, and fosters a sense of community in the educational setting. At the same time, it provides the framework for the largest international network of schools dedicated to social and emotional learning and creativity in Spanish.

Alongside this work, the cycle of talks on *"The Education we Want"* continues to provide opportunities for inspiration and recognition of the teaching profession, while the EESC Expert Programme for Educational Transformation offers education professionals specialised, rigorous and practical training, based on innovation and scientific evidence.

"We are very proud that Argentina is part of this international network, which aims to place people at the heart of education. The participating schools show a strong commitment to the emotional well-being of their students and to a more empathetic and collaborative approach to teaching."

Inés Vittar, coordinator of the ER Core Team at Fasta University (Argentina)



ON

970

centres and

17,300

teachers are
implementing the
programme in Spain and
Latin America

185,000

students have
benefited from the
Educación Responsable
programme

9/10

teachers
recommend
the programme





90%

of teachers report improvements in the classroom atmosphere

Educación Responsable Programme

For the past 17 years, Fundación Botín has been providing training and support to schools in Spain and Latin America that form part of its network, as well as offering over a thousand learning activities to be put into practice in the classroom. Thanks to this initiative, 83.2% of teachers have noticed improvements in their students' social and emotional skills, and 77.3% of coordinators report clear benefits for the school, particularly in terms of improving the school atmosphere and fostering a sense of community. The programme scored an overall rating of 8.2 out of 10 according to the latest educational evaluation carried out in Spain.

Educational resources for the classroom

In 2025, the programme continued to expand and enrich its resources across the various artistic disciplines. A highlight in the field of fine and visual arts was the launch of *Ta-chán*, a programme aimed at pre-school children and developed from a pilot scheme involving 9 schools and 550 students in Cantabria, Madrid and Murcia, which was linked last year to the exhibition *Shimabuku: pulpo, cítrico, humano* at Centro Botín. In this connection, *ReflejArte* proposed *Juguetes para no humanos*, a programme involving 75 centres and more than 5,000 students in Cantabria and Madrid.

New subject areas have also been introduced and existing ones strengthened, always with

the aim of developing students' social and emotional skills and creativity: film was added through *ProyectArte*; in literature and music, initiatives such as *Viaje literario* and a new repertoire of *El Coro de las Emociones (The Choir of Emotions)*; and, in the realm of videogames, *Playing Emotions* integrated *Journey* as a tool to support the transition from primary to secondary school.

Teacher training programme and support for the ER School Network

The training and support programme has continued to grow thanks to the backing of more than 30 organisations. In 2025, the programme expanded into new regions, with teacher training taking place in Argentina—in partnership with the University and the FaSta Educational Network—and in the Balearic Islands, in collaboration with the regional Department of Education and Mental Health.

Opportunities for schools to come together were also strengthened, through initiatives such as the *Inspiring Practices for Responsible Education* conference, which was attended by teachers from Cantabria, Madrid, Chile, Galicia and Mexico. In addition, there were national and international exchanges that strengthen the network and promote shared learning.

Teamwork remains key as a strategic forum for sharing progress, aligning approaches and con-



tinuing to drive the programme forward. Highlights include the 10th International Coordinators' Meeting, which brought together 30 people to walk the Pilgrim's Way to Santiago thanks to the support of the Galician Regional Government, and the 7th Annual Trainers' Meeting, attended by 35 participants from across Spain.

Cycle of talks on *The Education We Want*

On its tenth anniversary, this series of lectures—organised in partnership with Fundación Edelvives—has established itself as a leading forum for educational debate. In 2025 the programme featured talks by José Carlos Ruiz (*Más Platón y menos WhatsApp*) and Loli García y Arturo Cavanna (*IA + IE*). The year drew to a close with a commemorative event featuring Carmen Pellicer, Ana Murcia and César Bona, all leading figures promoting a more humane and socially-oriented education. One of the highlights of this event was the panel discussion on educational experiences, during which teachers from the network shared real-life examples of best practice from their schools, demonstrating the programme's impact on day-to-day classroom life.

The year ended with the publication of a commemorative book marking these 10 years, comprising articles by the experts who have contributed to *The Education We Want* since the series was launched in 2016.

Programme Experto en Educación Emocional, Social y de la Creatividad para la Transformación Educativa

The 5th edition of the Expert Programme, created to continue supporting teachers who share a passion for innovation and rediscovering their vocation, was held in partnership with Francisco de Vitoria University. In 2025, it brought together 44 professionals from Spain, Honduras and Mexico, who earned 26 ECTS credits between January and October. Since their addition to *Red Alumni*, this community now has close to 200 members. Furthermore, the final projects that mark the completion of this programme address real-world challenges faced by schools—ranging from school community dynamics to teachers' self-care—and many of them are already being implemented, bringing about significant and sustainable changes in Spain and Latin America.

"I particularly remember a time when a student, who was frustrated at not passing a level, said: 'Sometimes I get angry and speak harshly to the people I love, and then I regret it. I wish I could rewind'. That spontaneous thought was a turning point: *Educación Responsable* had created a safe place in which to express and acknowledge complex emotions."

María José García Moya, Asacruz Special School, Caravaca (Region of Murcia)

INSTITUTIONAL STRENGTH

Fortalecimiento de la Función Pública en América Latina, our programme for the consolidation of the civil service in Latin America, stems from Fundación Botín's conviction that the development of societies depends, to a large extent, on the proper functioning of their public institutions. Based on the premise that "if more of the best and brightest enter the public sector, institutions will function more effectively", the programme nurtures a vocation for public service among young Latin American university students, fostering leadership committed to ethics, integrity and institutional strengthening. Over the course of its sixteen editions, a wide-ranging network of public servants has been established across the region, demonstrating that a different approach to public service is possible.

