

People and Organization 2021





Introduction



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Talent and commitment

ELENA SANZ ISLA,
GROUP CHIEF PEOPLE OFFICER

2021 will go down in history as the second year of a pandemic that we all want to put behind us once and for all. Two hard, intense years in which all MAPFRE professionals have generously demonstrated that twofold commitment that sets us apart from the competition: first to the business and also to society. Powerful initiatives like the Digital Challenge allowed us to develop remote work strategies to protect employees and collaborators and maintain the high quality of service expected by our customers. 2021 also marked the end of a three-year strategic cycle indelibly marked by COVID-19, but which did not prevent us from doing almost everything we had planned in relation to people and the organization.

Over the course of the year, we've continued to leverage our internal talent, mainly through development plans, career plans and training programs. We've also been able to roll out numerous capabilities that have changed the way we work.

Technological mobility, flexible schedules, collaborative tools, a knowledge management platform, 360° evaluation, self-development, new behaviors and habits, self-service, agile methodologies, mentoring and project management are just some of the capabilities that have been made available to employees.

The implementation of the employee experience listening and measurement model has allowed us to really drill down on our people's opinions and learn about their engagement with the company's values and objectives. We've made progress in other aspects related to their experience, such as managing diversity and inclusion, protecting their health and safety, and getting them involved in MAPFRE's social commitment through volunteering and other social activities that we've also had to adapt to the new circumstances resulting from the pandemic.

Throughout this report we detail the progress made, as well as the degree to which we made good on the commitments undertaken for 2021.



During these last two hard and intense years, all MAPFRE professionals have generously demonstrated that twofold commitment that sets us apart from the competition: first to the business and also to society

In 2022 we begin a new three-year strategy focused on managing organizational change, where we're going to highlight three important challenges: continuing to work on transforming and developing skills to ensure maximum employability for our people; providing our company with the organizational flexibility and agility it needs; and underscoring our commitment to promoting transformative leadership.

In all people management projects, we give due consideration to social sustainability and the constant improvement in the quality of employment and the employability of people, and that is our unwavering commitment to all MAPFRE employees. We're setting out on this new strategic cycle with great enthusiasm, confident that we're prepared to continue advancing in all our objectives. We're ready. Our time is now!

We're ready. Our time is now!

MAPFRE WORLDWIDE



32,341
EMPLOYEES

NUMBER OF EMPLOYEES

 Spain	11,138	 Colombia	910
 Brazil	5,024	 Italy	871
 United States of America	2,175	 Germany	568
 Mexico	1,881	 Puerto Rico	548
 Peru	1,433		
 Dominican Republic	1,101	Rest of America	2,669
 Argentina	1,025	Rest of Europe	1,300
 Turkey	922	Asia	776



