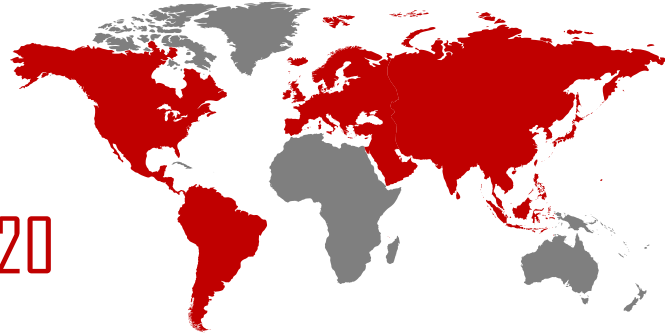




Diversidad Generacional

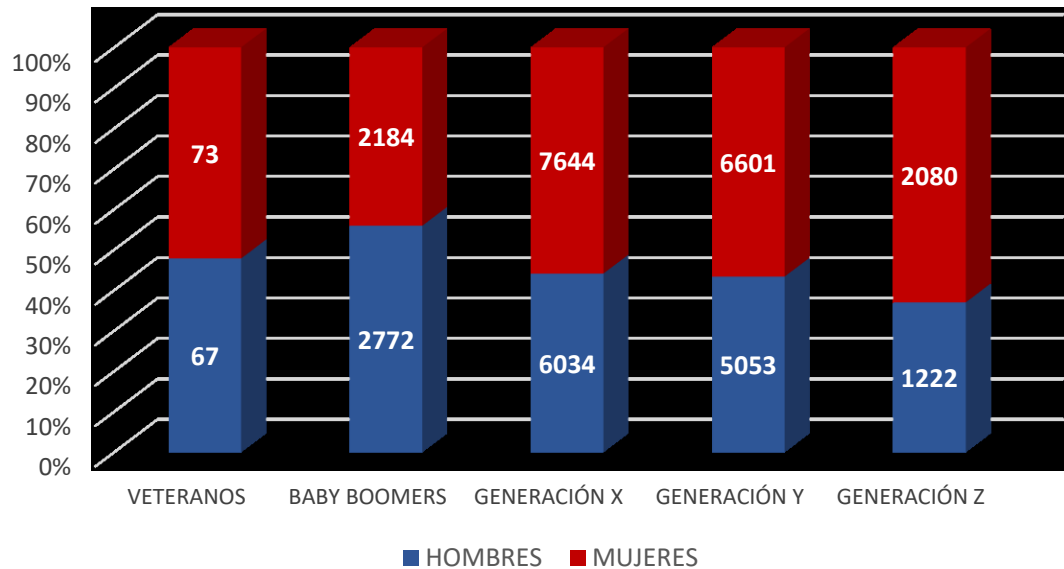
*Diversos
Somos
Únicos*



33.730
empleados

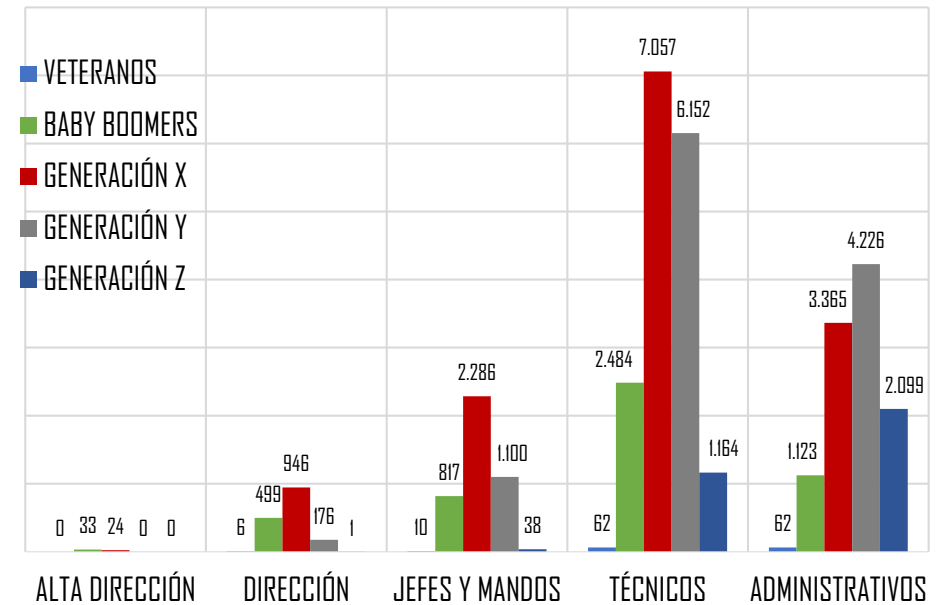
Cifras **2020**

5 generaciones



| Grupo de Edad | Porcentaje de Empleados |
|---------------|-------------------------|
| Menores de 30 | 17% |
| Entre 30 y 50 | 60% |
| Mayores de 50 | 23% |