"This programme has been the most transformative and enriching experience I have ever had. Thanks to it, I am now in no doubt that I have found a sense of purpose in public service and I have made friends with whom I share a desire to help create a more humane world."

Rockzanda Alva, Guatemala, 16th edition



ONAL HENING

538

members from 21 countries with an international reach form part of the programme's network

248

young people and professionals have benefited from the regional programmes promoted by the Network

17,800

applications received in 2025



Diploma ceremony following completion of the course at the School of Public Administration, University of Los Andes, Bogotá, Colombia

Closing ceremony and graduation ceremony for the 16th edition of the programme at Fundação Getulio Vargas



62%
of alumni are employed
in the public sector

The 16th edition of the programme **Fortalecimiento de la Función Pública en América Latina** reaffirmed Fundación Botín's commitment to developing a new generation of public servants dedicated to bolstering the region's institutions, and fosters a network of young people with a vocation for public service, guided by three core values: integrity, proactivity and a commitment to service.

This latest edition saw a new record number of applications, with 17,800 candidates from over 900 universities across 21 countries in Latin America. Furthermore, for the first time, the programme included a student from Haiti, thereby broadening the diversity of the Network. At the same time, the 3rd edition of the online programme took place, with 46 students from 16 countries, further expanding the reach of this training initiative across the region.

The 16th edition took place over seven weeks as a multidisciplinary, itinerant event across four countries. The tour began in Mexico, in partnership with Tecnológico de Monterrey; it continued in Colombia, in collaboration with the Uni-

versity of Los Andes; it then moved on to Spain, including stops at Fundación Botín's offices in Madrid and Cantabria (Santander and Valle del Nansa), as well as in Galicia, where it covered several sections of the Pilgrim's Way to Santiago, the University of Salamanca, El Escorial and Toledo. The final stage took place in Brazil, in collaboration with Fundação Getulio Vargas.

The programme was supported by institutions such as the Organization of American States, the OECD, the United Nations, Madrid City Council and the Bank of Spain, and featured leading political figures, diplomats and academics from Spain and Latin America, including Susana Sumelzo, Secretary of State for Ibero-America and the Caribbean; Rafael Dezcallar, former Spanish ambassador; Emilio Lamo de Espinosa, former president of Real Instituto Elcano; Wenceslao Bunge, Argentina's ambassador to Spain; and Sergio Fajardo, former mayor of Medellín and former Colombian presidential candidate.

During the tour, participants combined academic training and skills development with an

Meeting with Ambassador João Luiz de Barros Pereira Pinto, Director of the Rio de Janeiro office of the Ministry of Foreign Affairs, and the Spanish Consul General in Rio de Janeiro, Fernando Fernández-Arías Minuesa, at the Itamaraty Palace



impressive schedule of institutional and cultural visits. The programme included activities on the Monterrey campus; visits to the Bank of Spain and the Prado Museum, Talento Madrid, the EMT transport system and its museum, Centro Botín, the Port of Santander and the Monastery of El Escorial; a cultural excursion to Toledo that concluded with a visit to Puy du Fou; an exclusive visit to the Bogotá metro construction site, which provided a first-hand insight into a key piece of infrastructure for the future of mobility in the city; and a visit to the Itamaraty Palace in Rio de Janeiro.

Alumni Network

In 2025, the **Public Servants Network** continued to establish itself as an active and growing community whose members develop initiatives and projects that have an impact on the public sector in Latin America. More than 60% of its members work in the public sector, holding positions in government, international organisations and diplomatic missions, thereby enhancing its ability to influence key areas of public administration.

During the year, the Network reached a significant milestone with the launch of seven regional programmes in Guatemala, Colombia, Peru, Argentina, Brazil, Paraguay and Uruguay. Inspired by the programme *Fortalecimiento de la Función Pública en América Latina*, and spearheaded by some of its *alumni*, these initiatives were tailored to the needs of each specific context and received backing from Fundación Botín as well as support from institutional partners,

benefiting more than 240 participants. Aimed at young people, university students, local councillors and women with a vocation for public leadership, these initiatives demonstrate the Network's ability to promote training, cooperation and public leadership at a local level.

Fundación Botín has supported this process by creating opportunities for Network members to meet and engage, thereby fostering knowledge sharing and strengthening connections among them. To this end, the *Alumni Conversa* and *Café Alumni training initiatives* were further consolidated over the course of the year, with more than 100 graduates taking part to share their experiences and insights on the key challenges facing public administrations in the region. Furthermore, six in-person meetings of the regional networks were held in Colombia, Mexico, Brazil, Uruguay, Paraguay and Argentina, as well as a country-level meeting in Guatemala, helping to strengthen ties between the Network's members and to foster new avenues of collaboration across the region. Against this backdrop, Fundación Botín expanded the Network's international reach by facilitating its members' participation in programmes such as the International Academic Programs (IAP)—in collaboration with the Autonomous University of Madrid and Harvard University—and in initiatives launched in partnership with the Development Bank of Latin America and the Caribbean. As a result, 39 graduates have gone on to undertake high-level international training.

"I think the idea of the programme as a lever is the perfect metaphor. Its intensity, shared knowledge and fruitful dialogue, combined with a diverse team and a dynamic atmosphere, foster a sense of hope that breeds the maturity and energy needed to tackle the necessary changes in today's world."

