

MAPFRE's commitment  
to alternative assets

HOW WE MEASURE  
THE **EMPLOYEE**  
EXPERIENCE

STARS IN MAPFRE'S  
TECHNICAL AREA

AT HOME OR IN THE  
OFFICE, **TAKE CARE OF**  
YOUR **ERGONOMICS!**

# THE WORLD OF MAPFRE #111



# LA PARTE QUE NOS TOCA

En MAPFRE cuidamos de las personas  
y del medioambiente hoy,  
para asegurar el futuro mañana.

#lapartequenostoca

Descubre qué estamos haciendo para asumir  
la parte que nos toca en [MAPFRE.com](https://www.mapfre.com)



**MAPFRE**


Tu aseguradora global de confianza

# Recovery times

## THE FIGURE

IN 2020, THE GROUP'S  
CONSOLIDATED REVENUES  
AMOUNTED TO

**25,419**  
MILLION EUROS

 SEE ALL THE DATA  
IN THE OFFPRINT **BOARD SPECIAL**

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AS A COMPANY WE HAVE BEEN VERY ACTIVE  
IN PROTECTING OURSELVES AND OTHERS,  
DOING **#LAPARTEQUENOSTOCA** [DOING OUR  
PART], AS YOU CAN SEE IN THE ARTICLES  
DEVOTED TO **HOW MAPFRE HAS GONE ALL OUT  
TO PROTECT ITS CLIENTS, EMPLOYEES AND  
SOCIETY DURING THE PANDEMIC.**

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We look ahead to 2021 with hope for vaccines and an eye on recovery from the crisis in Europe, as well as concern about the evolution of the pandemic in other countries where we operate. As a company, we have been very active in protecting ourselves and others, doing **#LaParteQueNosToca** [doing our part], as you can see in the articles we have devoted to how MAPFRE has been working to protect its customers, employees and society during the pandemic, and the specific article on the actions that Your Foundation is carrying out in Latin America, where the crisis, if anything, is even more serious.

But let's forget about covid for a moment and return to something else that also concerns us a great deal: MAPFRE's commitment to alternative assets. In our cover story, we explain how we are tackling the difficult task of finding good assets that generate returns in an increasingly complex interest rate environment.

In the I AM MAPFRE section you can see how the Model for Listening and Measuring the Employee Experience works, because you are at the heart of MAPFRE and we want you to have the best experience. That is why the most important thing is to understand what you experience, what you feel... so that you can give the best of yourself.

Without our STARS in this issue, MAPFRE would not move forward. They make up the technical area, they develop working tools that allow us to produce viable products that transform people's lives.

And in INNOVATION, you will learn about WOOM, the mobile app that has already helped more than 100,000 women to get pregnant and with which MAPFRE has partnered so that this technology can reach even more women.

It is well known that climate change makes it increasingly necessary to move towards a green and sustainable economic model. One way to achieve this is to focus on the circular economy. This is the theme of our SUSTAINABILITY article in this issue and how MAPFRE is supporting Spanish SMEs to achieve it.

Pay close attention to the ergonomic tips we give you in our KEEP WELL section. Whether you are working from home or in the office, we give you some tips on how to work in the healthiest way possible.

And finally, enjoy the summer! We look forward to seeing you back with lots more news.

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AT OUR DIGITAL EDITION



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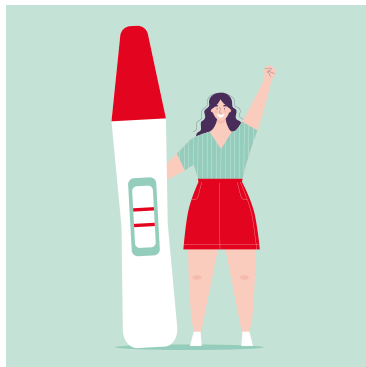
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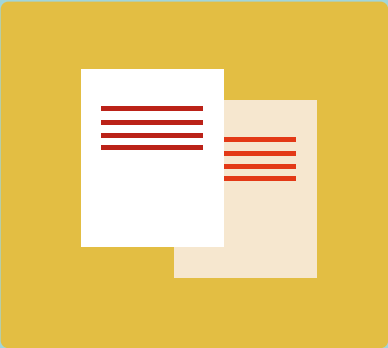


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**Fundación MAPFRE has added a further 10 million euros to its aid to Latin America** to set up more than 60 projects in 17 countries to help combat the economic effects of COVID-19.



**FURTHER INFORMATION**  
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VISIT [MAPFRE.COM](http://MAPFRE.COM) TO SEE  
OUR ANNUAL RESULTS

# MAPFRE'S COMMITMENT TO ALTERNATIVE ASSETS

TEXT **ENRIQUE VEGA**

PHOTOGRAPHS **MAPFRE, ISTOCK**

**Insurers are faced with the complicated task of finding good assets that generate returns in an increasingly complex environment. Since 2014, the price of money in the Eurozone has been at near zero levels, and in the United States, although the Federal Reserve began to change its monetary policy progressively a few years after that, it had to backtrack again and is currently back at 0.25 percent. This scenario has directly impacted the accounts of financial institutions, as well as insurers, which are known for having a very conservative balance sheet with a high exposure to top-quality debt that currently yields very little.**

The recent report *Inversiones del Sector Asegurador* [Investments in the Insurance Sector], prepared by MAPFRE Economics, points out, in fact, that the large insurance groups, recognized as some of the main institutional investors in public debt at a global level, invest more than 75 percent of their balance sheets in high quality debt, both sovereign and corporate. And in this context, it is very difficult to maintain investment returns while aligning the duration of assets and liabilities, given that there are still some long-standing portfolios with high guaranteed rates.

Unlike other financial institutions, the insurance business model involves the need to implement liability-oriented investment strategies in order to achieve an adequate «match» in terms, currencies and interest rates between the liabilities assumed and the investment instruments backing them. For this reason, beyond fixed-income investments (corporate and sovereign), MAPFRE, like the rest of the insurance sector, is immersed in the search for alternative, more profitable assets. Currently, the Group is in a cautious position with regard to these investments, in contrast to its competitors, since the volume earmarked—close to 1 billion euros of money committed to various projects—represents a very small percentage of the considerable balance sheet, which stands at more than 65 billion euros.

*Prime* office building located  
in the St. Georg district of Hamburg.



**50 PERCENT**  
PARTICIPATION

**100**  
MILLION EUROS  
COMMITTED

**PAN-EUROPEAN**  
**JOINT**  
**VENTURE**

### Real estate assets.

MAPFRE made its debut in the real estate market in 2018, hand in hand with GLL, part of the Macquarie group, through a co-investment vehicle to invest in *prime* offices in the main European markets. MAPFRE entered the deal with a 50 percent stake and a total of 100 million euros pledged. This alliance, formed to invest up to 300 million euros, has acquired high-quality buildings in Luxembourg and the former BBC Radio headquarters in the Fitzrovia district in the heart of London.

In March, they acquired a *prime* 6,000 m<sup>2</sup> office building in Hamburg's central St. Georg district. The property, which previously belonged to Allianz Real Estate, holds the DGNB Gold sustainability seal that assesses economic, environmental, comfort and quality aspects.

In addition, in mid 2019, the Group reached an agreement with Swiss Life for the creation of an investment vehicle in the real estate market. As a result, MAPFRE, with a 50 percent stake and an outlay of more than 100 million euros, decided to opt for *prime* offices located in Paris.

More recently, at the end of April this year, MAPFRE further boosted this alliance by creating a Joint Venture, a pan-European co-investment vehicle with an initial volume of assets valued at 400 million euros, for the purpose of investing in the Spanish and Italian real estate market.



## Infrastructures

MAPFRE and Abante, as part of their strategic alliance initiated two years ago, in 2020 launched, through Macquarie, the Australian-based financial services group, an infrastructure fund of up to 300 million euros. To this end, MAPFRE pledged an initial capital contribution of 50 million euros in line with sustainability, social and governance (ESG) criteria, although this figure has now been increased to 100 million euros.

This fund of funds, which has attracted interest from institutional and private banking investors and which underlies several Macquarie Infrastructure and Real Assets (MIRA) strategies, offers an opportunity for investors to access an asset class that allows portfolios to be diversified in a low rate environment.

**50**  
**MILLION EUROS**  
**INITIAL CAPITAL**

**ESG**  
**SOCIAL SUSTAINABILITY**  
**AND GOVERNANCE**  
**CRITERIA**



## Private equity

In its bid to move forward with investment strategies in alternative assets, in 2020, MAPFRE, together with Abante and Altamar, launched a fund in which the insurance group committed more than 200 million euros in assets. Specifically, the MAPFRE Private Equity FCR, registered with the CNMV [Spanish National Securities Market Commission], brings together the private equity investments already made by the group's entities, as well as current and future investments, and has a conservative stance.

This type of investment, termed «evergreen» or permanent, meets the needs of insurance companies and other institutional investors who, by the nature of their business, have to invest in very long-term assets. Moreover, unlike a traditional private equity fund, whose average life is around ten or twelve years, this instrument has an unlimited term.

As José Luis Jiménez, MAPFRE's chief investment officer, points out, these investments «make it possible to diversify the balance sheet at a time when the market is very attractive because great opportunities can be generated in the coming months.»

**200**  
MILLION EUROS  
IN ASSETS

**EVERGREEN**  
UNLIMITED TERM



## Sustainable investments

The insurance group's fourth venture in terms of alternative investments is the recent agreement reached with Iberdrola to jointly invest in renewable energies in Spain. This project, in which MAPFRE will have an 80 percent stake, represents the creation of a pioneering co-investment vehicle between an energy company and an insurance company.

The Joint Venture will leverage up to 230 MW of green projects—both wind and photovoltaic—from the energy company's portfolio of assets. The agreement also contemplates the incorporation of other operating assets, as well as new renewable energy development projects, up to 1,000 MW.

Furthermore, within the framework of diversifying alternative assets, the added goal of this alliance is that third party clients such as Abante may have the opportunity of co-investing in this clean energy vehicle in which some 800 million euros will be jointly invested.

**80 PERCENT**  
MAPFRE PARTICIPATION

**230 MW**  
IN GREEN PROJECTS

Puy du Fou evening show.



### A unique journey through time

Breaking through the most traditional barriers, MAPFRE decided to become a shareholder in Puy du Fou, the French theme park company, with a 19.3 percent stake. The construction of a Spanish-history theme park in the Toledo province was the main reason why MAPFRE decided to invest in this project.

Copying the French formula, MAPFRE decided to open the Spanish park in two phases: the first, in August 2019, offering nightly shows related to the most important events in the history of our country; and the second, in the spring of this year, ultimately opening the venue, with attractions, stalls, workshops, restaurants and daytime performances for all ages.

All these investments bring MAPFRE's total commitment to alternative assets to more than 850 million euros. The Group's commitment to this kind of assets is a major factor to be borne in mind and, despite its smaller weight in the

product portfolio, the promotion of new projects will allow MAPFRE to have a greater exposure to this area and will allow the company to explore new investment opportunities.

**19.3 PERCENT**  
INVESTMENT IN THE  
FRENCH COMPANY

**850**  
MILLION EUROS  
PLEDGED







## MAPFRE LAUNCHES A CHANNEL CONTAINING PODCASTS OF ITS EXPERT CONTENT

**Learning how professional athletes manage their money, decoding the future of innovation in the insurance sector, and analyzing global economic trends are just some of MAPFRE's initial proposals for their new podcast communication channel. We tell you all about it in the following article.**



We are living through a time of profound transformation in the field of communication, where the younger generations no longer watch programs on a television channel, read a specific newspaper every day, or listen to a particular radio station, but rather consume content, mainly via social networks.

In this new panorama, content, or rather, the quality of the content, is what marks the boundary between successful and unsuccessful products. This opens up a completely different playing field, in which the media are no longer the only intermediaries that can deliver content to the various audiences. Other players emerge, including companies themselves.

Content is king today because in the Internet universe the best content can generate growing audiences, regardless of whether it is produced by a media outlet or a company. The Internet levels the playing field for

everyone. Bill Gates had already predicted this back in 1996, when the founder of Microsoft announced that “those who succeed will propel the Internet forward as a marketplace of ideas, experiences, and products — a marketplace of content”.

It is within this context that MAPFRE is launching its new podcast communication channel. If content is the key, audio is the channel that is best capturing the needs of many citizens as a means to get information, learn new things or, simply, to be entertained.

Lockdown and the pandemic-driven trend of spending more time at home have boosted the use of audio devices — such as smart speakers— and the consumption of podcasts. According to IAB Spain's Annual Online Audio Study, 70% of Internet users consume podcasts on a daily basis.

**MAPFRE Podcast Channel** MAPFRE has decided to embrace this new phenomenon with the launch of several programs that will be integrated into the content of the new podcast channel, soon to be hosted on the corporate website [www.mapfre.com](http://www.mapfre.com).



