

# 14.

## Human Resources



At the end of 2020, the Caser Group reached a headcount of 5,136 employees, an increase of 192 people - 3.8% - compared to the previous year. Generally speaking, in the insurance activity, 97% of contracts are permanent and the average age stands at 14.8 years. Efforts to develop a diversified business model have achieved positive results, despite the difficulties of a year marked by the health crisis.

**The Caser Group workforce reached a total of 5,136 employees in 2020, an increase of 3.8% compared to the previous year**

### QUICK RESPONSE TO COVID-19

Human Resources took all necessary measures to preserve the safety of people and facilities to minimise the impact of COVID-19 on the activity and organisation of work. To this end, the Group devoted significant efforts to the provision of masks, gloves and other PPE and, in coordination with the Information Systems Division, telework was implemented for the entire workforce within one week.

At the same time, the Business Continuity Committee monitored the Group's different activities, which allowed for expediting strategic decision-making, both to maintain the course of the daily activity and to safeguard employees' health.

Among the measures taken, noteworthy were those related to the safety of persons for which practical information and preventive advice was provided, a plan was made for the return to the work

centres, as well as detailed monitoring and analysis of personal situations through the Prevention Service and Caser Medical Centre, among others. In terms of safety and prevention in the facilities, all sanitary regulations were implemented, including entry and exit circuits, temperature taking, mandatory use of masks, installation of hand sanitiser dispensers, enhanced cleaning and ventilation of spaces, limitation of the number of people in common areas, etc. In addition, organisational measures were taken such as the flexibility of schedules or the implementation of the mixed working day.

The outcome of all actions carried out by the Group was reflected in the human resources survey, the data of which revealed a very positive response from all employees with respect to how the Group had dealt with the pandemic, internal communication and the means provided to telework and maintain productivity in this new situation.



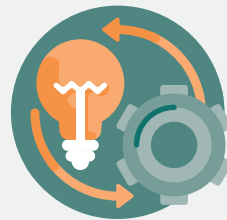
**The Business Continuity Committee monitored the Group's different activities, allowing for expedited strategic decision-making**

### COMMITTED TO THE BEST TALENT

In a clear commitment to talent, Caser continued to drive the growth and professional development of teams through various training plans, in line with the 2018-2022 Strategic Plan. More than 40,000 hours of training were provided –with an average of 24.8 hours per employee per year– more than 3,000 employees were trained and with a course participation of more than 4,000 participants.

To this end, corporate training programmes were carried out that included initiatives focused on the development of skills and technical knowledge. In addition, an ambitious programme of English learning was launched for more than 150 people with both face-to-face and remote classes, supplemented by a digital platform, with live virtual classes and targeted and free-access activities for all employees.

During the year, the first edition of the Women’s Professional Development and Leadership Programme was also completed and the second edition was launched with the support of the business school (EOI). It is a pioneering programme, focused on strengthening and promoting the professional development of women that are currently pre-executives, leaders in their management areas, which reflects the Company’s commitment to boosting female talent. In total, there are now 40 women from different areas and activities in the Group. This programme will have continuity in 2021 with the carrying out of internal mentoring led by our Management Committee and other managers.



## TALENTO

Talento, the initiative that emerged in 2017 with the aim of multiplying opportunities with diversity and the leveraging of talent, focuses on four lines of action: human capital, culture, positioning and *networking*, bringing new values, perspectives and needs to enrich the company’s strategy through diversity. The Group thereby took a key step in incorporating into its values



and philosophy these significant issues and thus reinforcing its goal for 2022 of becoming one of the leading companies in diverse talent.

In addition, the Group continued to work actively on the Advisory Council of RedEWI, the network of the insurance sector promoted by INESE, and signing alliances with other companies and sectors committed to women’s talent through the Diversity Charter of the Diversity Foundation of Spain, of which it has been a part since 2019.

Also worth mentioning is the first edition of the Women and Leadership Programme, taught by IESE and promoted by Talento, an initiative that seeks to further promote diversity. Nine women company executives have had the opportunity to work on skills and competencies, thus strengthening their training and enhancing their future professional development.

At the same time, the Young Talent Programme, completed and launched in 2018, was completed, another key milestone for the drive for talent management. Created to guide and focus on young professionals with potential and future projection, it had 18 participants who for two years have carried out several training actions focused on five areas: technical knowledge of insurance, development of skills in finance, management, digitalisation and English. The programme was supplemented by mentoring actions guided by Group executives and team work focused on the design of an innovative product.