Maria Antônia de Medeiros, Brazil, 16th edition

TALENTOS

The social sector plays a pivotal role in a country's economic and social development. Recognising this, **15 years ago Fundación Botín launched *Talento Solidario***, a programme designed to strengthen the social sector and support small and medium-sized NGOs in their professionalisation and transformation processes by bringing in new talent, driving innovation and encouraging networking. The programme is built around a network of NGOs committed to innovation and continuous improvement, which grows every year and helps to build a social sector that is stronger, more collaborative and better equipped to tackle today's challenges.

"Thank you for a wonderful day on Tuesday. As well as celebrating your anniversary, working so creatively and in that setting was a real treat for those of us who manage the organisations, allowing us to enjoy ourselves and switch off in such a special way. Thank you for making us think outside the box and for encouraging us to reflect and reinvent ourselves. It was an anniversary we will always remember."

Eloísa Velarde Canales, director of Proyecto Hombre (Cantabria)



SOLIDARIO



250

highly-skilled jobs
created

3,000

links established
between companies and
NGOs

450

organisations
belong to the
Talento Solidario
network

Dicen que **nadie** se preocupa,
nadie mira más allá de lo suyo...



tercer sector
plataforma

Entonces

SOMOS **NADIE**



“Thank you very much for all the information and for organising the 15th-anniversary event. We were absolutely delighted to be able to join you in celebrating these years of working together. Congratulations on all your achievements, and thank you for making it happen once again.”

Angie Moreno Rodríguez, manager of Fundación Harena (Málaga)

The social sector plays a pivotal role in a country's economic and social development. Accordingly, 15 years ago, Fundación Botín launched *Talento Solidario*, a programme aimed at strengthening the social sector and helping small and/or medium-sized NGOs by boosting their efficiency, incorporating talent into non-profit organisations and promoting innovation and networking.

In 2025, *Talento Solidario* celebrated its **15th anniversary with a very special programme** of events, designed as a tribute to the 450 community organisations that make up the programme's network. The event was, above all, an opportunity to recognise the Network's achievements, strengthen ties between its member organisations, and highlight the contribution of the third sector as an indispensable driver of social change. Over the past 15 years, the programme has supported 492 NGOs, analysed more than 7,400 initiatives and helped to foster a collaborative ecosystem that has resulted in the creation of over 250 jobs, 100 joint projects and 2,900 connections between businesses and community organisations.

For this purpose, *Talento Solidario* organised regional events at arts centres in [Santander](#), [Seville](#), [Santiago de Compostela](#) and [Barcelona](#) to foster creativity within the third sector through art and music, as well as a preliminary event in Madrid as part of Festival de las Ideas, organised by La Fábrica. Over the course of three days, Fundación Botín set up a *Speaker's Corner* in Puerta del Sol with the aim of fostering debate and engagement on social issues through workshops, concerts and activities run by NGOs from various sectors that form part of the Network.

The three-day event brought together more than 200 community organisations and provided an opportunity to share experiences, tackle common challenges and explore new approaches to addressing current issues. Art, creativity, music and gastronomy were used to encourage reflection, foster collaboration and promote innovation within the sector. All these events culminated in community concerts, which brought together more than 1,500 beneficiaries from the Network's member entities; these performances were organised in collaboration with foundations that use music

as a tool for creativity, personal development and social inclusion: Etorkizuna Musikatan, in Santander; Fundación Alalá, in Seville; Proyecto Son das Flores, in Santiago de Compostela; and Fundación Vozes, in Barcelona.

Closing ceremony in Madrid

The [closing ceremony](#) took place in Madrid on 12 November and involved around 400 community organisations from across Spain, along with key representatives from the sector and the media, in a forum for meeting, reflection and shared recognition. Also at this event, the study entitled *El tercer sector de acción social en España (2008–2024)* (The Third Sector of Social Action in Spain) was unveiled. This work was an important contribution to understanding the sector's development over the past 15 years and highlighting its strategic contribution to the country's economic and social development.

The crowning glory of a whole year of celebrations was a major charity concert held that very afternoon at the Auditorio Nacional – a pioneering event in Spain that brought together young musicians and children from disadvantaged backgrounds to perform alongside internationally renowned musicians, placing talent and innovation at the service of social change. This concert was led by the violinist Gordan Nikolić, first concertmaster of the London Symphony Orchestra, and featured three major orchestras: BandArt, the children's orchestra run by Fundación Acción por la Música and JOIN (Joven Orquesta Inclusiva). The participation of pianist Claudio Martínez-Mehner as a guest soloist underscored the exceptional nature of the grand finale. Before an audience of 2,400, the event became a collective expression of the social impact generated over the 15 years of the *Talento Solidario* programme.

In addition, the ["Somos Nadie"](#) communication campaign was launched on the same day. This initiative was organised in partnership with Plataforma del Tercer Sector to raise awareness of the work carried out by Spain's social sector and its contribution to the country's development. Building on the premise that the sector comprises more than 4 million people linked to over 28,000 NGOs whose day-to-day work underpins a fundamental aspect of our collective well-being, a more comprehensive, accessible and strategic picture of the sector was presented to the public, highlighting its responsiveness, its role as a unifying force and its contribution to our progress as a society.



The campaign, which primarily targeted Gen Z both online and on university campuses, was supported by ATRESMEDIA, the PRISA MEDIA Group, CADENA SER, El Español and JCDecaux, and saw significant engagement from the Network itself along with extensive media coverage, reaching over 1.2 million people.