The first program is called *La Bolsa de Deporte* [The Sports Digest] and is presented by Luis García, manager of MAPFRE AM and the MAPFRE AM Behavioral Fund. Every 15 days, Luis García interviews professional athletes to find out more about how they manage their investments and what lessons they have learned from sport that can be extrapolated to the markets and business. Esteban Granero, Fernando San Emeterio and Lola Gallardo have been among his first guests.

At MAPFRE we have a great advantage, which makes our work much easier, and this advantage lies in the fact that we have an enormous amount of expert knowledge in the company, with many professionals who are truly outstanding in their field. Through the podcast we can broaden the reach of this expert knowledge and generate high quality content to engage new audiences.



The next podcast is *Código Insur\_space*, MAPFRE Open Innovation's audio initiative to help us better understand the InsurTech world, an inspiring conversation with experts in technology, transformation, design and art aimed at decoding the present and understanding the future.

Joan Cuscó, Global Director of Transformation at MAPFRE, talks with renowned professionals in technology, transformation, design, robotics, entrepreneurship and the arts in search of a response to the changing times we live in, looking for opinions from some of today's most renowned professionals and finding out which projects are most interesting in the digital era.



Last but by no means least, *Economics Café* is the latest addition. In this space, experts from MAPFRE Economics, the company's research service, analyze the evolution of the global economic situation, as well as the insurance sector. The first programs have dealt with issues such as the global economic outlook in a post-pandemic world, and which countries have the most pressured pension systems.

New programs are scheduled to be launched in the coming months. You can listen to them on the MAPFRE website and on the main podcast platforms (Spotify, Apple Podcast, Ivoox, etc.).





# ONLY WHEN WE HAVE THE BEST EXPERIENCE CAN WE GIVE THE BEST OF OURSELVES

We measure our customers' experiences, to understand what they are going through at any given moment and to help us anticipate their needs. Why not do the same with our employees, who are at the heart of our business and are also the people who make that customer experience a reality?

TEXT: **SARA ELENA TORRES HORTAL**

PHOTOGRAPHS: **MAPFRE**





For MAPFRE, you are at the center of our activities and we want you to have the best experience. That is why, the first thing we want to do is to find out what you experience, what you feel..., and for this we have developed a Model for Listening and Measuring the Employee Experience that allows us to do this using a variety of tools, because only when we have the best experience can we give the best of ourselves. Throughout 2020, we continued to enhance your employee experience and successfully implemented this model.

“Everything we do in the area of people management demonstrates MAPFRE’s clear commitment to all its employees”, explains Elena Sanz, General Manager of People and Organization.

### **We introduce and explain our Model for Listening and Measuring Employee Experience**

I can only give you the best experience if I listen to you. As a result, now that we can fully understand and monitor your experience, we can make decisions that positively impact your daily life. This model has already become a new human resources tool and involves three stages.

**“This new model of listening and measuring is enabling us to acquire better information on the current needs of our employees, and to understand, in more detail, their user experience at key moments throughout their life cycle at MAPFRE. It is helping us to identify where we need to take action to improve their satisfaction with the experience, and any actions we do take will be better focused and result in greater engagement with the company, having a direct impact on the business.”**

**Magdalena Sanguinetti Pochettino**, deputy director of Employee Experience in MAPFRE Spain.



### **1. IT MEASURES YOUR RECOMMENDATION, SATISFACTION AND COMMITMENT INDEX, USING A QUESTIONNAIRE, THE RELATIONAL ENPS®**

, which is taken in May and November and measures the likelihood that you would recommend MAPFRE as a company to work for. In 2020, it was applied in 13 countries to the total workforce; 98 percent are in countries with an Employee Net Promoter Score above 20 points, which is rated as very good or excellent.

We also measure the **Leader Index**, which measures the degree to which employees would recommend their managers on a recommendation scale of 0 to 10. In 2020, 61 percent of employees gave a score of 9 or 10.

### **The Employee Satisfaction Index**

What are the main elements that impact employee engagement?

- Knowledge of the objectives
- Pride in the work done
- Recognition for work performed
- Contribution to the company
- Quality feedback received
- Opportunities for development



# LIFE CYCLE OF MAPFRE'S EMPLOYEES

*Personas* **MAPFRE**  
*Talento y compromiso*



## I JOIN MAPFRE

I go through the selection process.  
I am accepted.

## I CONTRIBUTE

I achieve my objectives.  
I collaborate on a project.  
I communicate with the company.  
I lead a team.

## MY DAILY LIFE

I am rewarded.  
I balance my personal and work life.  
I experience a change.  
I interact.  
I am motivated.  
I feel supported in a personal situation.

## I DEVELOP

I receive feedback.  
I learn.  
I feel recognized.  
I move.  
I get promoted.

## MY PROFESSIONAL PERIOD COMES TO AN END

- Collaboration
- Work tools
- Looking after people
- Pride in the social footprint.

This indicator measures your engagement through these ten variables. In 2020, the score was 73, corresponding to the percentage of employees who rated the ten variables with an average score of 8, 9 or 10.

## 2. EMPLOYEE LIFE CYCLE

The employee experience is a journey and the employee life cycle identifies the main moments in a person's life within the company, those in which a good or bad experience has a special significance for that employee. These are called "Moments of Truth".



**"MAPFRE's employee experience model has renewed our focus on the employee experience and their journey. Putting the employee at the heart of everything we do. This allows our U.S. entity to focus on key moments in the employee journey, enabling us to identify the "wow" moments and create a better experience. In our country we have successfully implemented both relational and transactional surveys, as well as local employee groups as channels to find out how employees are doing and get feedback from them."**

**Lisa Kelly**, HR Business Partners  
& Employee Experience in the U.S.

At MAPFRE we have designed our own employee life cycle, which consists of 18 moments. How do we measure this cycle?

- Through focus groups, which at MAPFRE we call experience pulses, involving groups of employees who make up a representative sample of the workforce or groups of employees who represent a sample of specific groups (young people, senior profiles, strategic profiles, expatriates, new hires, recent promotions, etc.), who may have a different experience at certain points in their life cycle than that of the employees as a whole.
- The Transactional eNPS® questionnaire, which consists of short questionnaires

that are triggered when the employee interacts with one of the moments in the life cycle (training, mobility, evaluation, etc.).

### 3. THE HUMAN RESOURCES MANAGEMENT PERCEIVED QUALITY INDEX

This evaluates the quality of the service provided by the human resources areas and the ability to evolve and adapt the people management to the needs of the company and its employees. It is obtained through an assessment questionnaire that is sent out to all employees around the world once a year. In 2020, the score was 7.9 out of 10.

This questionnaire measures four variables: the service provided, response times to any consultation or service requested, the quality of the service, and the evolution and adaptation of people management to meet the needs of the company and its employees.

#### A model developed by MAPFRE

Our Model for Listening and Measuring Employee Experience is proprietary, entirely developed and built in-house at MAPFRE.



**“MAPFRE’s model for listening and measuring employee experience is in the process of evolving, and in Brazil we have already seen positive results. In 2019, with the implementation of the twice-yearly eNPS and with real-time results, we increased how effectively we could identify the scenario, making it possible to create more assertive and streamlined action plans. In 2021, we launched the transactional eNPS, adding 12 important moments that give us the opportunity to listen more frequently to all our employees, allowing us to keep developing actions that positively impact their daily lives. In Brazil, we want the employee to be at the heart of our decisions, and we believe that this new model of listening and more comprehensive measurement will help to improve their experience and, consequently, their engagement.”**

**Fernanda A. Marín**, Employee Experience Manager in Brazil



In this process, and specifically during the preparation of the Relational eNPS®, the support and advice of the Corporate Business Support Area was very important, particularly the Quality Observatory, which is responsible for understanding how customers perceive the company, both in terms of an overall assessment of the organization and the so-called critical episodes of interaction with a customer (Contracting, Renewal, Incident Management, Claims, Assistance, etc.).

The Quality Observatory, independently of Human Resources, is responsible for implementing, measuring and reporting the results of the Relational eNPS® for employees. This is conducted twice a year and measures the likelihood that you would recommend MAPFRE as a company to work for.

“There has been a very close collaboration with the Employee Experience team. The Quality Observatory independently conducts surveys and makes preliminary analyses of the results obtained. I believe that doing these surveys, combined with the corresponding analyses

by a totally independent team, provides a guarantee of impartiality. Together with the anonymity of the surveys, I feel this is critical so that MAPFRE employees feel comfortable answering the questions and we can regard them as being very reliable. On the other hand, the magnificent participation in the various campaigns that are being conducted gives us an idea of how attractive it is for employees to be able to have their say and see how the different HR areas in the companies respond to the results of these different survey rounds.”

José Manuel Martínez Iglesias, head of MAPFRE's Quality Observatory in the Corporate Operations Area (Corporate Business Support Area)”.



**“The global context of change in which companies find themselves means that people management areas are facing new challenges when it comes to fulfilling our main function of attracting, retaining, managing and developing the talent that the company requires at any given moment. That is why enhancing the employee's experience throughout their life cycle, from the moment they become a prospective employee until the end of their employment relationship with us, and adapting the value proposition to personalize their experience in our company as much as possible, will make all the difference: a person will give their best, be engaged and recommend our company only if their experience is positive. In addition, we cannot forget that the employee experience speaks to who we are as a company and how our customers and society perceive us through them.”**

**Anastasia de las Peñas**, Corporate Director of Employee Experience

## **The Transactional eNPS® was developed jointly by the HR teams of the different countries**

Measuring the employee experience means gauging what they experience —what happens to them at any given moment and which are concrete facts— and what they feel —subjective perceptions— and linking this to satisfaction, recommendation (the eNPS), engagement and so on.

It helps us to identify what is key for you and to know which levers we need to operate to improve your experience, engagement and development, and even link this to the customer experience.

Our model, which is already fully implemented in several countries, and partially in many others, always strives to put the employee at the core.





# TECHNICAL AREA

## THE MECHANISM THAT DRIVES MAPFRE

TEXT: VIOLETA MATEO | PHOTOGRAPHS: ISTOCK, MAPFRE

We all agree that we can have the most beautiful bodywork in the world, with luxury interiors in our state-of-the-art car, but if the machinery is not well-oiled, our journey may not have a happy ending. Thanks to our colleagues in the company's various technical areas, our gears run like the engine of an Alpine F1, the parts mesh seamlessly and there are no glitches. And not only that, this engine is living, it moves with the times, it is innovative and understands the environment it works in to perfection. Rafael, Pablo, Lourdes, Stéfano, Patricia, Karen, Lastenia, Matthew, Yusimi, Maria, Daniele and Romina tell us about their current and future challenges. We asked them about the technical challenges posed by the business, what key skills they will soon have to acquire, what they are passionate about in their work, and their views on the future.

**RAFAEL ARNELA**  
**DEPUTY DIRECTOR OF CLAIMS**  
**AT MAPFRE SEGUROS (PORTUGAL)**

**CHALLENGES**—“Relatively recently we began to understand that the insurance world could be affected by the use of social networks. Some time later we foresaw the implication and opportunities posed by the digital footprint, the internet of things, the *blockchain*, big data, and so on. And so, will what’s to come be more like the present or even more disruptive?”

**KNOW-HOW**—“Applying new technologies to work the information with the best possible outcome, knowing what we want and planning for the changing times. In an industry like insurance, we must be more attentive than ever to the evolution of all the markets, how they develop, based on what, with which information, which technology, which means or investments, and always trying to be the first: innovating.

**MY PASSION**—“In one sentence: to be able to surprise the customer without losing managerial rigor, assuming the right price. And to do that, it is impossible to keep doing things the way we have always done them. It is no longer enough. We have to update the way we do things. But I am convinced that we can maintain the quality of our service and focus on the customer experience that has always been our goal.”

**FUTURE**—In light of our past experiences and, particularly, the most recent ones, we have already internalized and accepted that we must adapt to each moment, to each context, to each customer profile and to each circumstance. Without a doubt, we must continue to invest in technology and innovation. Technical functions will have to be updated at the same pace that people’s behavior and habits change. We should all, especially the technical area, have a common goal: to make insurance simple, accessible and relevant in everyday life. The digital transformation must be based on two crucial points: the digitization of the omnichannel customer relationship and the digitization of operations. The artificial intelligence environment, AI, is a clear example of technologies which are coming to our aid. And I believe that we should build on the cell phone device: an ideal channel for sales and, particularly, for after-sales service.

**PABLO MORCUENDE BOTELLO**  
**TECHNICAL MANAGER OF BUSINESS INTELLIGENCE**  
**IN MAPFRE SPAIN**

**CHALLENGES**—There are many. On the one hand, in the face of the changes occurring in our environment, it is essential for us to be streamlined and flexible so that we can provide solutions that adapt to the consumer habits of our customers. On the other hand, with access to new data and/or sources of information, it becomes necessary to harness our full analytical capacity in order to make underwriting and processing more efficient, without losing sight of technical rigor, improve the user experience, and be able to offer products tailored to the specific needs of each client.