NIVEL DE PUESTO





Diversidad Generacional

Cifras 2020



PLANTILLA

| | VETERANOS | | | BABY BOOMERS | | | GENERACIÓN X | | | GENERACIÓN Y | | | GENERACIÓN Z | | | TOTAL |
|---------------------------|-----------|-----------|------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|---------------|--------------|--------------|--------------|---------------|
| | HOMBRE | MUJER | TOTAL | HOMBRE | MUJER | TOTAL | HOMBRE | MUJER | TOTAL | HOMBRE | MUJER | TOTAL | HOMBRE | MUJER | TOTAL | |
| ALEMANIA | 1 | | 1 | 62 | 56 | 118 | 117 | 124 | 241 | 56 | 113 | 169 | 6 | 19 | 25 | 554 |
| ARGELIA | | | | 2 | | 2 | 5 | 1 | 6 | 16 | 20 | 36 | 4 | 1 | 5 | 49 |
| ARGENTINA | 3 | 1 | 4 | 45 | 21 | 66 | 183 | 118 | 301 | 272 | 303 | 575 | 59 | 94 | 153 | 1.099 |
| AUSTRALIA | | 1 | 1 | 1 | | 1 | 4 | 2 | 6 | 18 | 14 | 32 | 7 | 6 | 13 | 53 |
| BAHRÁIN | | | | | | | 4 | 1 | 5 | 7 | 1 | 8 | 1 | 1 | 2 | 15 |
| BÉLGICA | | | | 1 | 2 | 3 | 7 | 3 | 10 | 2 | 1 | 3 | 1 | | 1 | 17 |
| BRASIL | 7 | 7 | 14 | 96 | 110 | 206 | 632 | 900 | 1532 | 918 | 1.479 | 2397 | 315 | 768 | 1083 | 5.232 |
| CANADÁ | | | | 1 | 2 | 3 | | 3 | 3 | 1 | 3 | 4 | 3 | 1 | 4 | 14 |
| CHILE | | 1 | 1 | 40 | 20 | 60 | 68 | 102 | 170 | 113 | 129 | 242 | 5 | 5 | 10 | 483 |
| CHINA | | | | | | | 5 | 6 | 11 | 24 | 63 | 87 | 3 | 5 | 8 | 106 |
| COLOMBIA | 1 | | 1 | 36 | 38 | 74 | 157 | 165 | 322 | 195 | 237 | 432 | 38 | 39 | 77 | 906 |
| COSTA RICA | | | | 1 | | 1 | 5 | 11 | 16 | 11 | 26 | 37 | 4 | 9 | 13 | 67 |
| ECUADOR | | | | 3 | 8 | 11 | 18 | 46 | 64 | 72 | 93 | 165 | 20 | 38 | 58 | 298 |
| EL SALVADOR | | | | 7 | 3 | 10 | 29 | 29 | 58 | 35 | 42 | 77 | 17 | 12 | 29 | 174 |
| EMIRATOS ARABES UNIDOS | | | | 1 | | 1 | 3 | 2 | 5 | 1 | 1 | 2 | | | | 8 |
| ESPAÑA | 8 | 4 | 12 | 1804 | 1038 | 2842 | 2772 | 3562 | 6334 | 777 | 1141 | 1918 | 92 | 134 | 226 | 11.332 |
| ESTADOS UNIDOS DE AMÉRICA | 19 | 41 | 60 | 252 | 468 | 720 | 322 | 553 | 875 | 232 | 323 | 555 | 62 | 93 | 155 | 2.365 |
| FILIPINAS | | | | 2 | 7 | 9 | 25 | 38 | 63 | 63 | 111 | 174 | 10 | 30 | 40 | 286 |
| FRANCIA | | | | 5 | 2 | 7 | 2 | 4 | 6 | 2 | 5 | 7 | | | | 20 |
| GRECIA | | | | 12 | 1 | 13 | 41 | 26 | 67 | 17 | 19 | 36 | | 1 | 1 | 117 |