For all these reasons, 2025 was a year of celebration, recognition and public visibility. It enabled us to place community organisations at the forefront and highlight their contribution to the country, reaffirming Fundación Botín's commitment to a social sector that is stronger, more connected and better equipped to face the challenges of the future.

7,400
social projects analysed
across 28 calls for
proposals

SCIENCE

The Technology Transfer area aims to promote the transfer of basic biomedical science, supporting the launch of biotechnology start-ups, providing guidance and investment during their early stages until they reach a stage of greater maturity and market confidence, and thereby facilitating the involvement of strategic partners to ensure their ongoing development. It also helps to raise awareness and further professionalise technology transfer management.

"The collaboration between Fundación Botín and the University of Navarra has been instrumental in driving the development of advanced therapy medicinal products (ATMPs). Fundación Botín has helped to build capacity, fast-track innovation and establish a common framework that enables researchers to transform cutting-edge biomedical advances into solutions with a social impact. Not only has this strategic partnership strengthened the knowledge transfer ecosystem, but it continues to have a real, sustained and highly meaningful impact on society."

Xavier Tapias Mateu, Director of the Knowledge Transfer Office at the University of Navarra



Oniria Therapeutics
scientists in their
laboratory

Innitius staff with a prototype of the company's CerviSense© device at its headquarters in the BIC Bizkaia incubator



9

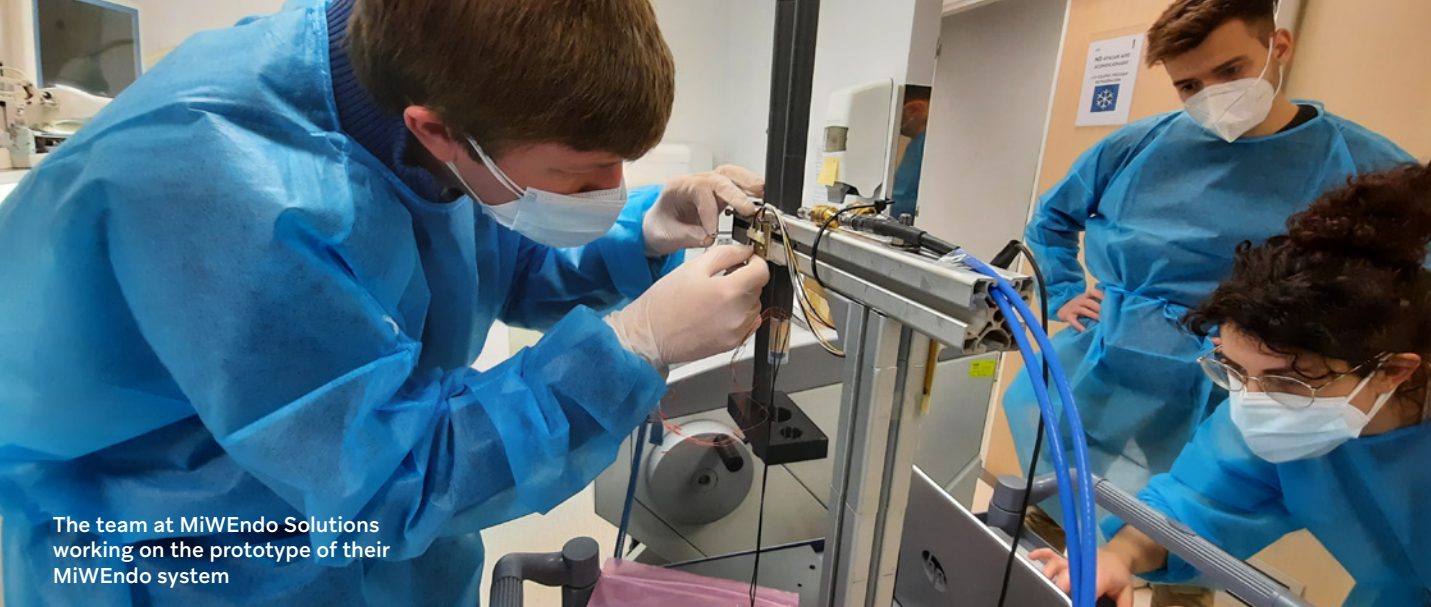
companies in the programme's portfolio
Mind the Gap

+€130 M

is the current value of the portfolio, having multiplied its initial value by 7

€3.1 M

in investment unlocked in 2025



The team at MiWendo Solutions working on the prototype of their MiWendo system

"As an advisor to *Mind the Gap*, I believe this programme has played a key role in the Spanish ecosystem. Spain produces excellent scientific research in the health sector, but its long-standing challenge has been the transfer of that research. In an ecosystem that is still emerging, *Mind the Gap* has been a catalyst and a cultural bridge, conveying to academia the importance of turning innovation into real impact."

Marc Ramis Castellort, an expert advisor at *Mind the Gap* since 2016. He is currently also a founding partner and director of Montana Children's Health, an impact investment fund specialising in paediatric healthcare

For more than 25 years, the Foundation has been supporting scientific talent with translational potential, contributing both to improving patients' health and quality of life and to generating economic value. In this context, especially noteworthy is the [collaboration with Dr. Juan Bueren's team](#) (the CIEMAT/CIBERER/IIS-FJD joint unit), which develops advanced therapies for rare haematological disorders, including Fanconi anaemia, pyruvate kinase deficiency, type I leukocyte adhesion deficiency and graft-versus-host disease. These therapies are at various stages of clinical development, with some nearing regulatory approval. In 2025, negotiations began on new licensing agreements with companies in the sector, aimed at facilitating access to treatments in settings where conventional commercial products are not viable.