**KNOW-HOW**—We currently work with large volumes of data, so we need technological knowledge that allows us to process it, so as to obtain conclusions that allow us to improve our business. However, beyond up-to-date knowledge and skills, we have to turn learning into an ongoing habit, as technology and tools are constantly evolving and we have to adapt quickly.

**MY PASSION**—Without a doubt, what I like most is the blend of being very close to the business and applying analytical techniques to extract value from the data. Additionally, we take part in projects together with many other areas of the company, which allows us to see and understand the business from other perspectives.

**FUTURE**—The greatest need will be to be able to respond as quickly as possible to changes in our environment. It will be critical to have the ability to offer solutions to the various current challenges, related to new mobility habits, the emergence of new risks, a better knowledge of customers, and so on.

**LOURDES CEVALLOS MATUTE**  
**TECHNICAL AREA MANAGER SURETY BONDS**  
**MAPFRE ATLAS (ECUADOR)**

**CHALLENGES**—In the technical area where I work, there are several challenges: achieving competitive rates without risking the company's profitability, mitigating the loss ratio with an exhaustive study of the risk; generating new business with higher retention and accounts that produce long-term profitability while maintaining adequate renewal conditions. And a very important challenge is to adapt to the new normality, where part of our homes has become our workplace, offering our strategic allies and clients the same quality service as when we are in the office.

**KNOW-HOW**—The key is to acquire knowledge about new risks that arise in the market, as underwriters and analysts who have to be aware of the needs of future clients and offers from brokers when they propose a transaction.

**MY PASSION**—Risk is the essence of insurance, so the most exciting thing for me is to have the skill to analyze each operation because, as each company has different business lines, you get involved with clients, brokers, and so on. The everyday work is what makes an insurance company different, and much more so MAPFRE, which is the Global Trust Insurer.

**FUTURE**—The development of working tools that allow us to optimize response time, such as quotation systems, pricing systems that are linked to the client's claims percentage, and verifying the new conditions that we will have to take into account when renewing. Anything that saves time is helpful in the future.

**STÉFANO FERRARI**  
**TECHNICAL HEAD OF PROFITABILITY ANALYTICS**  
**MAPFRE ASISTENCIA**

**CHALLENGES**—Of the many challenges facing the technical area, the greatest is the need to respond to a business that is evolving very rapidly, as this implies constant adaptation. Likewise, Time to Market is becoming increasingly important, to be able to respond in a timely manner to the needs and requests of our customers and partners. Moreover, profitable growth implies robust propositions, with continuous monitoring to proactively detect any variance and to be able to react as efficiently and quickly as possible. And we have to be capable of digesting all the new information that is generated, while focusing only on that which really adds value to the company.

**KNOW-HOW**—A more comprehensive approach to business development will allow us to better understand the needs of our clients and collaborators, and may help us to offer a better value proposition. On the other hand, in an increasingly digitalized society, it is necessary to continuously acquire this knowledge, both in marketing and claims management in digital environments. It is also important to reinforce our know-how in all tools to improve the time to launch and quality of our proposals.

**MY PASSION**—Working in the technical area involves many daily challenges, as we get to see very different realities, while also having the opportunity to be in close contact with the various business units around the world. This enriches you both professionally and personally.

**FUTURE**—I think that more than talking about a specific point, both now and in the future, I understand that we are in a process of ongoing transformation, which is necessary to support the transformation and needs of the company at all times.





The artificial intelligence (AI) environment is a clear example of where technologies are coming to our aid. This fantastic tool is already being used in the automotive field and we do not rule out applying it in other areas.

Rafael



We have to make learning an ongoing habit, as technology and tools are constantly evolving and we have to adapt quickly.

Pablo



Having competitive rates without risking the company's profitability, mitigating the loss experience with an exhaustive study of the risk.

Lourdes



We have to be able to digest all the new information that is generated, focusing only on that which really adds value to the company.

Stéfano

Evolving ever further towards the humanization of technical functions, making viable products that transform people's lives.

Patricia



## **PATRICIA DE FREITAS SOEIRO** **SPECIAL INSURANCE SUPERINTENDENT.** **MAPFRE BRAZIL**

**CHALLENGES**—It is no news that the pandemic has accelerated processes and established new ways of interacting with one another. In addition, an old challenge has become even greater: the challenge of implementing technological innovations on a large scale and in a streamlined manner, allowing us to serve each customer quickly and according to their preferences. Another challenge is to develop products that build loyalty among different audiences, with different protection needs, different ages, and so on.

**KNOW-HOW**—Anticipating the desires of the different consumer profiles that emerge each day. Analyzing and studying the market and its trends is key in creating solutions that, many times, customers themselves do not identify as necessary until the time they receive the right offer.

**MY PASSION**—To be able to participate in society's evolution by creating useful products with added value for consumers' daily lives.

**FUTURE**—To evolve ever further towards the humanization of technical functions, making viable products that transform people's lives, as well as increasing awareness of environmental, social and governance factors.

**KAREN HERNÁNDEZ FUENTES****MANAGER. AUTOMOBILE CLAIMS  
MAPFRE PUERTO RICO**

**CHALLENGES**—In these times, where our clients have greater access to information, our business faces the challenge of keeping the client informed throughout the entire policy cycle and everything that represents, from a renewal to the handling of a claim. At Auto Claims we are constantly faced with this challenge, with the task of notifying and disclosing the details of a claim in a simple manner despite a complex behind-the-scenes process.

**KNOW-HOW**—Understanding technology, progress and the inclusion of automated processes in a technical operation that is usually manual is key in our unit. Even more so in the face of the pandemic-related challenges in terms of personal interaction, which is so valuable.

**MY PASSION**—“Making MAPFRE happen.” Human contact, rapport, the service we provide as components of a technical unit is what makes MAPFRE happen. Resolving each case excites me, not necessarily because this involves compensation, but because each claim teaches us something, gives us an experience, an opportunity to improve, and leaves a mark on us as a person and a professional.

**FUTURE**—Continuing to automate processes and maximizing self-management tools are important aspects that must be continuously developed in our area, so that the customer recognizes the importance of active participation in the handling of a claim. Similarly, the diversity of options and product customization will be essential in order to get the customer’s attention.

**LASTENIA MENDOZA DE HENRIQUEZ****TECHNICAL MANAGER OF LIFE AND HEALTH  
UNDERWRITING. MAPFRE PANAMA**

**CHALLENGES**—Our greatest challenge is to meet and improve response times in terms of risk assessment for our proposed policyholders (or clients). This depends not only on the underwriter, but also on our associates who are an important part of the process (including medical providers, compliance, reinsurers, etc.). Adaptability in a dynamic and constantly changing environment.

**KNOW-HOW**—In my role, information is a very important working tool, so we keep ourselves constantly updated on scientific, medical, financial, subjective and occupational risks. We are also interested in knowledge of predictive models during our client evaluations, ensuring the best decision for our company, clients and strategic partners.

**MY PASSION**—I am passionate about comprehensively analyzing the risks we receive. Each assessment is different, as are the scenarios and the decisions that need to be made quickly, efficiently and continually.

**FUTURE**—Digitization is the most important transformation. To be able to process greater numbers of requests in less time and at a lower cost, taking advantage of the tools and options provided by our technology departments.



**Diversity of options and product customization will be essential in order to get the customer’s attention.**

Karen



**Each assessment is different, as are the scenarios and the decisions that need to be made quickly, efficiently and continually.**

Lastenia



**MATTHEW MICALLEF**  
**HEAD OF CLAIMS OPERATIONS**  
**MAPFRE MIDDLESEA (MALTA)**

**CHALLENGES**—One of the biggest challenges is the ability to keep up with technological changes and progress, so that we can offer a quality service that meets our clients' expectations quickly and efficiently. Digitization processes, fraud prevention platforms, cloud programs and robotic process automation (RPA) that are slowly but surely becoming an integral part of today's working environment.

**KNOW-HOW**—Technology drives much of the key knowledge that technical personnel must have, as does an understanding of associated legal procedures. Keeping up to date with court rulings, which themselves become case law, is very important. Society is becoming more and more aware of legal activity and is willing to use any previous rulings to its advantage.

**MY PASSION**—One of my greatest motivations is making the simple and genuine effort that helps a person who is having a bad time. We see hundreds of claims each week, so it's normal for us, but for a client a claim can be a life-changing, stressful event, and the simple effort of offering sincere help is enough to make my day. I am also motivated to learn something new every day. Claims can range in scope from technical and business aspects to legal and environmental situations.

**FUTURE**—In a society where social networks play a crucial role in connecting people, while offering a great opportunity to provide excellent customer service, the importance of service quality will be a very important aspect that all people who play a technical role will have to be more aware of.

**YUSIMI SARABAZA JAVIQUE**  
**GENERAL AVIATION UNDERWRITER**  
**MAPFRE GLOBAL RISKS**

**CHALLENGES**—Our biggest challenge is to underwrite the business rigorously, to achieve profitable portfolio growth. We have to work with reliable information, analyze the risk data and make streamlined decisions as to whether it is within our underwriting scope, in which case we need to establish the terms and conditions necessary for successful underwriting. For an underwriter it is essential to know how far you can commit the company to a potential claim. It is important to adapt to market cycles (hard or soft market) and be competitive.

**KNOW-HOW**—Because we are highly specialized, we must have a high level of technical knowledge about our area of activity, as well as extensive experience. Aviation insurance requires us to be up to date with new technologies in the aviation industry, as it is a fast-moving sector that poses constant challenges. It is extremely important to be aware of the market reality and be prepared to adapt to changes.

**MY PASSION**—I find it exciting to work on a wide variety of risks, in different markets. This allows me to work in a different, new and varied way every day. I can be analyzing a business from anywhere in the world and interchanging with the local realities within each of the countries with which I interact, and this makes my work totally enriching and rewarding.

**FUTURE**—The risks we are exposed to today have changed, ranging from cyber-attacks, risks associated with the use of new technologies, the development of business models based on green fuels that reduce emissions, the "avionics" of new aircraft, to unmanned aircraft entering unsegregated airspace, to name a few.

**MARIA SAWYER**  
**ACTUARIAL PRICING MANAGER**  
**MAPFRE USA**

**CHALLENGES**—The biggest challenge the market pricing team faces at MAPFRE USA is creating a market pricing strategy that is acceptable to the regulators in each of the states in which we operate. In many countries, policy enforcers are only minimally involved in pricing. In the United States, on the other hand, there is a greater degree of oversight and enforcement of limitations, so price restrictions and optimization are generally not permitted.

**KNOW-HOW**—The key to success in market pricing is to understand the many aspects that impact how the market perceives our product. These include pricing and customer elasticity (customer action or inaction to buy within market conditions), and how our processes and sales distribution system interact with the market. The ability to analyze and react quickly to the market environment at any given moment is another key area of know-how that must be acquired.

**MY PASSION**—I love to harness my team's analytical skills to contribute to MAPFRE USA's positive growth objective with the task of market pricing. This involves an in-depth understanding of our position relative to the competition, as well as knowledge of how clients react to our pricing in the marketplace.

**FUTURE**—We are working on improving our elasticity models and multiple pricing analysis scenarios to gain insight and understanding of the U.S. market. By continuously improving our models and analysis, we can adapt to the changing market and react quickly.



**For a client a claim can be a life-changing, stressful event, and the simple effort of offering sincere help is enough to make my day.**

Matthew



**I can be analyzing a business from anywhere in the world and interchanging with the local realities within each of the countries with which I interact, and this makes my work totally enriching and rewarding.**

Yusimi



**By continuously improving our models and analysis, we can adapt to the changing market and react quickly.**

Maria



**To fulfil our technical function we now need new knowledge, such as project analyses, financial management and technology.**

Daniele

**One of the greatest challenges is responding promptly and with technical support to our clients' requirements.**

Romina

**DANIELE TURTERA**  
**MANAGER - TREATY BRAZIL**  
**MAPFRE RE DO BRASIL**

**CHALLENGES**—The biggest challenge is the key change we are undergoing in the technical area of reinsurance, which means we have to be creative. Reinsurance is moving away from the usual contracts and familiar lines of business. Now, with the “modernization” of reinsurance, there is an increasing demand for a less traditional product, with new clients, whether global risks or insurtechs, with more innovative concepts, such as upfronting, totally focused on technological platforms and applicable to differentiated and not as traditional products, such as cell phones, trackers, home delivery services, and so on. Everything is very new and unfamiliar for an area accustomed to working with historical data and deterministic algorithms.

**KNOW-HOW**—To fulfil our technical function we now need new knowledge, such as project analyses, financial management and technology to be able to develop these new reinsurance products, with their implementation schedules, their technological platforms and verification of whether the estimated projections make sense and guarantee the minimum profit margins and expected results.