| GUATEMALA | | | | 3 | 2 | 5 | 30 | 22 | 52 | 42 | 41 | 83 | 18 | 24 | 42 | 182 |
| HONDURAS | | | | 5 | 9 | 14 | 26 | 40 | 66 | 40 | 62 | 102 | 11 | 21 | 32 | 214 |
| HUNGRÍA | | | | | | | 2 | 3 | 5 | 1 | 2 | 3 | | | | 8 |
| INDIA | | | | | | | | | | 1 | 1 | 2 | | | | 2 |
| INDONESIA | | | | 14 | 14 | 28 | 112 | 71 | 183 | 154 | 95 | 249 | 25 | 35 | 60 | 520 |
| IRLANDA | | | | 2 | 3 | 5 | 14 | 18 | 32 | 9 | 22 | 31 | 7 | 24 | 31 | 99 |
| ITALIA | | | | 26 | 54 | 80 | 169 | 412 | 581 | 81 | 112 | 193 | 13 | 14 | 27 | 881 |
| JAPÓN | | | | 1 | | 1 | | 1 | 1 | | | | | | | 2 |
| JORDANIA | | | | | | | 4 | | 4 | 29 | 10 | 39 | 3 | 4 | 7 | 50 |
| MALTA | | 1 | 1 | 20 | 22 | 42 | 31 | 44 | 75 | 55 | 83 | 138 | 34 | 45 | 79 | 335 |
| MÉXICO | 1 | | 1 | 45 | 29 | 74 | 280 | 295 | 575 | 431 | 424 | 855 | 96 | 84 | 180 | 1.685 |
| NICARAGUA | | | | 2 | 3 | 5 | 11 | 25 | 36 | 28 | 28 | 56 | 7 | 11 | 18 | 115 |
| PANAMÁ | | 1 | 1 | 14 | 14 | 28 | 49 | 83 | 132 | 73 | 131 | 204 | 41 | 66 | 107 | 472 |
| PARAGUAY | | | | 2 | | 2 | 17 | 13 | 30 | 63 | 50 | 113 | 29 | 17 | 46 | 191 |
| PERÚ | 21 | 3 | 24 | 90 | 42 | 132 | 234 | 198 | 432 | 357 | 405 | 762 | 65 | 84 | 149 | 1.499 |
| PORTUGAL | 1 | 1 | 2 | 37 | 31 | 68 | 110 | 136 | 246 | 40 | 51 | 91 | 4 | 6 | 10 | 417 |
| PUERTO RICO | 1 | 6 | 7 | 50 | 100 | 150 | 101 | 155 | 256 | 67 | 90 | 157 | 3 | 9 | 12 | 582 |
| REINO UNIDO | 1 | 3 | 4 | 10 | 21 | 31 | 67 | 37 | 104 | 100 | 80 | 180 | 37 | 58 | 95 | 414 |
| REPÚBLICA DOMINICANA | | | | 21 | 21 | 42 | 109 | 133 | 242 | 212 | 300 | 512 | 98 | 203 | 301 | 1.097 |
| SINGAPUR | | | | 1 | 1 | 2 | 1 | 2 | 3 | 2 | 2 | 4 | 1 | | 1 | 10 |
| TAIWÁN | | | | | | | | 1 | 1 | | | | | | | 1 |
| TÚNEZ | | | | 4 | 1 | 5 | 11 | 11 | 22 | 32 | 13 | 45 | | | | 72 |
| TURQUÍA | 2 | | 2 | 29 | 8 | 37 | 188 | 149 | 337 | 315 | 318 | 633 | 51 | 74 | 125 | 1.134 |
| URUGUAY | | | | 9 | 3 | 12 | 30 | 20 | 50 | 34 | 52 | 86 | 3 | 14 | 17 | 165 |
| VENEZUELA | 1 | 3 | 4 | 16 | 30 | 46 | 39 | 79 | 118 | 55 | 105 | 160 | 29 | 31 | 60 | 388 |
| Plantilla | 67 | 73 | 140 | 2.772 | 2.184 | 4.956 | 6.034 | 7.644 | 13.678 | 5.053 | 6.601 | 11.654 | 1.222 | 2.080 | 3.302 | 33.730 |