In April, the first [Report on Scientific Entrepreneurship in Healthcare in Spain](#) was published, assessing the companies established within the public academic sector since 2001. This study identifies institutional, regional and sectoral trends, and incorporates metrics relevant to investors, such as the average time to exit, establishing itself as a benchmark tool for the analysis of science-based companies in the healthcare sector.

Furthermore, on 2 and 3 October, the [9th National Congress of Entrepreneurial Scientists](#) was held in Santiago de Compostela, co-managed by Fundación DRO and the University of Santiago de Compostela, with significant support from the Regional Government of Galicia, UCAM Hitech, and Cambridge Biocapital. The event hosted 170 participants, including researchers, entrepreneurs, students, investors, business leaders, innovation professionals and other stakeholders in the sector, establishing itself as a leading forum in the field of

scientific entrepreneurship and technology transfer. Over the course of the year, training in technology transfer was also carried out in collaboration with various organisations: Fundación DRO, the Spanish Research Council (Consejo Superior de Investigaciones Científicas), Menéndez Pelayo International University, University of Nebrija and Marqués de Valdecilla Health Research Institute.

The *Mind the Gap* programme

Created in 2010, *Mind the Gap* promotes biotech projects emerging in the academic environment through an impact investment model. The programme offers up to half a million euros per project and provides support to entrepreneurs through an experienced professional who advises and supports them in the early stages of business development.

Since 2017, the programme has had a group of private investors who, together with Fundación Botín, finance these projects through a co-investment vehicle. To date, two vehicles have been set up with a total investment commitment of 6 million euros.

Mind the Gap currently has a portfolio of 9 companies, which in 2025 supported 125 highly skilled jobs, secured 10.9 million euros in subsidies from competitive calls for tender and attracted 3.12 million euros in private investment. Since its inception, the programme has invested 6.9 million euros in the beneficiary projects, which have gone on to obtain 43.8 million euros in public subsidies and 29.6 million euros in private capital. This means that for every euro invested by the programme, another 10.6 euros of private investment have been unlocked. In addition, around 2,200 patients have taken part in clinical trials of medical devices currently in development.



Mind the Gap companies

Renalyse

Monitoring and management of chronic kidney disease at home

Source: Rovira i Virgili University in Tarragona

Oniria Therapeutics

Therapy against persistent cancer tumours

Source: University of Barcelona, Instituto de Oncología Vall d'Hebron and Institución Catalana de Investigación y Estudios Avanzados

MiWEndo Solutions

Prevention, diagnosis and treatment of colorectal cancer

Source: Universidad Pompeu Fabra, Universidad Politécnica de Cataluña and Hospital Clínic de Barcelona

Gate2brain

Treatment of paediatric brain tumours

Source: Instituto de Investigación Biomédica de Barcelona, University of Barcelona and Hospital Sant Joan de Déu (Barcelona)

Vaxdyn

Prevention of antibiotic-resistant bacterial infections

Source: Instituto de Biomedicina de Sevilla and Centro Nacional de Microbiología

Cyclomed Technologies

Technologies based on superconductivity with applications in different sectors

Source: Centro de Investigaciones Energéticas, Medioambientales y Tecnológicas and Madrid Carlos III University

Epidisease

Epigenetic diagnosis of idiopathic scoliosis and septic shock

Source: Centro de Investigación Biomédica en Red

Innitius

In vivo *diagnosis* of pathologies associated with pregnancy

Source: University of Granada and the Andalusian Healthcare System

Nostrum BioDiscovery

Design of drugs and other molecules of biological interest using computational simulation

Source: Instituto de Investigación Biomédica de Barcelona and Centro de Supercomputación de Barcelona