**MY PASSION**—The analysis of the contracts themselves, when you immerse yourself in the world of your clients (assignors). This gives you an insight into the client’s perception and you relate this to the information received from the market as well as the commercial meetings held, proposing the best solutions, opportunities for improvement and points of focus.

**FUTURE**—Technical operations have already undergone a recent transformation, with the need to be closer to customers and to look for technical solutions that are aligned with their expectations and strategic planning. In the future, which is already not so remote, we will have to add this new knowledge so that we can present a complete vision to the client, so that the client can discuss and contribute to the projects and indexes, as well as the financial projections and technological platforms.

**ROMINA ANDREA VERGARA LEIVA**  
**SENIOR ACTUARIAL ANALYST**  
**MAPFRE CHILE**

**CHALLENGES**—Responding promptly and with technical support to our clients’ requirements, either from the client directly or distributor clients, because that implies multidisciplinary work at every level of the organization, it is a big working team. So finding a balance between all those factors is a big challenge.

**KNOW-HOW**—It is very important to develop technological knowledge both in terms of tools and how to use them, as these support the company’s strategy and are at the forefront of new needs. I also believe that it is essential to consolidate interpersonal skills to enhance all the technical knowledge that you have at each level of the organization.

**MY PASSION**—To learn constantly at the technical, IT, financial, accounting, operational, legal, and human relations levels, to know and understand the processes involved and the different areas that take part. Daily work can therefore be very dynamic, you are not doing the same thing every day and that is very enriching. All this encourages teamwork, even with colleagues from other countries

**FUTURE**—Getting to know our customer better in order to respond even more effectively to their requirements. This implies having more information available about them, their tastes, their needs and their habits that change over time. It also strengthens our technical operation and the service we provide, influencing pricing refinement, underwriting and claims support, to name a few examples.





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TO DATE ON INNOVATION

# MAPFRE IS COMMITTED TO PROTECTING CLIENTS, EMPLOYEES AND SOCIETY DURING THE PANDEMIC

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TEXT: EDITORIAL DEPT. *THE WORLD OF MAPFRE* | PHOTOGRAPHS: MAPFRE, ISTOCK

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In the most difficult year ever, shaped by the impact of COVID-19 across the globe, almost 180 million people infected and 3.8 million dead, the Group is underpinning Fundación MAPFRE's international donation plan of 45 million euros between 2020 and 2021, with measures specifically targeted at clients and suppliers in its main markets. This scenario has changed our lives in an unimaginable way, so MAPFRE is refining its response to meet the needs of these countries in order to help its clients, employees and society in general through discounts, the extension of cover and advance payments to suppliers, along with other actions.

Paula Miguel (Spain); Carolina Circelli (Brazil); Amaury Nieto (Mexico); and Caitlin Creemer and Jennifer O'Meara (USA) have contributed to this report.



## IN SPAIN, HEROES TAKE CARE OF THEIR CUSTOMERS

The announcement, in March 2020, of the State of Alarm in Spain and the decision to approve the lockdown of the entire country for three months, marked the beginning of a very challenging year for all sectors of society. Throughout this time, MAPFRE continued to serve its customers, adapting to a new reality and guaranteeing the safety of its employees, providers and policyholders.

This situation confronted its inhabitants with a great challenge: adapting to

## MAINTAINING CUSTOMER SERVICE FOR URGENT SERVICES, EVEN IN THE MOST CHALLENGING SITUATIONS



the unknown. From the outset, MAPFRE began to quickly modify its protocols to maintain its customer support for urgent services, even in the most difficult situations, while at the same time taking the necessary measures to avoid contagion.

The company's advanced digitalization and the commitment of its employees made this possible. In just a few weeks, almost 90 percent of the workforce and many collaborators transitioned to working from home, achieving the "new normal" of teleworking.

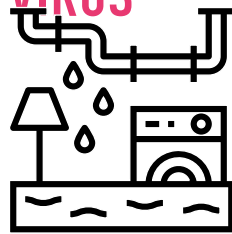
For an insurance company, ensuring customer service is

not always compatible with teleworking, as certain groups have to provide their services in person, at the customer's side, wherever they are needed. To achieve this and, at the same time, protect the health of everyone, a major effort was required to develop, within hours, new protocols that ensured safety and allowed us to continue to meet the urgent needs of our clients.

The work of MAPFRE's suppliers has been key in this continuity of service and their contribution to the fight against the pandemic has gone even further, as more than 110 collaborators have taken part in the assembly, adaptation or expansion of field hospitals set up against the clock to provide care to the sick.

MAPFRE provided more than 90,000 emergency services in homes throughout lockdown, including those where there was a positive COVID-19 case. To this end, MAPFRE has developed a specific COVID-19 disinfection and protection protocol for suppliers, so that the professionals are equipped with all the necessary protective material required in these situations and are supported by a specialized company that disinfects the working zone and all transit areas, before and after their activity. This procedure ensures that urgent customer

OVER THE COURSE OF THE LOCKDOWN, MAPFRE HAS PROVIDED MORE THAN 90,000 EMERGENCY SERVICES IN HOMES, INCLUDING THOSE IN WHICH THERE WAS A POSITIVE COVID-19 CASE. TO DO THIS, IT HAS DEVELOPED A SPECIFIC DISINFECTION AND PROTECTION PROTOCOL TO KEEP SUPPLIERS SAFE FROM THE VIRUS



service is maintained while guaranteeing the protection of the workers. Our suppliers have performed about a hundred services of this type since the beginning of the pandemic.

In one year, the company has performed nearly two million roadside assistance services, 567,000 of which were between March and June 2020, the strictest lockdown period in Spain. In addition, its Automobile Service Centers incorporated an ozone disinfection service to protect against COVID-19 and guarantee its customers the proper levels of safety when collecting their vehicles. Since the launch, 40,000 disinfections have been carried out. The healthcare protocol that has been applied in homes and vehicles has been extended to other areas: 350 MAPFRE buildings in Spain, including direct offices, medical centers, headquarters, and so on, have received AENOR certification as spaces where safety measures are applied.

Healthcare personnel have undoubtedly played the leading role in the fight against the pandemic. And the activities of the 15 MAPFRE Medical Centers have been fundamental: during lockdown, more than 45,000 calls were made to elderly people and



other patients with a variety of pathologies for follow-up, and nearly 27,000 screening tests were carried out.

These centers faced the tremendous challenge of implementing the new services demanded by society due to the pandemic, such as respiratory physiotherapy for treating post-COVID sequelae, a new videoconferencing service (with more than 1,300 consultations carried out, mostly in psychology), and a follow-up service for close to 2,000 patients. At the same time as responding to these new needs, the centers are being reconfigured to care for patients with other types of pathologies, without putting either the medical staff or the patients themselves at risk. Undoubtedly, a formidable challenge in terms of adaptation and innovation, to which the staff has been fully committed.

Similarly, MAPFRE's digital health *app* in Spain, Savia, has been playing a particularly important role, offering free services in lockdown and dealing with 315,000 consultations in one year.

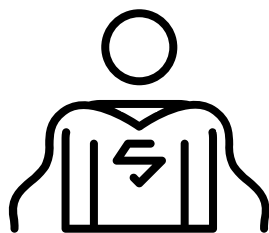
As in so many countries, in Spain the company has had to face one of the most difficult times in its history. At MAPFRE, all the company's employees have become true

## MAPFRE SPAIN

**The entire workforce have become real everyday heroes and have made words such as empathy, trust and dedication to service take on a deeper meaning.**

## MAPFRE BRAZIL

**It has strengthened its digital service channels and expanded the activities covered in home insurance, benefiting individual micro-entrepreneurs who have been forced to work from home.**



everyday heroes, making words like empathy, trust and dedication to service, which are part of their day-to-day lives, take on an even deeper meaning.

## IN BRAZIL, "HAND IN HAND" WITH SOCIETY

In Brazil, a year has passed since the beginning of the COVID-19 pandemic, and the country is certainly facing the most critical moment in its fight against the disease. As this article went to press, it had almost 14 million cases and had reached the highest peak of daily mortality, with more restrictive measures being taken across the country.

There, the pandemic has shaped a collective outlook that is unprecedented in the world, although, as is the case in physical space, it has come up against national and individual interests. In this context, large corporations have also been reviewing the role they play within their respective areas of activity (and sometimes even beyond these), by stepping in to help deal with the pandemic.

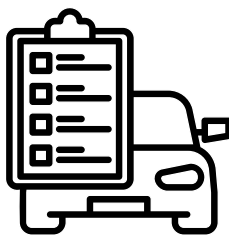
MAPFRE, out of its own sense of mutualism and protection cultivated throughout its history, also took action there, right from the moment the first cases were reported, to support its stakeholders in the country. Action for employees, promoting their

safety, acceptance and trust. In addition to working from home, the more than 3,000 employees the company has in the region have access to psychological support, which is also extended to their families, and follow-up is conducted to map any COVID-19-related symptoms. For other groups, such as brokers and service providers, the company has sought to minimize the impacts of the sudden loss of financial revenue, **establishing special conditions for policy renewals, advancing payments to vehicle workshops, and offering online help to update and train employees.**

For customers, MAPFRE has reinforced its digital service channels and expanded the activities covered by home insurance, benefiting individual micro-entrepreneurs who have been forced to move their work to their homes. It also offers a telemedicine service, as part of its life insurance policies, thereby ensuring safety measures and social distancing for policyholders.

The company was one of the first in the industry in Brazil to include cover for death due to COVID-19 in its life policies and, subsequently, in life and home policies. It also set up a website, called *Retorno Seguro* [Safe Return], to support companies that had to reinstate face-to-face service. Through

**FOR BROKERS AND SERVICE PROVIDERS, THE COMPANY HAS TRIED TO MINIMIZE THE IMPACTS OF THE SUDDEN LOSS OF FINANCIAL INCOME, SETTING SPECIAL CONDITIONS FOR POLICY RENEWALS, ADVANCING PAYMENTS TO VEHICLE WORKSHOPS AND OFFERING ONLINE HELP TO UPDATE AND TRAIN EMPLOYEES.**



the innovation platform MAPFRE Open Innovation it began to gather proposals from *startups* and employees focused on small and medium-sized enterprises, as well as service providers, helping them to face the complex economic landscape brought about by the pandemic.

The fight against COVID-19 is not over yet and, for MAPFRE, a company that trusts and protects people in everything it does, focusing its efforts on its public is a matter of course. The company will stand hand in hand with society (although for the moment it can only do so metaphorically with top quality service and excellence), with the conviction that we will emerge stronger to live in a better, more reliable and safer world.

## **AN ACTIVE ROLE IN MEXICO**

The trend of cases in Mexico has been declining over recent months, with the most pronounced spike in incidences occurring in January of this year, but as this article goes to press, the country is experiencing a gradual fall in the number infections. However, Mexican industry is continuing to struggle to curb the effects of the coronavirus in a number of areas, primarily in the healthcare and



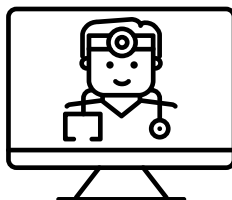
financial sectors. In Mexico, MAPFRE made it clear from the beginning of the crisis that it wanted to act as an agent of change and provide the communities in which it operates with all its support and experience to cushion the effects of the pandemic, emphasizing its commitment to clients, agents, allies and society in general.

Among the initial actions implemented when the first outbreaks of the virus occurred in the country, the company notified all its users that the major medical expenses policy would cover its beneficiaries against the disease, which was the people's main concern.

Along with these efforts and concerned about the company's heart, its employees, the insurer activated the business continuity plan, with the main objective of safeguarding the welfare of each and every one of them. It immediately moved 90 percent of the workforce to the *home office* model, or telework, and implemented its digital procedures quickly, enabling the processors to respond to clients remotely, applying remote appraisal, compensation, and home document collection. As a result, it became one of the first companies in Mexico to join the #yomequedoencasa

## MAPFRE MEXICO

**We are trying to face the pandemic in a personal way, since the people who are affected are our clients, allies and collaborators, part of our family, and therefore, we will do everything possible to provide them with peace of mind and security.**



[I'm staying at home] initiative, promoting disease-transmission prevention.

At the same time, concerned about the financial well-being of its employees and customers, it offered a 20 percent discount on vehicle insurance, in an effort to reduce the economic impact that this kind of insurance could have on families.

"We know that COVID-19 has wreaked havoc in Mexico and around the world, of that there is no doubt. That is why at MAPFRE we are trying to face the pandemic in a personal way, since the people who are affected are our clients, partners and employees, part of our family and, therefore, we will do everything possible to provide them with peace of mind and security", admitted José María Romero, CEO of MAPFRE Mexico and LATAM North.

One of the greatest concerns, in addition to the health of its employees, is linked to the impact that the contingency and social distancing measures may have on partners, allies and clients. That is why MAPFRE has implemented exceptional measures, such as offering its main stakeholders the MEDIPHONE - Telephone Medical Advice service, free of charge, to provide them with telephone assistance from

physicians for any COVID-19-related consultation, 24 hours a day, every day of the week.