Diversidad Generacional

Cifras 2020



NUEVAS INCORPORACIONES EN LA PLANTILLA (ALTAS)

| | VETERANOS | | BABY BOOMERS | | | GENERACIÓN X | | | GENERACIÓN Y | | | GENERACIÓN Z | | | Total general |
|---------------------------|-----------|----------|--------------|-----------|------------|--------------|------------|------------|--------------|------------|-------------|--------------|------------|------------|---------------|
| | M | TOTAL | H | M | TOTAL | H | M | TOTAL | H | M | TOTAL | H | M | TOTAL | |
| ALEMANIA | | | 4 | 2 | 6 | 14 | 10 | 24 | 12 | 9 | 21 | | 8 | 8 | 59 |
| ARGELIA | | | | | | | | | 3 | 3 | 6 | 4 | 1 | 5 | 11 |
| ARGENTINA | | | | | | 2 | 2 | 4 | 13 | 16 | 29 | 18 | 39 | 57 | 90 |
| AUSTRALIA | | | | | | 2 | 1 | 3 | 4 | 1 | 5 | 3 | 4 | 7 | 15 |
| BAHRÁIN | | | | | | | | | 1 | | 1 | 1 | | 1 | 2 |
| BÉLGICA | | | | | | 1 | | 1 | | | | | | | 1 |
| BRASIL | | | | | | 3 | | 3 | 3 | 1 | 4 | 1 | | 1 | 8 |
| CANADÁ | | | | | | | | | 1 | 2 | 3 | 3 | 1 | 4 | 7 |
| CHILE | | | 2 | | 2 | | 6 | 6 | 11 | 4 | 15 | 1 | | 1 | 24 |
| CHINA | | | | | | | | | 1 | 1 | 2 | | 1 | 1 | 3 |
| COLOMBIA | | | | 1 | 1 | 2 | 7 | 9 | 9 | 14 | 23 | 9 | 3 | 12 | 45 |
| COSTA RICA | | | | | | | 1 | 1 | 2 | 3 | 5 | 1 | 3 | 4 | 10 |
| ECUADOR | | | | 1 | 1 | | 4 | 4 | 5 | 9 | 14 | 5 | 6 | 11 | 30 |
| EL SALVADOR | | | 1 | | 1 | | 1 | 1 | 1 | 3 | 4 | | | | 6 |
| EMIRATOS ARABES UNIDOS | | | | | | | | | 1 | | 1 | | | | 1 |
| ESPAÑA | | | 29 | 32 | 61 | 93 | 163 | 256 | 179 | 296 | 475 | 57 | 92 | 149 | 941 |
| ESTADOS UNIDOS DE AMÉRICA | 1 | 1 | 14 | 11 | 25 | 28 | 32 | 60 | 32 | 66 | 98 | 34 | 48 | 82 | 266 |
| FILIPINAS | | | | | | 1 | 2 | 3 | 13 | 7 | 20 | 2 | 9 | 11 | 34 |
| GRECIA | | | | | | 4 | 4 | 8 | | 5 | 5 | | | | 13 |
| GUATEMALA | | | | | | | 2 | 2 | 5 | 2 | 7 | 2 | 1 | 3 | 12 |
| HONDURAS | | | | | | 1 | 2 | 3 | 2 | 3 | 5 | 5 | 3 | 8 | 16 |
| HUNGRÍA | | | | | | | | | 1 | | 1 | | | | 1 |
| INDONESIA | | | | | | 1 | | 1 | | 2 | 2 | | | | 3 |
| IRLANDA | | | | | | 1 | 2 | 3 | 3 | 5 | 8 | 5 | 10 | 15 | 26 |
| ITALIA | | | 1 | | 1 | 8 | 4 | 12 | 5 | 12 | 17 | 2 | 7 | 9 | 39 |
| JORDANIA | | | | | | | | | 2 | | 2 | 1 | 2 | 3 | 5 |
| MALTA | | | | 1 | 1 | 3 | 3 | 6 | 7 | 6 | 13 | 15 | 17 | 32 | 52 |
| MÉXICO | | | | 1 | 1 | 8 | 5 | 13 | 25 | 26 | 51 | 18 | 19 | 37 | 102 |
| NICARAGUA | | | | | | 1 | | 1 | 5 | | 5 | | | | 6 |
| PANAMÁ | | | | | | | 1 | 1 | 5 | 2 | 7 | 9 | 9 | 18 | 26 |
| PARAGUAY | | | | | | | | | 1 | 2 | 3 | 5 | 1 | 6 | 9 |
| PERÚ | | | | 1 | 1 | 25 | 4 | 29 | 109 | 34 | 143 | 42 | 23 | 65 | 238 |
| PORTUGAL | | | | | | 1 | 3 | 4 | 9 | 8 | 17 | 6 | 3 | 9 | 30 |
| PUERTO RICO | | | 1 | | 1 | 3 | 5 | 8 | 7 | 10 | 17 | 1 | 2 | 3 | 29 |
| REINO UNIDO | | | 2 | 3 | 5 | 5 | 5 | 10 | 11 | 11 | 22 | 12 | 12 | 24 | 61 |
| REPÚBLICA DOMINICANA | | | | | | 1 | | 1 | 4 | 12 | 16 | 14 | 19 | 33 | 50 |
| TÚNEZ | | | | | | | 1 | 1 | 4 | 2 | 6 | | 1 | 1 | 8 |
| TURQUÍA | | | | 1 | 1 | 2 | | 2 | 3 | 14 | 17 | 6 | 13 | 19 | 39 |
| URUGUAY | | | | | | 1 | 1 | 2 | 3 | 7 | 10 | 1 | 4 | 5 | 17 |
| VENEZUELA | | | | | | | 2 | 2 | 1 | 5 | 6 | 4 | 9 | 13 | 21 |
| TOTAL | 1 | 1 | 54 | 54 | 108 | 211 | 273 | 484 | 503 | 603 | 1106 | 287 | 370 | 657 | 2.356 |