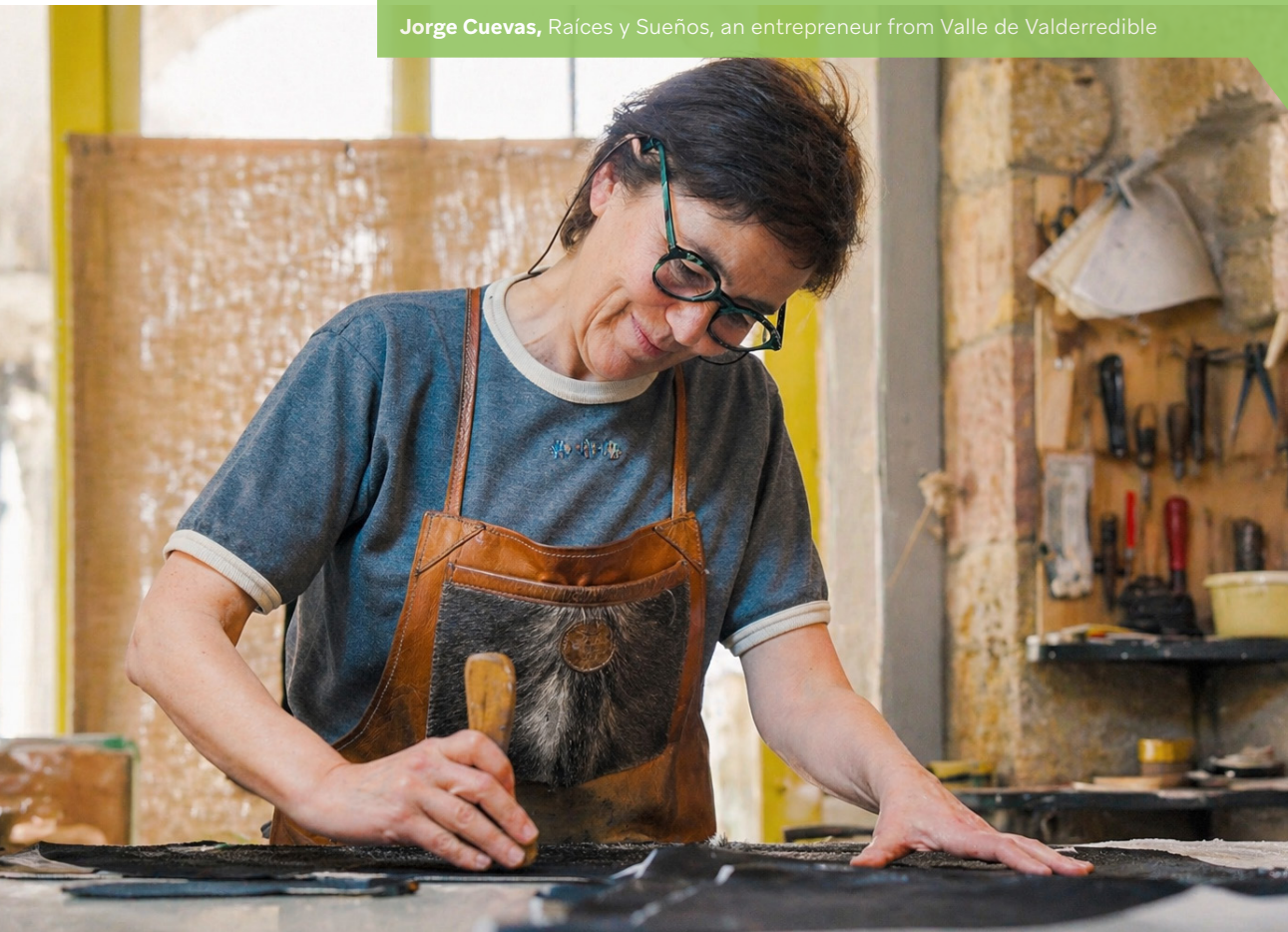
2,187
patients
have taken part
in clinical trials

RURAL DE MENT

Fundación Botín has developed a model for intervention in rural areas based on the experience gained in Valle del Nansa, which has since been extended to other areas such as Comarca Natural de la Serranía de Ronda and Valle de Valderredible, promoting the enhancement of each area's cultural, social and productive resources, entrepreneurship, primary sector and engagement of young people with the rural environment.

"I joined *RuralEmprende* with a real thirst for learning and at a crucial stage for my project. Thanks to the programme and follow-up support, I was able to organise my thoughts, clarify my decisions, and move forward with greater confidence. There are times—such as when you present a project or register as a self-employed person—when you see your project materialise and feel that you've crossed a threshold that will change your life in many ways."

Jorge Cuevas, Raíces y Sueños, an entrepreneur from Valle de Valderredible



VELOP-

In 2025, Fundación Botín reinforced its commitment to the development of rural areas in Cantabria and other regions of Spain, honing the focus on promoting entrepreneurship, revitalising local communities, professionalising the primary sector, and nurturing young talent as a driving force for transformation in rural areas.

Promoting entrepreneurship in rural areas

This year was one of continuation of the initiatives launched in previous years, with efforts focused on consolidating the projects we support. To this end, the **Entrepreneur Support Programme (PAE)** has been developed in Comarca Natural de la Serranía de Ronda and Valle de Valderredible regions, providing support for 14 projects through a structured mentoring process designed to improve their development, viability and implementation.

In addition, the 8th edition of **NansaEmprende** was launched, with 19 projects registered, reflecting the sustained interest in entrepreneurship in rural areas and the programme's consolidation as a catalyst for the region's economic and social revitalisation. In addition, work commenced on exploring new avenues in areas with similar characteristics, such as rural Asturias, with a view to assessing how the model might be adapted.

Talento Rural Joven

The year 2025 signalled the consolidation of **Talento Rural Joven** as a strategic priority within the Rural Development area. In the year, the first edition of the programme drew to a close and the second began, with 10 young people from rural areas of Cantabria taking part, thereby reinforcing a model focused on skills development and ties to the local area.

As part of the closing ceremony for the first edition, participants presented their projects to an Evaluation Committee, showcasing their alignment with region's challenges and their potential for application in spheres such as rural mobility, the connection between urban and rural areas, and innovation in the primary sector.

Fundación Botín has stepped up its support for the finalist projects by providing seed funding and incorporating them into a mentoring phase aimed at facilitating their development. As a result, a number of initiatives have moved towards implementation, notably the establishment of the Todo Rural association, which aims to improve mobility in Valle del Nansa.

Additionally, the *Talento Futuro* programme was devised to identify and train young people at earlier stages to ensure continuity in their educational pathway.

Promoción Ganadera programme

This **livestock project** has continued to gain traction as one of the main lines of action in the Rural Development area. In 2025, it continued to be a key player in the sector, accounting for more than 65% of the meat certified as IGP (protected origin) Cantabrian Meat.

During the year, there was a reduction in the number of animals managed, with a total of 2,220 calves, in line with the general trend in the sector, which has been characterised by a decline in the breeding herd in recent years. However, the rise in prices at source kept turnover levels in line with those of the previous year, amounting to around 4 million euros.

The project has also continued to play a significant role in the region's development, involving 131 livestock farmers and helping to generate added value for the regional economy.

As a result, in 2025 the main areas of work within the area proved to be strongly established. The measures implemented have helped to strengthen the intervention model and to boost economic activity in the region. In this context, Fundación Botín remains committed to the development of rural areas, drawing on its knowledge of the region and working in partnership with local stakeholders.