Also, together with the rest of the insurance industry, MAPFRE Mexico actively participated in implementing the Cobertura Solidaria de Apoyo al Sector de Salud [Solidarity Coverage in Support of the Health Sector], from the Asociación Mexicana de Instituciones de Seguros, compensating the families of public service health personnel who have unfortunately died as a result of COVID-19.

Much progress has been made to curb the pandemic and, while we wait for real and effective vaccination on a global scale, as well as a decrease in the number of cases of infection, the company continues to back these achievements in Mexico, strongly supporting society, increasing this positive trend through good practices and initiatives that benefit its customers and collaborators.

## RAPID MOBILIZATION IN THE USA TO ALLEVIATE FINANCIAL BURDENS

By mid-March 2020, much of the U.S. was in lockdown. A year later, virus patterns were improving considerably thanks to increased immunity, with more than 100 million

## MAPFRE USA

**The insurer is also extending the number of days of rental car cover and contacting policyholders to provide information on the self-service tools available on its website or by phone.**

**Personal insurance policyholders received 15 percent of their premium back in certain months through the MAPFRE Staying Home Refund program.**



doses of COVID-19 vaccine administered and the vaccination rate growing at close to two million per day.

In that country, MAPFRE moved quickly to ensure the safety of its employees and, by March 17, 98 percent of its employees were working from home. Throughout this period, the company is proud to have been able to offer the same level of quality service to its customers, agents, suppliers and partners as before, with the organization as a whole adapting to new challenges in a context of constant change.

It implemented various initiatives to ease the pandemic-related financial burdens on customers, such as flexible payment options for policyholders, adapted on a case-by-case basis. It also offered free extended coverage to customers whose jobs required them to use their vehicles to make deliveries during the crisis. The insurer also extended the number of days of rental car cover and contacted policyholders to provide them with information on self-service tools available on its website or by telephone. Finally, it returned 15 percent of the premium to personal insurance policyholders in certain months through

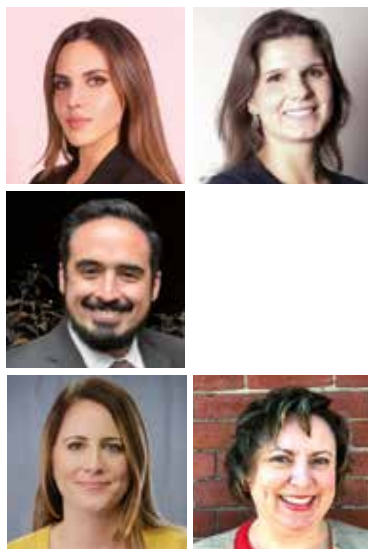
the *MAPFRE Staying Home Refund* program.

MAPFRE also made resources and best practices available to independent agents to help them manage their business in the new environment. For example, it offered tips for keeping in touch with customers through social networks and shared information about self-service payment options and claims.

MAPFRE Insurance Service Center (ISC) served as a resource to help participating agents maintain their sales growth and increase retention. As leisure activities were disrupted by the state of alarm, many potential customers purchased new policies online. To help agents take advantage of new business opportunities, white-label online quotes and SEO/SEM efforts were enhanced to maximize lead capture. The company also launched enhanced agent locator pages in Massachusetts.

The pandemic has not delayed the digital transformation, which has meant new apps for agents and clients. A claims guidance, billing and policy issuance system has been integrated for the former. For the latter, a new consumer portal has been launched at [MAPFREInsurance.com](https://www.mapfreinsurance.com). These solutions facilitate

## CONTRIBUTORS TO THE WRITING OF THIS ARTICLE:



(From left to right, and top to bottom) **Paula Miguel**, External Communication Technician in MAPFRE SPAIN; **Carolina Circelli**, Institutional Communication Technician in MAPFRE BRAZIL; **Amaury Nieto**, Director of Digital Business and Marketing in MAPFRE MEXICO; **Caitlin Creemer**, Communications Technician in MAPFRE USA; **Jennifer O'Meara**, Communications Technician in MAPFRE USA.

business by reducing data requirements and enhancing the user experience with features such as real-time processing of their transactions and improved self-service payment options.

MAPFRE Insurance employees continue to support local communities through various programs. They are especially proud of a collaborative program with the food bank, which raised 90,000 dollars in donations, and a game the company played to raise money for several food banks around the country. Employees have also participated in virtual volunteering programs, such as pen-pal *eBuddies*; providing virtual assistance to the Bottom Line organization; a career-readiness program for young people called Career Village; and sharing college experiences with members of One Goal.

MAPFRE Insurance is equally pleased with everything it has achieved, despite the circumstances, and remains committed to ensuring that every client, employee, agent and partner feels the protection and appreciation that the company can offer, both today and in the future.





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# 75 YEARS OF HISTORY IN A MAPFRE OFFICE

*Many changes, but the spirit remains the same.*



TEXT: **JOAQUÍN HERNÁNDEZ** | PHOTOGRAPHS: **MAPFRE, ISTOCK**

**Uncovering the story of a family that has been working for 75 years in the insurance business, and which now has its third generation, in the business, is not easy. But it exists. In Morón de la Frontera (Seville) we find the Albarreal family, which has been linked to MAPFRE throughout its professional life.**

Antonio Albarreal in his office



Antonio Albarreal López and sons, members of the delegation



We have to go back to 1946 to learn how MAPFRE's activity first started in that town. It was February 13 of that year when Antonio Albarreal began his professional career as a MAPFRE delegate in Morón de la Frontera. Logically, at that time, the first insurance policies marketed were related to the agricultural world: insurance for crops or policies covering machinery -the few that existed- to work in the fields. Indeed, the market share of this office in Morón de la Frontera became insurmountable (they insured all the crops in the municipality).

Albarreal set up the first office in his home, and that was the seed of this branch, which gradually opened up to other segments. At first, it was only tractors, but from the 1960s onwards, with the passing of the first compulsory automobile insurance law, cars were also added to the portfolio. Later, additional segments were added:

ITS OWN DECADES-OLD SLOGAN

**"ASK US FOR ANY TYPE OF INSURANCE, WE'RE SURE TO HAVE IT"**

COULD STILL BE VALID TODAY IN THIS OFFICE.

TIME HAS PASSED, THE OFFICE HAS CHANGED LOCATION, A FEW DOORS FURTHER DOWN, BUT ON THE SAME STREET, **TODAY IT IS BIGGER, IT HAS BEEN MODERNIZED, BUT IT IS STILL RUN BY THE ALBARREAL FAMILY.**

home, commercial, and life insurance back in the 1970s, to name but a few. In fact, their slogan from decades ago "Ask us for any type of insurance, we are sure to have it" could still be valid today in this office. In terms of cars in this town, the office had a 75 percent market share. Of course, today this situation has changed due to the increased competition, the appearance of telephone and low-cost companies, as well as the fact that price is now the number one consideration for many clients. But what has not changed is the spirit of the business for the Albarreal family: customer service at its core, with top-quality, personalized care.

The business kept growing and it was necessary to expand the facilities. The first step

was to rent a space in an old flour factory in the town, on Calle Utrera, the exact street where the office is still located today. Time has passed, the office has changed location, a few doors down,



Copy of the first contract 1946



Letter from Ignacio Hernando de Larramendi to Antonio Albarreal after the inauguration of the Morón office in 1974.



but on the same street, today it is bigger and has been modernized, but the Albarreal family is still running it. Today the second and third generations of this family are working in the office and it directly employs 7 people -three sons of the founder (Antonio, Felipe and Angel), one of his grandchildren (Isidoro) and three other employees (José Antonio, Noelia and M<sup>a</sup> Angeles)- to which must be added the indirect employment generated in the area, in the vehicle repair shops, for plumbers, bricklayers, painters, and so on.

There have been profound changes over these 75 years, as Angel, one of the sons of the delegation's founder, recalls. "The communication channels in my father's time were a typewriter and, at the most, a few phone calls. The business had to go door-to-door

looking for customers, in the countryside, in the town's taverns, in the stores. Today all that has changed. It is the customers who force us to adapt the way we work. Face-to-face service in the office has dwindled... but we have other ways of interacting with customers. Whatsapp, for example. And we have incorporated new forms of payment, like Bizum."

Innovation is also at the heart of this decades-long story. If the business had not adapted to the country's new reality, it would not have reached its 75th anniversary. Angel remembers the time when the first computer and dot matrix printer were installed in the office. Until then, the typewriter and paper receipts were the records of his clients, their payments and their claims. There, in that office, cash receipts were collected and, what is even more surprising, claim

This is remembered not only by the founder's children, but also by some clients, who are over 80 years old. Loyal clients who have been the best ambassadors of this office and the best advocates for their children and grandchildren, highlighting what has always characterized MAPFRE: a spirit of service and customer support at all times. The changes over these 75 years have been very important: the ways of interacting with clients and the products marketed are nothing like those of a few years ago, but the spirit remains the same. MAPFRE has not changed in this respect: the client has always been at the heart of all processes, no matter how manual they were.

The Albarreal family office continues to be a landmark in Morón and the surrounding area, serving not only this town but also other nearby municipalities. Although, as the children of Antonio Albarreal, who was the “true architect of the delegation” acknowledge, the market share is not the same as it was decades ago, being the trusted insurer of more than 35% of the population is something to be proud of. 75 years of being the face of MAPFRE is just the start of a long journey that will continue for decades to come, as the third generation is already at work in the office to continue the legacy.

[illegible]



VISIT [MAPFRE.COM](https://www.mapfre.com) TO LEARN  
MORE ABOUT INNOVATION

# FEMTECH, TECHNOLOGICAL VISION AND SOLUTIONS FOR THE WELL-BEING OF WOMEN

TEXT: **ALBERTO GAYO**

PHOTOGRAPHS: **WOOM, ISTOCK**

**Technology and innovation supporting fertility. Risk and passion for launching into the femtech market and revolutionizing women's health. In just five years, WOOM, the mobile app created by Laurence Fontinoy and Clelia Morales, has more than 1.5 million registered users across 9 countries in Europe and the Americas and has helped more than 100,000 women get pregnant. In its aim to improve people's lives by helping them meet their challenges, universalize access to this type of service and break taboos about women's health and well-being. MAPFRE has partnered with them so that more and more women can benefit from this technology.**





Laurence Fortinoy and Clelia Morales,  
entrepreneurs behind the WOOM project

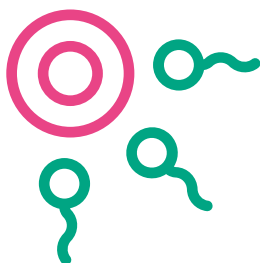
The life of a *startup* company is regarded as a thrilling birth. There are difficulties, nervous moments and excitement. There are frustrations as well as immense joy. Such is the story of WOOM, the project that Laurence Fortinoy and Clelia Morales, launched in 2016 with the intention of providing AI-driven fertility advice to any woman wishing to become pregnant. Today, after five years, the joy of that call still resounds in their Madrid office, that of the first user of the app who announced to them that she was expecting her baby. Her name is Isabel and she lives in eastern Spain. “The screams could be heard all over the place. That mother still sends us pictures of her daughter every year”, says Laurence.

Only five years have passed and at the international level, WOOM is considered one of the most reliable and successful technological tools in the field of reproductive health. More than 1.5 million registered users in 9 countries in Europe, Latin America and North America confirm its success. More than 100,000 reported pregnancies attest to its worth. In the midst of the health emergency caused by the COVID-19 pandemic, this *startup* in the *femtech* sector secured an injection of 2 million euros in a fundraising round. With a staff of 22 workers and a subsidiary development



**THIRTY-FIVE PERCENT OF WOOM USERS ARE IN SPAIN, ANOTHER 30 PERCENT IN MEXICO, 20 PERCENT IN THE REST OF LATIN AMERICA AND 15 PERCENT IN THE US AND UK.**

WE HAVE CREATED A GLOBAL COMMUNITY WITH **MORE THAN 50,000 MONTHLY COMMENTS, THE MOST ACTIVE IN SPANISH ON WOMEN'S HEALTH.**



company in Bulgaria, its goal was to impact the lives of women through technology. And they have succeeded. This ability to transform and help people achieve their goals is what has led companies like MAPFRE, in this case through its *insur\_space* program, to collaborate with WOOM so that its innovations can touch even more women.

But what is WOOM? We are talking about a technological solution based on artificial intelligence. With professional advice—developers, engineers, *data science* experts, doctors and psychologists—it allows women to keep track of their menstrual cycle and calendar, maximizing their chances of getting pregnant. “Not only does it help increase the odds of success, it is a daily partner for women in terms of health and wellness, and it facilitates relationships between women from different parts

of the world. In fact, we have created a global community with more than 50,000 monthly comments, the most active in Spanish on women's health", explains Clelia. The app helps users make decisions based on self-knowledge of their bodies and lifestyle habits, and shortens conception times.