(*) Toda la plantilla representada menor Brasil, Turquía, Indonesia (SEGUROS) y la empresa de República Dominicana (SALUD ARS)



Diversidad Generacional

Cifras 2020



| | VETERANOS | | | BABY BOOMERS | | | GENERACIÓN X | | | GENERACIÓN Y | | | GENERACIÓN Z | | | Total general |
|---------------------------|-----------|---|----------|--------------|------------|------------|--------------|------------|------------|--------------|------------|------------|--------------|------------|------------|---------------|
| | H | M | TOTAL | H | M | TOTAL | H | M | TOTAL | H | M | TOTAL | H | M | TOTAL | |
| ALEMANIA | | 1 | 1 | 1 | | 1 | 2 | 4 | 6 | 1 | 5 | 6 | | | | 14 |
| ARGENTINA | | | | | | | 2 | | 2 | 4 | 9 | 13 | 7 | 10 | 17 | 32 |
| AUSTRALIA | | | | | | | | | | 3 | 1 | 4 | 1 | | 1 | 5 |
| BAHRÁIN | | | | | | | | | | 1 | | 1 | | | | 1 |
| BÉLGICA | | | | 1 | 3 | 4 | | | | | | | 1 | | 1 | 5 |
| BRASIL | | | | 3 | 4 | 7 | 11 | 40 | 51 | 18 | 104 | 122 | 18 | 54 | 72 | 252 |
| CANADÁ | | | | | | | | | | 1 | 1 | 2 | 2 | 1 | 3 | 5 |
| CHILE | | | | | 2 | 2 | 7 | 3 | 10 | 8 | 10 | 18 | | 1 | 1 | 31 |
| CHINA | | | | | | | 3 | 2 | 5 | 7 | 14 | 21 | 2 | 2 | 4 | 30 |
| COLOMBIA | | | | | 1 | 1 | 1 | 8 | 9 | 4 | 8 | 12 | 1 | | 1 | 23 |
| COSTA RICA | | | | | | | | | | 2 | 1 | 3 | 1 | 2 | 3 | 6 |
| ECUADOR | | | | 2 | 1 | 3 | 4 | 7 | 11 | 10 | 11 | 21 | 4 | 1 | 5 | 40 |
| EL SALVADOR | | | | | | | 1 | | 1 | 4 | 1 | 5 | 2 | | 2 | 8 |
| EMIRATOS ARABES UNIDOS | | | | | | | | | | 1 | | 1 | | | | 1 |
| ESPAÑA | 2 | | 2 | 125 | 42 | 167 | 36 | 70 | 106 | 38 | 141 | 179 | 21 | 30 | 51 | 505 |
| ESTADOS UNIDOS DE AMÉRICA | 3 | 6 | 9 | 18 | 39 | 57 | 27 | 47 | 74 | 23 | 34 | 57 | 12 | 13 | 25 | 222 |