40

business ventures now up and running after completing the *RuralEmprende* programme

50%

of the young people and children from Valle del Nansa take part in the community-building activities

€2.3 M

of annual turnover from active initiatives

131

active livestock farmers, accounting for over 65% of production certified as IGP (protected origin) Cantabrian Meat

WATER OBSERVAT

Since its launch in 2008, this multidisciplinary think tank has focused on researching water governance and management. Its aim is to contribute to the sustainable management of this resource by generating useful and relevant knowledge. It also serves as a forum for dialogue that promotes the exchange of ideas and the training of professionals in the sector, while encouraging the active participation of society in improving water management.

"This award helps show how art can raise awareness regarding water sustainability. We are still in the process (and have much to learn) of understanding water as the fundamental substance of which we are made."

Claudia Müller Montes, a Chilean artist who won the award in Category B at the 11th Water Management Awards

River Collective walk along the river Iller (Germany), as part of WalkingRivers 2025



TORY

The Water Observatory is pursuing three lines of research that have gained momentum thanks to three doctoral theses carried out under its auspices. One of these projects, which is now nearing completion, focuses on the quality of drinking water and pre-treatment water, with a particular emphasis on small and medium-sized municipalities, and on how the removal of emerging contaminants (PFAS, microplastics, etc.) affects the cost of water treatment. A second thesis examines the development of irrigation in Spain and, more recently, has focused on a comparative study of the pistachio production sector in California and Spain. A third doctoral thesis on the link between water and energy was begun at the end of 2025.

Scientific meetings and international collaborations

With a view to contributing to current and emerging debates in the field of water, the Observatory organises meetings and seminars attended by experts from academia, the business sector, government bodies, and non-governmental organisations and foundations. Five events were held in 2025, two of them in collaboration with the University of California's [Rosenberg International Forum on Water Policy](#). The first took place in January in Madrid and was titled "[Facing the Next Generation of Urban Wastewater Treatment: Policy Approaches from the USA, Chile and Spain](#)". The second was an international scientific conference by invitation, held in the Vietnamese city of Can Tho, in the Mekong Delta. The event, attended by more than 50 scientists and water managers from around the world, focused on delta management from both local and global perspectives.

In early July, Menéndez Pelayo International University (Santander) hosted a summer course entitled "Flood Risk: Perspectives from Flood Management and Land Use Planning",

aimed at sharing knowledge on various tools and approaches for mitigating this risk.

Lastly, in the autumn, the Water Observatory teamed up with the Spanish Association of Water Supply and Sanitation Management Bodies (DAQUAS) to organise a seminar entitled "[PFAS and other emerging contaminants: a new challenge for the water sector](#)" and a round-table discussion entitled "How to communicate water-related challenges to the public".

The 11th edition of the Sustainable Water Management Awards

The Observatory announced the [11th edition of its Awards](#), for which 60 projects were submitted this year from Argentina, Bolivia, Chile, Ecuador, Spain, Mexico, the Netherlands, Peru, Portugal and Dominican Republic. The winning projects highlighted the importance of initiatives that contribute to improving the environmental quality of rivers and raising awareness of the importance of water as a connecting factor, using artistic forms of expression that can reach all audiences.

The importance of bringing people closer to rivers

On 17 May 2025, the Water Observatory teamed up with the Iberian Centre for River Restoration (CIREF) and Wetlands International Europe to organise the global WalkingRivers event. On that day, more than 4,000 people walked along sections of 111 rivers across 26 countries and 5 continents, as a way to celebrate the value of rivers and the importance of looking after them.

In March, the Water Observatory released the podcast "Entreaguas: donde lo dulce encuentra lo salado", which explores the mysterious and precious world of river mouths, with their deltas and estuaries. The episode is available on all major digital platforms and continues the series on Madrid's river Manzanares.

+4,000

people from 26 countries across 5 continents took part in the second edition of WalkingRivers

120

walks along 111 rivers took place during the WalkingRivers event

60

projects were submitted, from 10 different countries, at the 11th edition of the Sustainable Water Management Awards

43

winners of eleven editions of these awards to date

COLLABORATION AND SOCIAL

Since its inception, and at the express wish of its founders, Fundación Botín has conducted a support programme for the third sector in Cantabria, through institutions that have experience working directly with the groups that need it most. It also collaborates with other institutions and foundations with which it shares strategies and goals.

"The support of Fundación Botín is key to allowing us to fulfil the mission that drives us every day: ensuring that no student is left behind because of their social or economic background. We are very proud to have them with us on this journey towards educational equity!"

Beatriz Morilla, managing director of Fundación Empieza Por Educar

Educational Leadership
Programme of Fundación
Empieza Por Educar



RATIONS ACTION

Support for the social sector in Cantabria

Fundación Botín continues its work with the food kitchen run by the Daughters of Charity (Cocina Económica de las Hijas de la Caridad) and with Cáritas Diocesana de Santander, helping to meet the basic needs of the most destitute and assisting people in precarious conditions. It also continues to collaborate with the Food Bank Association, which has been tackling poverty and food waste for over 30 years, and with Proyecto Hombre, which specialises in the rehabilitation and social reintegration of individuals struggling with substance and non-substance addictions. Additionally, it focuses its efforts on prevention among teenagers and young people. Its support programme includes alternative accommodation, which they would not be able to provide without the Foundation's contribution.

Asociación Cantabria Acoge, which helps families and immigrants at risk of social exclusion, and Operarias Misioneras del Sagrado Corazón de Jesús, which provides training for girls from dysfunctional families, were also supported by Fundación Botín in 2025.