## AN INCREASINGLY SMART

algorithm A predictive algorithm trained and fed with data obtained from more than 100 parameters related to the life of each woman is used to determine how long her menstrual cycle lasts, when her period is due, when premenstrual syndrome begins and what her most fertile days may be. It also provides advice on changes in habits related to sports, nutrition and sex, which can improve the reproductive health of the women involved. The algorithm we use now", says Clelia, "has been perfected, it understands when your period is early or late. It doesn't know when it happens, but it takes into account your entire history to make the best prediction. Now we have so much information that we gather the cleanest and purest data. The algorithm has gotten a lot smarter." Contributing to this "intelligence" have been AI and *data science* health specialists from Silicon Valley

# +800,000

**COUPLES HAVE DIFFICULTY CONCEIVING. IT IS IN THIS SCENARIO, WHERE THOUSANDS OF WOMEN WANT TO HAVE A CHILD BUT ENCOUNTER SOME KIND OF DIFFICULTY, THAT COMPANIES LIKE WOOM HAVE FOUND A NICHE.**

## HALF OF OUR USERS HAVE A FERTILITY CHALLENGE.

THIS DOESN'T MEAN THAT THEY ARE UNDERGOING FERTILITY TREATMENT, BUT THAT **THEY ARE TAKING LONGER THAN NORMAL TO GET PREGNANT**

**"THERE ARE WOMEN FROM ALL SOCIOECONOMIC PROFILES BECAUSE WOOM IS A MASSIVE TOOL THAT IS AVAILABLE TO ANY WOMAN WHO HAS A SMARTPHONE.**



(California, USA), the home base of the most important *startups* as well as tech giants. As no two women are alike, one of the many virtues of WOOM is that the dozens of parameters used by the algorithm allow highly personalized content to be sent, and not only relating to fertility, but also about exercise, nutrition, mental health and sexual health.

According to the latest reports from the Spanish Fertility Society, about 800,000 couples have difficulty conceiving. It is within this scenario, in which thousands of women want to have a child but encounter problems, that companies such as WOOM have found a niche. The importance of the data collected by Laurence and Clelia is making it possible to discover and delve deeper into the factors that influence menstruation: "We are beginning to realize, for example, that stress, unless it is chronic, may not necessarily have much of an effect. One of the main conclusions of our studies is that most women do not have 28-day periods. The normal menstrual cycle lasts between 17 and 35 days. Only 17 percent of women have 28-day periods. This information normalizes many women's concerns. The other major accomplishment of our study is that the conclusions of our data are aligned with scientific research."

## FROM BIG CORPORATIONS TO SETTING UP A STARTUP

Back in 2006, Laurence and Clelia were working together at eBay Spain, one of the pioneering global e-commerce platforms. The former as the *marketing* director and the latter as the communications director. “We realized that we worked very well together”, the two admit. Laurence, born in Belgium but closely linked to Spain since she was a child, left eBay to start working at Google. In 2015, her professional path once again crossed that of Clelia, a native of Honduras. “Again it was a revelation. The two of us had been working for large companies for more than 15 years and we both wanted to do something new. Clelia wanted to develop a project linked to wellness and I, from my own experience, wanted to link my future to fertility”, says Fortinoy. “Leaving the community of a large corporation that treats you very well is not easy, but we had to move forward and I haven’t regretted the decision I made for a single day”, adds Morales. Clelia acknowledges her partner’s perseverance and Laurence her partner’s intuition.

They both left their good jobs in readiness for entrepreneurship. As shown by the latest report from *Global Entrepreneurship Monitor*, a research project

## WOOM Y MAPFRE

«La rentabilidad y crecimiento son fundamentales para cualquier startup. Es lo que diferencia a las empresas emergentes tecnológicas y por eso hay que buscar los mejores aliados.» En este marco, WOOM y MAPFRE han sellado una alianza estratégica ofreciendo un mayor compromiso con las clientas de la aseguradora y un servicio más personalizado. «Estamos en el momento álgido de la innovación en el ámbito de la salud femenina. Lo más interesante es que llegará un punto en que WOOM podrá desahogar consultas médicas y hospitales con su servicio. El impacto no solo será positivo y personal para la mujer, sino para el sistema de salud a través de la innovación.

Hace cinco años no pensábamos que se iba a acelerar todo tanto», concluye Laurence.

En una primera etapa Woom estará disponible para clientas de MAPFRE en México y República Dominicana. Muchos lectores se preguntarán de dónde viene el nombre de la startup: WOOM. Las dos primeras letras pertenecen a woman (mujer en inglés) y las dos últimas, leídas de atrás hacia delante, son las dos primeras letras de mother (madre). Si a esta fusión le sumamos que útero se dice womb, ya tendríamos el nombre perfecto.



that evaluates entrepreneurial activity in each country, in Spain 9 women start up businesses for every 10 male entrepreneurs. In 60 percent of cases, a lack of support in the social and family environment, a low profile, work-life balance or barriers to investment lead them to abandon the entrepreneurial process prematurely. “Any entrepreneur starts from a problem they have seen or an issue for which they believe they have a potential solution. As entrepreneurs, at WOOM, empathy has been fundamental because 99.9 percent of our users are women. Clearly we have a good understanding of what they are going through and we started with fertility because we had just been experiencing that stage ourselves. Now we are addressing menopause because there is also a lack of information; we want to help women to go through this stage in a positive way, to live it naturally and without taboos”, Laurence explains.

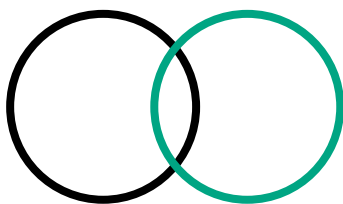
Thirty-five percent of WOOM users are in Spain, another 30 percent in Mexico, 20 percent in the rest of Latin America and 15 percent in the USA and the UK. “There are women from all socioeconomic profiles”, explains Clelia Morales, “because WOOM is a massive tool that is available to any woman who has a *smartphone*. Half of our users have a fertility challenge,

## LA EMPATÍA HA SIDO FUNDAMENTAL PORQUE EL

# 99,9 % DE NUESTRAS USUARIAS SON MUJERES.

CLARAMENTE ENTENDEMOS MUY BIEN LO QUE LES PASA Y EMPEZAMOS POR FERTILIDAD PORQUE JUSTO ESTÁBAMOS SALIENDO NOSOTRAS DE ESE MOMENTO. **AHORA NOS METEREMOS CON LA MENOPAUSIA** PORQUE TAMBIÉN FALTA MUCHA INFORMACIÓN

**ESA EMPATÍA ES SIN DUDA UNA DE LAS HABILIDADES DEL EMPRENDIMIENTO FEMENINO, QUE EN EL CASO DE WOOM AÑADE PASIÓN, CREATIVIDAD, ORGANIZACIÓN Y TENACIDAD**

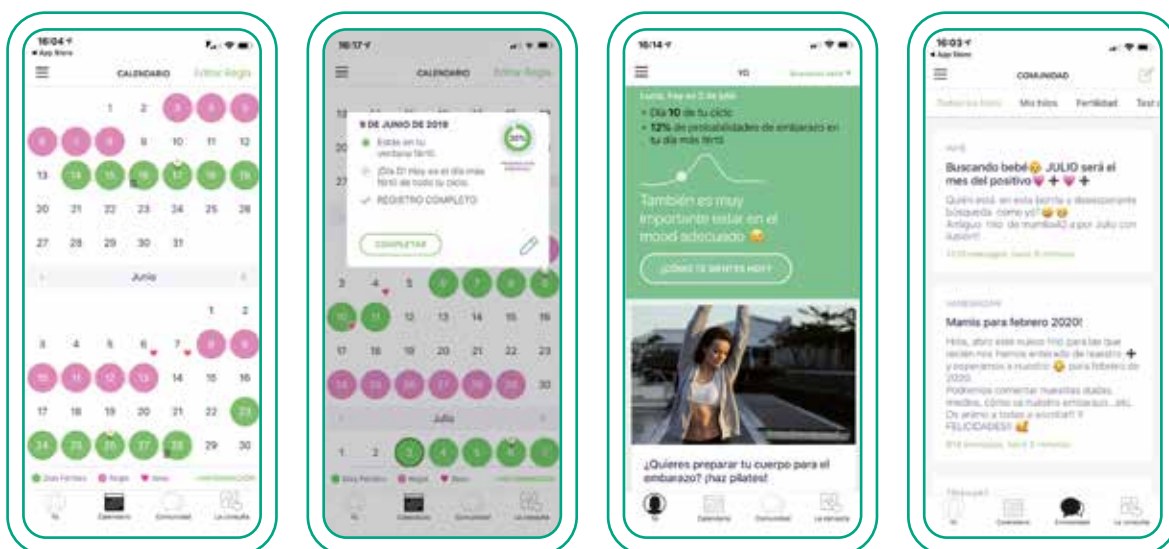


it doesn't mean that they are undergoing fertility treatment, but that they are taking longer than normal to get pregnant.”

**“WHEN WE STARTED WE HADN'T EVEN MADE A POWERPOINT”**

WOOM's startup was supported and mentored by SeedRocket, the Google Residency accelerator and The Venture City, investors active in *software*. “When we started we hadn't even made a PowerPoint. We applied to SeedRocket, and now we're mentors for them. We were chosen for the entrepreneurship campus from among more than 200 *startups*. It was like a birth, in nine months we had launched the product”, remembers Laurence. SeedRocket was very important when it came to launching the *app*, “that's where we did our first investment round, a lot of serial entrepreneurs came in and helped us create the product.” Clelia Morales recalls that with Google Residency they perfected the app and with The Venture City they further professionalized WOOM's growth.

The first pregnancy reported by one of the users of the digital app was also the first exciting milestone. When they learned that they had more than 20,000 women registered and 500 had reported their pregnancies,



the founders realized the real scope of their project. “Another accomplishment was finishing the first algorithm with our first engineer and the physician Isidoro Bruna, medical director of the fertility centers at the Hospital de Madrid group, member of the Board of Directors of the Spanish Fertility Society, and today still chief medical officer at WOOM”, recalls Clelia Morales.

“The main difficulty a woman encounters when starting a business is investment and finding capital. Our product is aimed at women, and it also deals with menstruation and its symptoms, but the *venture capital* world is 97 percent male, meaning that sometimes they don’t understand what you are doing and its importance in the market. Our mission was to make them see this, and that’s why we carefully targeted the people we were going to sit down and talk to. We decided to seek

**EL MUNDO DEL VENTURE CAPITAL ES MASCULINO AL 97 %, LO QUE HACE QUE A VECES NO ENTIENDAN LO QUE TÚ ESTÁS HACIENDO Y LA IMPORTANCIA EN EL MERCADO**

DECIDIMOS BUSCAR INVERSIÓN CON **BUSINESS ANGELS MUJERES Y FONDOS ENFOCADOS A LAS HEALTHTECH Y FEMTECH**

investment from female *business angels* and funds focused on *healthtech* and *femtech*”, says Laurence. Empathy is undoubtedly one of the skills of female entrepreneurship, which in WOOM’s case is added to passion, creativity, organization and tenacity. “At some point you have to take a risk and step on the gas. If you move forward, you lose your fear”, they say.





#PlayingOurPart

# THE CIRCULAR ECONOMY, A CHALLENGE FOR SMES

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TEXT **NURIA DEL OLMO** | PHOTOGRAPHS **MAPFRE, ISTOCK**

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We are talking about a production and consumption system that encourages reuse, repair and recycling. This translates into energy savings, the use of natural resources and reduced deforestation. MAPFRE and the Spanish Chamber of Commerce have recently analyzed the performance of small and medium-sized companies in all sectors in order to improve their competitiveness and increase their commitment to sustainability.







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MORE ABOUT SUSTAINABILITY

There is no doubt that waste is a threat. It pollutes the soil and water, it causes fires and generates greenhouse gases, like CO<sub>2</sub> and methane, which cause climate change. It is predicted that by 2030 a total of 2.59 billion tons of waste will be generated globally each year, an alarming figure, which highlights not only the importance of managing organic waste well, but also other materials such as paper, plastic, glass and oil.

The circular economy is a production and consumption system which, unlike the linear model based on use and disposal, encourages reuse, repair and recycling. This translates into considerable energy savings compared to the extractive industry (we avoid generating new materials), makes the best possible use of the scarce natural resources available, and reduces deforestation.

This is the opinion of **Sara Fernández**, MAPFRE's Environment expert, who believes that the threat of climate change demonstrates that it is now more necessary than ever to move decisively towards this green and sustainable model, "With which companies not only improve their results, decrease costs and reduce their environmental impact, but which could also generate up to 160,000 jobs in Spain by 2030." This is according to the report *Economía Circular en Pymes en España* [Circular Economy in SMEs in Spain], recently presented by the Spanish Chamber of Commerce and MAPFRE. This publication examines the situation in Spain in 2019, as well

**2.59  
BILLION**  
TONS OF WASTE  
ARE EXPECTED  
BY 2030



## CALCULATE YOUR CARBON FOOTPRINT

Thanks to the collaboration of the Spanish Chamber of Commerce and MAPFRE, SMEs will have the opportunity to receive advice, training, technological support and information aimed at improving their competitiveness and increasing their contribution to sustainable development. They will also be able to calculate their carbon footprint using a specific tool that lets them see how energy efficient they are and to what extent they are implementing the circular economy in their organization.