### DIVERSE AND DIGITAL EMPLOYER BRAND

One of the great milestones of the year was the boost to the employer dimension of the Caser brand in different environments through outreach actions focused on reinforcing the recruitment and attraction of the best talent.

From Trabaja en Caser ("Work at Caser"), collected employee testimonials about their projects for the first time. In addition, in the commitment to digitalisation, in 2020 it launched an employment app that made it easy to find out about available offers in real time, as well as the option to apply directly.

Also worth highlighting is the strong commitment to social media with actions focused on attracting and capturing the best talent through information related to recruitment processes or advice in the search for employment, among other actions.

At the same time, the Company's presence was strengthened in several forums organised by both Carlos III University and the Polytechnic University of Madrid, as a result of which young professionals seeking their first professional opportunity have joined Caser.



## COMMITMENT TO AND ANTICIPATION OF FUTURE PROFILES

True to its vision for the future, Caser continued to bet heavily on what will be key profiles. Among these, it incorporated data scientists who, with a purely analytical approach, provide a very clear view of the business. They transform the information available in our databases, that from intermediaries and *Open Data* environments into useful knowledge for decision-making in the different directions of the Group.

Others are digital transformation experts, heads of innovative projects that are leading the digitalisation of different areas and business lines, focused on optimising and streamlining products through competitive analysis and valuation of different mobility capabilities (mobile applications and web design for mobile devices).

Also, with our entry into the Helvetia Group, we have incorporated profiles in the financial area, adapting our accounting to the European IFRS-17 standard.

## HEALTH AND SAFETY

The key actions of Caser's Joint Prevention Service, which is responsible for managing the occupational risk prevention system, were geared towards minimising the impact of COVID-19 on our team.

In the early stages of the health crisis, their work focused on informing staff and managing the first cases. In the lockdown phase, the self-assessment of telework staff made it possible to identify the risks of this way of working and adopt recommendations to improve occupational comfort.

Health monitoring work focused mainly on the assessment of those sensitive to the risk of contagion, as well as the identification of close contacts in the event of positive cases. With respect to campaigns managed by the Caser Joint Prevention Service, in the first days of March the blood donation service was carried out, which had 67 donors.

In this area, training actions focused on safety and prevention against coronavirus, both general (through the Intranet) and especially for an in-person return to the offices.

## ENGAGED WITH COMMUNICATION

Noticias Breves ("News Brief") remained the most highly rated communication tool. Created in 2002, it has now surpassed 800 issues, reporting more than 2,400 pieces of news on the Group.

For its part, the magazine Avances informed the entire team of the Group's activities and areas, as well as the initiatives and projects launched.





## COMMITTED TO A SOCIETY FREE OF GENDER-BASED VIOLENCE

Since 2015, the Group has been a strong advocate of women's dignity and equal treatment, and is deeply engaged in working to eradicate violence against women.

By joining this initiative it undertook, pursuant to its corporate social responsibility, the express commitment to collaborate in awareness-raising and prevention campaigns of gender-based violence, both internally and with respect to collaborators and external staff, and to provide information, education and active participation initiatives in different areas with the aim of eradicating this blight on society.

Caser also continued to work in the field of work-life balance to provide employees with services and activities that make their lives easier and allow them to have more personal time or better manage it.



**CARLOS GONZÁLEZ PISÓN**  
DIRECTOR OF HUMAN RESOURCES

### What would you highlight about 2020?

First, the rapid response to ensure the safety of our team and in our facilities, combining their specific needs with the corporate ones, and minimising the impact of the pandemic on our global activity.

Secondly, our ability to adapt to new circumstances. From the start, we did our utmost to become familiar with our employees' needs in the adoption of telework and providing them with the necessary resources to facilitate the performance of their work. Their response was very positive, highlighting how the

Company was responding to the situation effectively.

Throughout this process, Caser's commitment to digitalisation, at every level, has enabled us to successfully tackle these new situations and needs that have arisen.

### What progress are making in the team's professional development?

Despite this being such an atypical year, 5,100 people, almost 4% more than the previous year work in the Group. In 2020, we continued to work on the commitment to inclusion and women's leadership, as shown by our Talenta initiative, as well as for the professional development of our team with ambitious training programmes.

Looking ahead, we will continue to stay one step ahead of the revolution that our society is undergoing and work on the new professional profiles that will allow us to respond to our customers' needs in a timely and appropriate fashion.

Joining the Helvetia Group is also a good opportunity to adapt and develop our people management policies.