Marqués de Valterra kindergarten, Federación Cántabra de Asociaciones de Vecinos and Asociación Social, Cultural y Deportiva Sautuola also received support from the Foundation to meet their most urgent needs.

So did the Amica centre for work-life balance and child development, whose aim is to identify each person's abilities when a disability arises and to create opportunities that facilitate their equal participation in society. Fundación Botín also renewed its support for Asociación Evangélica Nueva Vida and its programme to combat gender-based violence, as well as for Fundación Obra San Martín, Fundación Síndrome de Down de Cantabria and Fundación Asilo San Cándido. In addition, assistance was provided to the Diocese of Santander, the Clarist Sisters of Vil-

lafrechós (Valladolid), the Bernardine Sisters of Liérganes, and the parishes of Nuestra Señora de la Consolación and Santa Lucía in Santander, together with the parish of Villalba de los Alcores (Valladolid), to help meet their most urgent needs.

Collaborations

In addition to developing its own programmes, Fundación Botín works closely with other institutions and foundations, such as Fundación Santander Creativa (FSC), which, thanks to this support, continued to promote its own projects such as "Santander Escénica", the only established local theatre and dance season in the city, which in its sixth year attracted 5,500 spectators, 22% more than in 2024.

For its part, Fundación Princesa de Girona continued to receive support from Fundación Botín in line with its commitment to young people. Fundación Isaac Albéniz also plays a key role in organising the *Encuentro de Música y Academia de Santander*, which aims to nurture the talent of young international musicians and bring music and culture to the people of Cantabria.

Other grants were allocated for the maintenance of the cultural activities at Ateneo de Santander, the association Red de Estudios de las Monarquías Contemporáneas, the association Plaza Porticada, the Renzo Piano Foundation and the Santander International Festival, which held its 74th edition in 2025. Also Fundación Contemporánea and Fundación Empieza Por Educar, which was able to attract and develop professionals specialising in equal opportunities in education through the ExE educational leadership programme.

Similarly, Fundación Botín provided support to the Diocese of Santander, with the funds in this case earmarked for the restoration of the organ at the Parish Church of Santa Lucía.

5,500

spectators enjoyed the sixth edition of "Santander Escénica", 22% more than in 2024

14,725

attendees at the concerts of Fundación Albéniz Encuentro de Música y Academia in Santander

33

institutions and foundations supported by Fundación Botín

7,200

students from disadvantaged backgrounds supported by Fundación Empieza Por Educar



Alexandra Alonso / Eva Alonso / Cristina Álvarez / Carmen Argumosa / Lucía Buxens / María Cagigas / Sol Campuzano / Soledad Cerdeño / Javier Cobreros / Miriam Díaz / Manuel Diego / Pelayo Fernández / Santiago Fiochi / Simone Frieiro / Vanesa Galego / Carolina García / Alejandra García / Javier García Cañete / María Gómez / Begoña Guerrica-Echevarría / Sara Juez / Amaya Henar / Pepa Limeres / Alba López / Arrate Martín / María José Martín / Covadonga Odriozola / José Palet / Marina Pascual / Cristina Pérez de Lema / Estefanía Plaza / Paloma Ponce de León / Bárbara Rodríguez / Elena Ruiz-Cotorro / Iñigo Sáenz de Miera / Marta Salinas / Lucía Sánchez / Fátima Sánchez / Bruno Sánchez-Briñas / Blanca Sañudo / José Manuel Setièn / Miguel Ángel Siguero / María Luisa Tejedor / Ignacio Verón / Patricia Villa / Adriana Yépez

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Investments in the Foundation's primary objectives in 2025

Centro Botín	€11,344,345.37
Education	€1,211,094.79
Institutional strengthening	€2,195,228.64
Science	€674,318.19
Rural development	€399,751.83
Water observatory	€147,473.05
Social action	€340,955.93
Collaborations	€403,733.50
Grand total	€16,716,901.30

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For more than sixty years, Fundación Botín has worked to identify, support and connect talented individuals, enabling them to amplify the social impact of their work and contribute collectively to sustained and sustainable social development.

The Foundation was established in 1964 in Santander by Marcelino Botín Sanz de Sautuola and his wife, Carmen Yllera. It is currently chaired by Javier Botín and, while it remains focused mainly on Cantabria, it operates throughout Spain and even in Latin America, where it is growing steadily through its collaboration with dozens of community organisations, companies and public administrations in the region.

In education, we foster the development of emotional, social and creative intelligence in children and young people. In biomedical science, we ensure that scientific discoveries are turned into products and services that improve health and create wealth. In the social sector, we support Spanish NGOs in improving their efficiency and collaborating more closely with one another. In Latin America, we encourage more of the brightest university graduates to dedicate themselves to the public sector and improve the functioning of their institutions. In rural development, we help the local population in Cantabria generate organic development that allows them to stay and thrive in their villages. We also have a Water Observatory to help public administrations manage this essential resource as effectively as possible.

In 2017, we opened Centro Botín in Santander, a landmark moment in the Foundation's history. The project was conceived to harness the transformative power of the arts—music, theatre, dance, film, literature and, above all, the visual arts—to broaden perspectives, foster creativity and demonstrate the essential role that the arts play in enriching our lives and society.

Our headquarters are in Santander, in what was once our founders' home, and we also have an office in Madrid from which we manage many of the programmes we run in Spain and Latin America. No matter how you contact us—whether through our website or on social media—we are here to help you as we continue to seek new ways of building a better, fairer society together.