**Cámara**  
de Comercio de España



as in the European Union, and explains the performance of SMEs on the basis of a survey of 400 organizations from all sectors.

The study, the first to be carried out in this area, points out that Spain is doing poorly in terms of waste management, in other words, waste recovery and recycling, putting it at the bottom of the European Union rankings. Despite this, the research shows that small and medium-sized enterprises are steadily making progress when it comes to adopting this model, and that an increasing number of them are implementing measures to reduce their waste generation (94.4 %), selling or passing on their waste to other companies so that they can use it (56 %), and separating some or all of the waste they generate at source, especially paper and plastics. Some are even using private waste managers to dispose of more polluting waste, such as scrap metal and oil.

SMEs are also increasingly characterized by their use of secondary and recycled raw materials in their production processes (60 %), particularly paper and cardboard (71.3 %); and they are more committed to cutting their use of resources (80 %), mainly electricity, essentially to make financial savings. Among the areas requiring improvement, the study highlights the fact that companies of this size still do not take eco-friendly designs into account in their products (21.1 %), which is key to increasing the recycling rate; they are not eliminating single-use plastics as much as they ought to (16.2 %); and they do not believe that they should take measures to retrieve

THE CIRCULAR ECONOMY  
**SAVES ENERGY, MAKES  
BETTER USE OF SCARCE  
NATURAL RESOURCES AND  
REDUCES DEFORESTATION.**

SMALL AND MEDIUM-SIZED  
ENTERPRISES ARE STEADILY  
ADOPTING THIS MODEL,  
WHICH **COULD GENERATE  
UP TO**

**160,000**

**JOBS  
BEFORE 2030**

**"IT IS IMPORTANT TO  
CONSUME RESPONSIBLY, BUY  
HIGHER QUALITY PRODUCTS,  
OPT FOR SECONDHAND  
GOODS, AND REPAIR THINGS  
MORE."**

and reuse water (88 %), with the exception of those in the industrial sector.

## **AVOIDING LANDFILLS**

In the circular economy, almost everything is used, but for this to happen, we need a cultural change, something that has not yet taken place. This is the belief of Sara Fernández, who maintains that "Citizens must be more aware about the impact of not reducing and recycling, and to this end it is important that they learn to sort waste properly, to maximize its use and give it a second or third life, so that it does not end

up in a landfill site. This is one of the ways we can contribute to the survival of the planet", she says.

To be more circular citizens, the environmental expert is also convinced of the importance of responsible consumption, "One aspect that the pandemic has undoubtedly favored in some way, is by making us more aware that we don't really need half of the things we buy. I also think we should buy higher quality products, which generally last longer, get rid of things when they have finished their useful life, opt for secondhand goods, something that young people have fully taken on board, and, of course, shop locally. It is also important to repair things more, separate our waste properly, make better use of recycling facilities, measure our energy and water consumption at home, avoid water and air pollution, and even noise pollution, and of course opt for renewable energy sources.



## MAPFRE, ZERO WASTE IN 2021

MAPFRE aspires to be a benchmark in the Circular Economy, a commitment included in its sustainability strategy. To achieve this, it has recently joined the Pact for a Circular Economy, an initiative that establishes nine challenges for promoting energy savings and reducing the company's environmental impact. It has also undertaken to minimize the generation of waste (paper, plastic, cardboard and electronic equipment, among other things) throughout the Group and to achieve the Zero Waste Certification for the Majadahonda complex (Madrid) by 2021. Also significant is the **MAPFRE Without Plastic project, in which 80 percent of its employees in Spain and Portugal took part in 2019, and which avoided the consumption of one and a half million plastic bottles and two million single-use cups.**



**MAPFRE HAS SET ITSELF THE GOAL OF MINIMIZING THE AMOUNT OF WASTE GENERATED THROUGHOUT THE GROUP AND ACHIEVING THE ZERO WASTE CERTIFICATION FOR ITS HEAD OFFICE IN MADRID. THE MULTINATIONAL INTENDS TO BE A BENCHMARK IN THE CIRCULAR ECONOMY.**



## HOSPITALITY, THE MOST COMMITTED

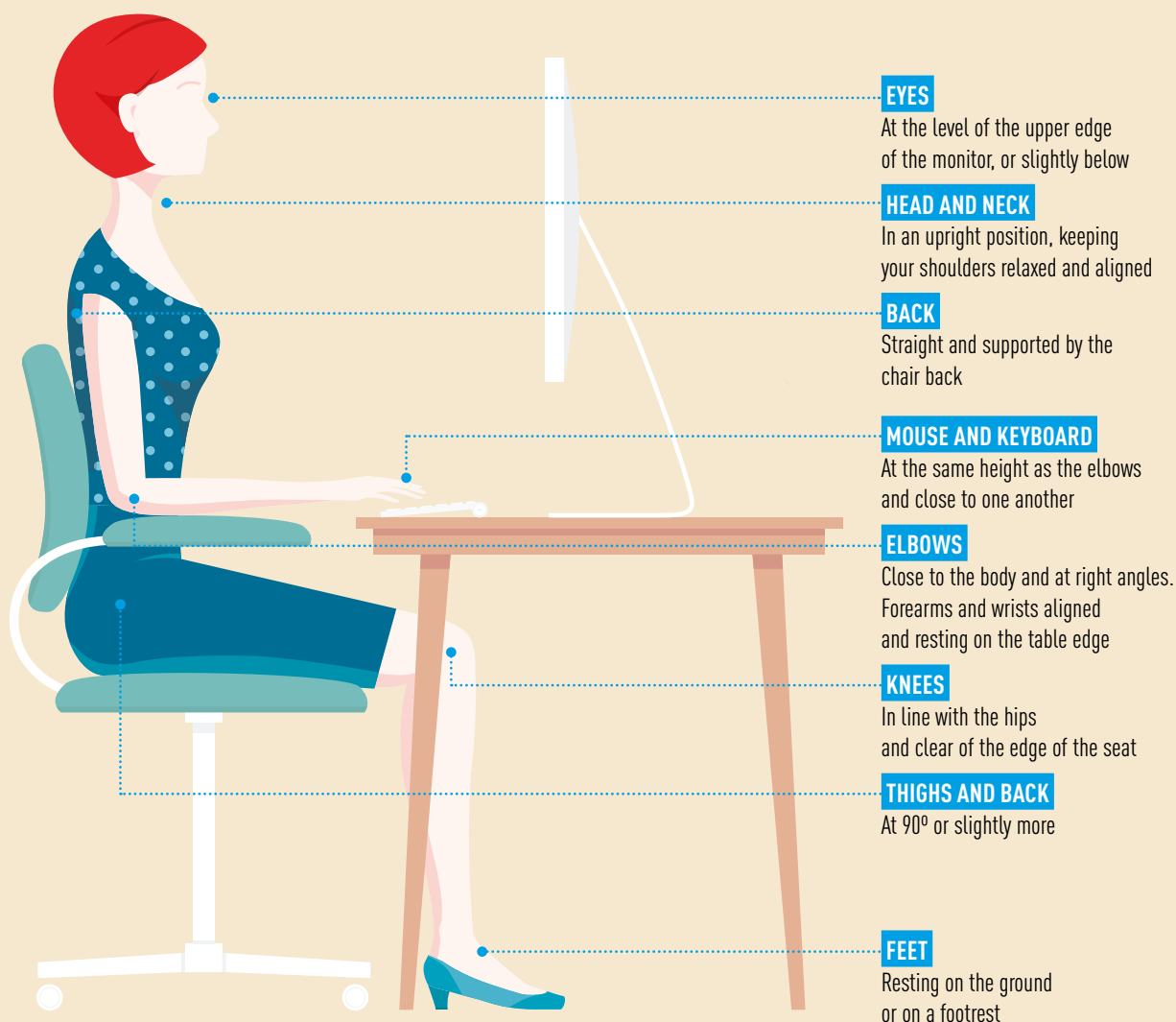
The hospitality sector is clearly the sector in which companies are the most proactive in terms of preventing waste production and promoting recycling, as well as the most committed to training and involving their employees as well as demanding environmental certificates from their suppliers. Almost half of the companies in this sector take specific steps to separate organic matter from other waste, a measure that prevents it from decomposing and polluting the environment. **Bars and restaurants are also demonstrating how strongly they are committed to eliminating single-use plastics (33%), using return and refund systems (20%), and have taken the most initiatives to promote energy efficiency.**



MORE HEALTH TIPS IN THE PEOPLE  
SECTION OF THE INTRANET

# WHETHER YOU ARE WORKING AT HOME OR IN THE OFFICE, TAKE CARE OF YOUR ERGONOMICS!

TEXT: **COMMON PREVENTION SERVICE**  
PHOTOS: **MAPFRE, ISTOCK**





**Ergonomics is a multidisciplinary applied science that seeks to design and adapt the workplace and working conditions to the capabilities, limitations and possibilities of each worker, in order to avoid occupational hazards and health problems, and to increase efficiency.**

YOU HAVE PROBABLY HEARD OF **ERGONOMICS** IN YOUR DAILY LIFE, BUT DO YOU REALLY KNOW WHAT IT INVOLVES?

**APPLYING ERGONOMICS** IN THE WORKPLACE (WHETHER IN THE OFFICE OR AT HOME) **WILL PROMOTE HEALTHIER AND SAFER WORKING CONDITIONS**, WHICH IS WHY IT IS SO IMPORTANT.

**With the onset of the pandemic came lockdown. This resulted in a large number of working people having to stay at home and work remotely. Organizations that were already familiar with telecommuting, as well as those that were not, sent their employees home and created the conditions for the “most extensive mass teleworking experiment in history” (ILO, 2020).**

Under normal conditions, a change of such magnitude requires a period of progressive adaptation that the health crisis did not permit, forcing the transition to occur within an extremely short period of time and without, in many cases, the necessary resources being available.

To ensure the safety and health of people, guarantee business continuity and implement the containment measures that were established, MAPFRE had to reinvent itself and seek alternatives to its usual way of working, establishing, in those cases where the type of work so permitted, a system in which traditional office work was combined with working at home or remotely.

Despite the multiple benefits that teleworking can offer (operational continuity, better work-life balance, greater flexibility, etc.), changing from an on-site workplace to the home office necessitates a series of adaptations, not only in the way we relate to our colleagues (exclusively online or via the phone), but also in terms of the space in our houses that we allocate for this purpose.

Aware of the challenges and difficulties that this new work scenario has meant for all of us, today we want to give you some ergonomics tips that will help you work in the healthiest way possible.

20–26°C



## WORKING ENVIRONMENT

It is essential to create a pleasant environment, where the space and environmental conditions allow you to work comfortably. MAPFRE, always concerned for the well-being of its employees, guarantees safe working spaces that comply with the applicable regulations in aspects such as lighting, temperature and humidity.



If possible, establish a fixed location, away from the noisiest areas (television, games room, etc.) and where there is adequate lighting, preferably natural. It is also important to control aspects such as temperature and humidity. Open the windows and air out the room for at least five minutes each day. Try to maintain a comfortable temperature, between 20°C and 26°C, and avoid an environment that is too dry.

A workstation comprises, among other elements, a computer with a desk, chair, screen, keyboard, mouse and telephone. The equipment and furniture that MAPFRE places at your disposal in its centers have been designed to avoid damage to your health. However, their effectiveness will not be optimal if they are not used correctly and bad postural habits are not eliminated.



## DESK

The dimensions must be sufficient to comfortably accommodate the computer equipment and its peripherals (keyboard, mouse, etc.) as well as any supporting documentation you may need.

It should be kept tidy and free of objects that you are not going to use. Avoid placing items under your desk that cause discomfort or limit leg movement.



Try to choose a desk that allows you to adopt the best possible posture. If you notice any shine on its surface, cover it with a tablecloth or paper to avoid reflections and glare. Avoid working from the sofa or in bed as this generates inappropriate postures that can lead to musculoskeletal disorders.

## DESK CHAIR

It is important to adopt the correct body position while sitting, forming a right angle between the upper body and the lower body, with the back correctly supported by the back of the chair and with the feet resting on the floor.

To achieve this position, start by adjusting the seat height. How? Make sure that, when using the keyboard, your arm and forearm form a 90 degree angle. If your feet do not reach the floor in this position, use a footrest. Make sure that your legs also form a right angle.