| FILIPINAS | | | | | | | 2 | 6 | 8 | 3 | 4 | 7 | | 2 | 2 | 17 |
| FRANCIA | | | | 4 | 8 | 12 | 7 | 8 | 15 | 1 | 4 | 5 | | | | 32 |
| GRECIA | | | | 1 | | 1 | | | | | | | | | | 1 |
| GUATEMALA | | | | | | | 1 | 3 | 4 | | 2 | 2 | 1 | 2 | 3 | 9 |
| HONDURAS | | | | 1 | 1 | 2 | 5 | 1 | 6 | 1 | 3 | 4 | 2 | | 2 | 14 |
| INDONESIA | | | | | | | | | | | 1 | 1 | | | | 1 |
| IRLANDA | | | | | | | 1 | | 1 | | | | | | | 1 |
| ITALIA | | | | 1 | | 1 | 5 | 4 | 9 | 2 | 5 | 7 | | | | 17 |
| MALTA | | | | | | | 1 | | 1 | | 1 | 1 | 3 | 2 | 5 | 7 |
| MÉXICO | | | | 2 | 1 | 3 | 17 | 8 | 25 | 25 | 18 | 43 | 5 | 3 | 8 | 79 |
| NICARAGUA | | | | | | | | 1 | 1 | 2 | 1 | 3 | | | | 4 |
| PANAMÁ | | | | | 3 | 3 | 2 | 3 | 5 | 2 | 7 | 9 | 2 | 8 | 10 | 27 |
| PARAGUAY | | | | | | | 1 | 1 | 2 | 2 | 2 | 4 | 3 | 2 | 5 | 11 |
| PERÚ | 8 | | 8 | 14 | 3 | 17 | 27 | 18 | 45 | 60 | 26 | 86 | 15 | 1 | 16 | 172 |
| PORTUGAL | | | | 1 | | 1 | 3 | 2 | 5 | 1 | 1 | 2 | 1 | | 1 | 9 |
| PUERTO RICO | | | | | 2 | 2 | 3 | 1 | 4 | 1 | 1 | 2 | | | | 8 |
| REINO UNIDO | | | | 3 | 2 | 5 | 13 | 9 | 22 | 16 | 6 | 22 | 23 | 20 | 43 | 92 |
| REPÚBLICA DOMINICANA | | | | | | | 3 | 3 | 6 | 13 | 5 | 18 | 3 | 4 | 7 | 31 |
| TAIWÁN | | | | 1 | 1 | 2 | 2 | 2 | 4 | 4 | 3 | 7 | 1 | | 1 | 14 |
| TÚNEZ | | | | | | | 1 | | 1 | 3 | 1 | 4 | 1 | 1 | 2 | 7 |
| TURQUÍA | | | | 1 | 1 | 2 | 3 | 8 | 11 | 10 | 8 | 18 | 6 | | 6 | 37 |
| URUGUAY | | | | | 4 | 4 | 1 | 2 | 3 | 5 | 3 | 8 | | 5 | 5 | 20 |
| VENEZUELA | | | | 1 | 1 | 2 | 1 | 4 | 5 | 4 | 6 | 10 | 4 | 2 | 6 | 23 |
| TOTAL | | | 0 | 180 | 119 | 299 | 193 | 265 | 458 | 280 | 448 | 728 | 142 | 166 | 308 | 1813 |

(*) Toda la plantilla representada menor Brasil, Turquía, Indonesia (SEGUROS) y la empresa de República Dominicana (SALUD ARS)