Support your back correctly on the backrest, making sure that the lumbar region of the chair really supports this area of your back. This will ensure that the weight of your upper body is supported by the backrest of the chair and not by your back muscles (especially your lower back). If you use armrests, adjust these so that your forearms remain parallel to the floor without overloading your shoulders, in other words, without lifting or dropping them (they should be relaxed).

To help employees adopt the correct posture in the workplace, the chairs that MAPFRE makes available to its employees are equipped with all the necessary adjustment mechanisms.

Always avoid bad postural habits such as crossing your legs, sitting on them, leaning forward, sitting on the edge of the seat, and so on.

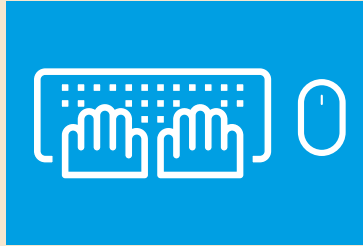




If you do not have a chair at home that can be adjusted in these ways, choose one that has as many of these adjustments as possible and which is comfortable and practical for you. You can use home-made adaptations to help you achieve, as far as possible, the ideal posture.

If the height of the chair is insufficient with respect to the work surface, use a cushion or something similar. If the chair is too high, you can adapt the height of the table by placing something underneath it, but always ensure that it is stable. If necessary, use a box or another object that can be used as a footrest.

If the lumbar area of your back is not adequately supported by the chair back, place a blanket, towel or cushion in that area. If the armrests collide with the table and prevent you from moving the chair close enough to the table, causing you to adopt awkward postures, you should remove these.



## SCREEN

Whenever possible, place the screen perpendicular to the window or other light sources, thereby avoiding reflections and glare.

Physical fatigue and eyestrain, the main ergonomic risks associated with working with data display screens, can be aggravated in this situation.

You should place the screen at a distance of 40-60 cm from your eyes, aligning the top of the screen with the height of your eyes. Place it as centrally as possible, aligned with the keyboard and chair, as this will prevent the trunk and/or neck from rotating.



If you can only use a laptop screen at home, place something underneath it (packets of paper, books, boxes, etc.) that raises its height. In this case, use a separate keyboard and mouse.

## KEYBOARD AND MOUSE

Ensuring a minimum distance of 10 cm between the keyboard and the edge of the table will allow you to comfortably rest your forearms and type without bending your wrists. Position the mouse close to the keyboard to avoid overextending your elbow.



The keyboard and mouse should be separate from the screen, so that you can adjust all the elements independently, adapting them to your needs and to any possible changes in the task to be performed. Sometimes, the location of these components is limited by the length of the cables. If necessary, use an extension cord or approved power strip, or move the workspace closer to the socket area.



## TELEPHONE

If you must use the phone while working at the computer, avoid holding it between your face and shoulder. Use the speaker or auxiliary headset whenever possible. Remember to keep your back against the chair back while using the phone and avoid twisting and bending your trunk and/or neck.

If you adopt healthy habits, you will avoid injuries due to bad posture.

It is essential for your well-being to do regular physical activity, both during the working day and in your free time. From a musculoskeletal point of view, the benefits are: muscle elasticity, joint flexibility and muscle power—which reduces tension and increases muscle relaxation—and, and greater movement coordination. Together, these help avoid any injuries or muscle spasms.

In our work we spend many hours sitting in the same position. It is therefore important that you alternate tasks, trying to get up from your chair every so often.

Take some breaks (5 to 10 minutes) throughout the day to avoid muscle and/or eye fatigue. These micro-breaks should be active, take advantage of them to do stretching exercises for the neck, back, shoulders and arms, as well as exercises to avoid eye fatigue, such as those explained below:

**MUSCLE STRETCHING EXERCISES: EACH MUSCLE GROUP SHOULD BE STRETCHED GENTLY WITHOUT CAUSING YOU PAIN, FOR ABOUT 15 SECONDS. DO SEVERAL REPETITIONS ON EACH SIDE.**

## SHOULDERS AND ARMS

Raise one arm to shoulder height, flex your forearm (can also be done with the arm extended) and bring your hand towards the opposite shoulder. Hold the elbow of the bent arm with the opposite hand.

Cross one wrist over the other, interlocking the hands, and extend the arms until the hands are above the head and slightly backwards, as if you wanted to touch the ceiling.

Bend one arm backwards by the side of the head, until your hand touches the opposite scapula (shoulder blade).

Grasp the bent elbow with the other hand and exhale as you slowly pull it downward.

Repeat the exercise with the opposite arm.



## CORE

Stand or sit: Bend your left shoulder and place your arm behind your head. With the opposite arm, hold your elbow and lean to the right until you feel a slight tension. Do the same stretch on the other side.



## NECK

In a seated position, hold the edge of the chair with one hand to lock the shoulder on that side. With the opposite hand, reach over your head and hold it.

Breathe out slowly and pull your head towards your shoulder. Repeat the exercise on the other side.

With your hands clasped behind your head above the nape of your neck, keep your shoulders as low as possible, exhale slowly while pulling your head towards your sternum.

In a standing position, place your arms behind your back so that one arm is bent with the back of your hand toward your trunk and the other hand holds your elbow. Gently pull your elbow and try to bring it towards the middle of your back.

Breathe out slowly and tilt your head away from the locked shoulder.



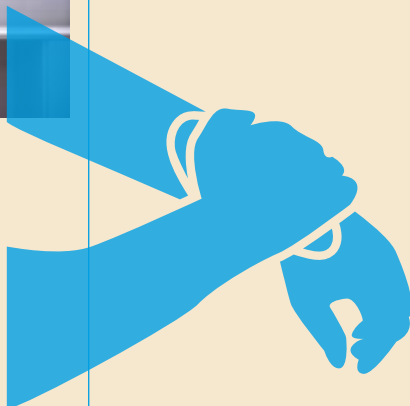
## HANDS AND WRISTS

Place your palms flat on a table with your wrists rotated so that your fingers point to your knees. Breathe out slowly while, without taking your hands off the table, you tilt your body backwards until you feel tension in the front of your arms.

Repeat the exercise, supporting yourself on the back of your hands.

Place your palms flat on a table with your wrists rotated so that your fingers point to your knees. Breathe out slowly while, without taking your hands off the table, you tilt your body backwards until you feel tension in the front of your arms.

Repeat the exercise, supporting yourself on the back of your hands.



## EYE RELAXATION EXERCISES.

Stare into the distance for a few seconds.

Alternate your gaze between a near object and a far object.

Draw the infinity symbol with your eyes in both directions. Or draw diagonals, from right to left and vice versa several times.





# LATIN AMERICA'S CHALLENGES IN THE FACE OF THE "OTHER" PANDEMIC

Fundación MAPFRE is allocating an extraordinary 10 million euros to combat poverty, inequality and social exclusion in LATAM countries. The effects of COVID-19 are proving truly devastating worldwide, and not just on the health front. Latin America is no stranger to this "other" pandemic, bearing in mind, moreover, that the economic situation in this part of the world, which was already struggling before the arrival of the pandemic, is not without problems. A situation that this health emergency only exacerbated.

TEXT **RAMÓN OLIVER** | PHOTOGRAPHS **MAPFRE**



### The other pandemic of the pandemic

To alleviate the consequences of this crisis, Your Foundation has increased its aid to Latin America by 10 million euros to set up 62 projects in 17 countries to help combat the economic effects of COVID-19. This funding is the latest installment in its COVID-19 aid package which, since March last year, has injected a total of 45 million euros into protecting the most vulnerable people in 27 countries around the world.

An ambitious plan of enormous logistical complexity, in which the Foundation will not be acting alone. It can rely on the indispensable participation of its 5,000 volunteers in Latin America, as well as the collaboration of 181 organizations, including CESAL, Doctors of the World, and the Rede Mulher Empreendedora Institute.

### Basic needs

Covering basic food needs and preventing malnutrition, while focusing primarily on the child population, is one of the most urgent, top-priority objectives of this plan. Your Foundation has already begun distributing the Fundación MAPFRE Food Box in countries such as Argentina, Colombia, Brazil and Mexico. This box contains nutritional supplements that do not require refrigeration and can guarantee essential levels of nutrients for the under-10s. In addition, thanks to the educational materials for children it holds, the box allows them to learn as they play.

Other projects aimed at ensuring minimum food levels include a contribution to the Mexican Food Bank of 25,000 food packages for needy families, and an initiative to distribute food to small farmers in Peru, including a fortified cookie to offset child malnutrition. In addition, mothers and teachers in the region will receive health and nutrition training.

**“NO PANDEMIC WILL CAUSE US TO GIVE UP ON OUR COMMITMENT TO SOCIAL PROGRESS. WE WANT TO HELP SAVE AS MANY LIVES AS POSSIBLE AND PROTECT THE PEOPLE WHO ARE MOST AT RISK SOCIALLY AS WELL AS EVERYONE FIGHTING CORONAVIRUS ON THE FRONT LINE”**

Antonio Huertas,  
President of Fundación MAPFRE

### Vulnerable groups

Women are a particularly vulnerable group in this emergency context. With precarious employability levels, ECLAC warns that their exposure to unemployment and social neglect is significantly greater than that of their male counterparts. Moreover, the lockdown measures increased the burden of unpaid domestic work for women, as well as job uncertainty in some professions like the domestic workers sector. One of Your Foundation's projects is specifically aimed

at furthering the employability, training and entrepreneurship opportunities of women in Latin American countries. Some 8,500 Brazilian and 2,700 Mexican women will be receiving entrepreneurship training and grants to start up their own projects. The goal of these measures is to offer these people technical training, while providing them with financial support that covers the basic needs of their families. And, what is nearly more important, it helps them become self-sufficient and bolsters their self-esteem.

People with disabilities form another extremely vulnerable segment. One of the top-priority objectives for Fundación MAPFRE in 2021 is the integration of those with any kind of disability into the labor market. Colombia, El Salvador, the Dominican Republic and eight other countries will host programs offering training and work experience in companies, within a plan launched jointly with the ONCE Foundation in Latin America. Other interesting initiatives in this field have already begun in Uruguay, such as imparting a series of productive vegetable garden, cooking and baking workshops. Uruguay will also be the site of a series of socialization spaces for children and adults with disabilities. This project seeks to guarantee the rights



of these people and has been developed in collaboration with Asociación Civil Mariposas.

### Job training

Boosting the employability of the population that finds it hardest to gain access to the labor market is another cornerstone of the plan. Your Foundation has initiated projects in several countries with the central theme of employability and digitization to help their economies recover. Projects such as the installation of free Internet access points in Brazil or providing cooking and basic financial education training programs to women in Chile who have set up small soup kitchens. Training is also a central feature of an education project on accident prevention in the event of natural disasters and COVID-19 self-protection hygiene measures in 35 rural schools in Nicaragua.

### Medical equipment

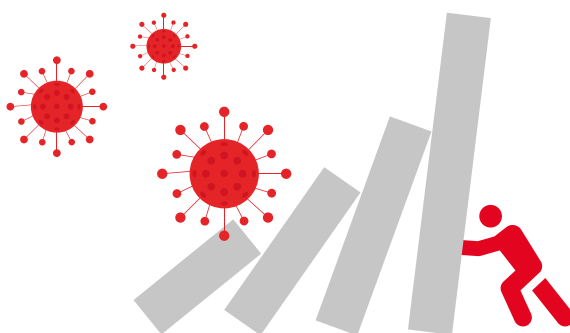
The scarcity of resources to deal with the pandemic only exacerbates other related problems. This lack of medical supplies is one of the most pressing challenges for Latin American countries. In an attempt to mitigate these shortcomings, Fundación MAPFRE acquired significant batches of healthcare material to be distributed around the region. Honduras, for example, will be receiving medical supplies worth 120,000 euros and 12 ICU beds are to be installed in the country's leading public hospital – Hospital



Escuela – with the capacity to care for an average of 150 patients a month. Other beneficiaries of this aid are Costa Rica, Peru and Paraguay, with projects ranging from the purchase

of rehabilitation equipment for patients with sequelae to the supply of basic medicines or personal care and healthcare material for senior citizens.

## IN FIGURES



THE AREA'S ECONOMY **SHRANK 9.1% IN 2020, WITH A FALL IN GDP OF 5.3% AND AN INCREASE IN UNEMPLOYMENT OF 3.4 PERCENTAGE POINTS.**

ACCORDING TO ECLAC ESTIMATES, **THE YEAR 2020 ENDED WITH THE APPALLING FIGURE OF 231 MILLION PEOPLE LIVING IN POVERTY AND A FURTHER 96 MILLION IN EXTREME POVERTY IN LATIN AMERICA**

**YOUR FOUNDATION HAS ADDED**

**10 MILLION EUROS TO ITS AID TO LATIN AMERICA TO LAUNCH MORE THAN 60 PROJECTS IN 17 COUNTRIES**







Fundación **MAPFRE**

*There's nothing greater in this life than  
helping others*

SCAN THIS CODE AND **FIND OUT THE STORY**



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# THE WORLD OF MAPFRE

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