1

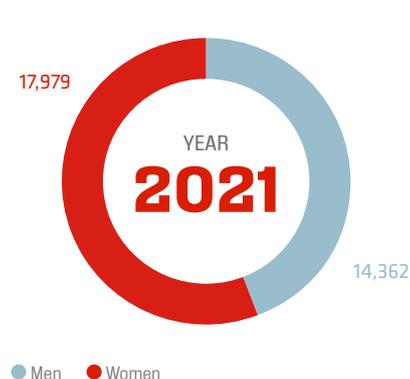
MAPFRE People



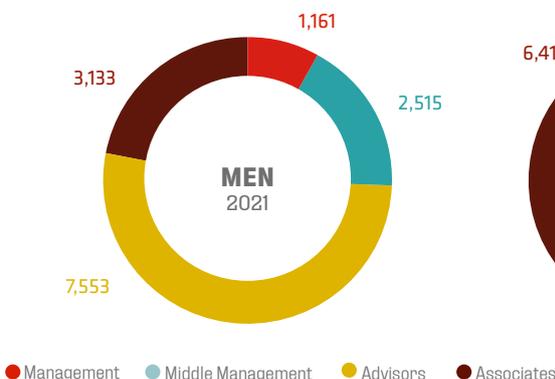


MAPFRE PEOPLE

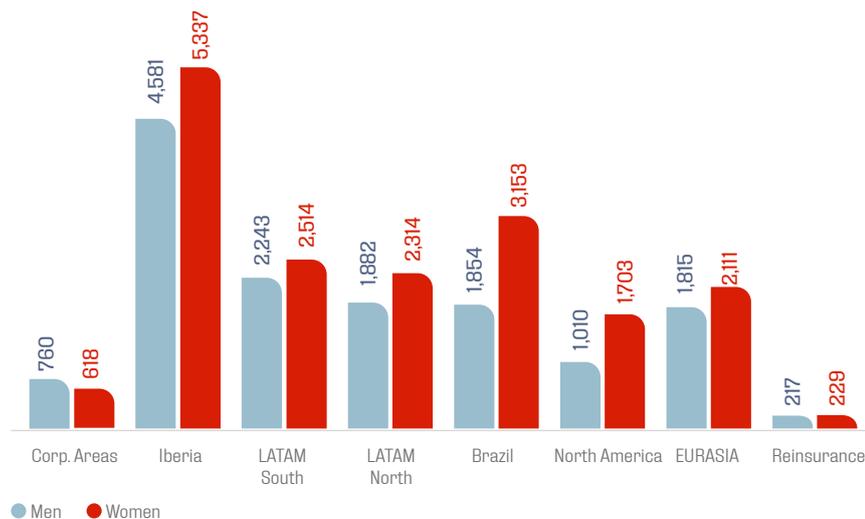
WORKFORCE BY GENDER



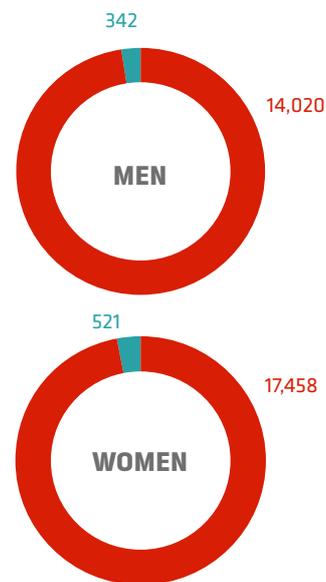
WORKFORCE BY GENDER AND JOB POSITION



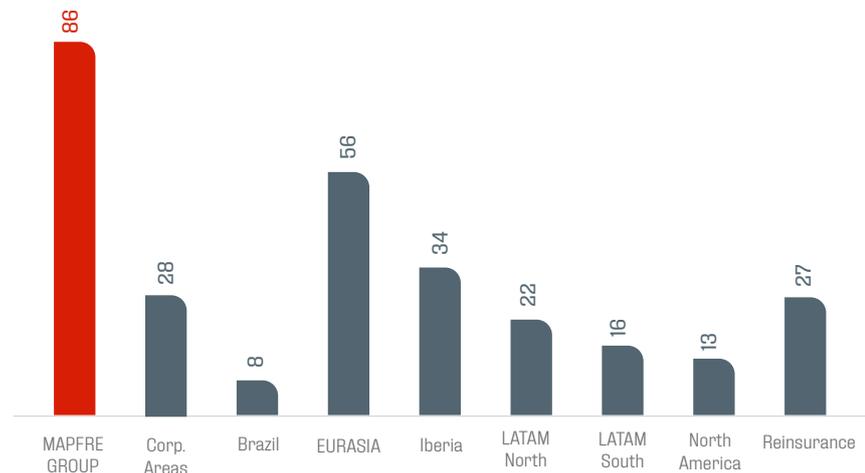
WORKFORCE BY GENDER AND ORGANIZATIONAL DISTRIBUTION



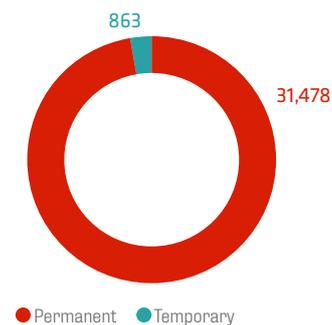
WORKFORCE BY CONTRACT TYPE



NUMBER OF NATIONALITIES PER ORGANIZATIONAL DISTRIBUTION

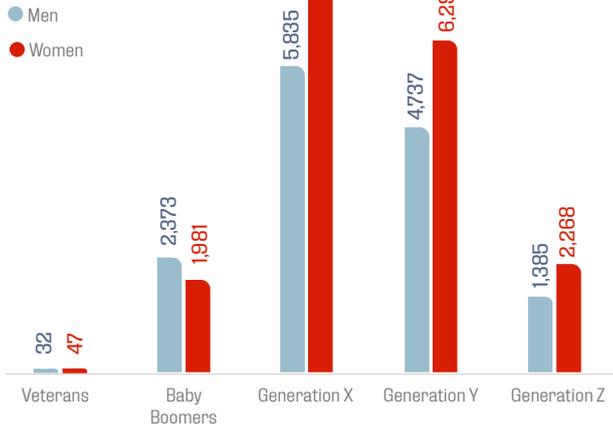


TOTAL WORKFORCE BY CONTRACT TYPE

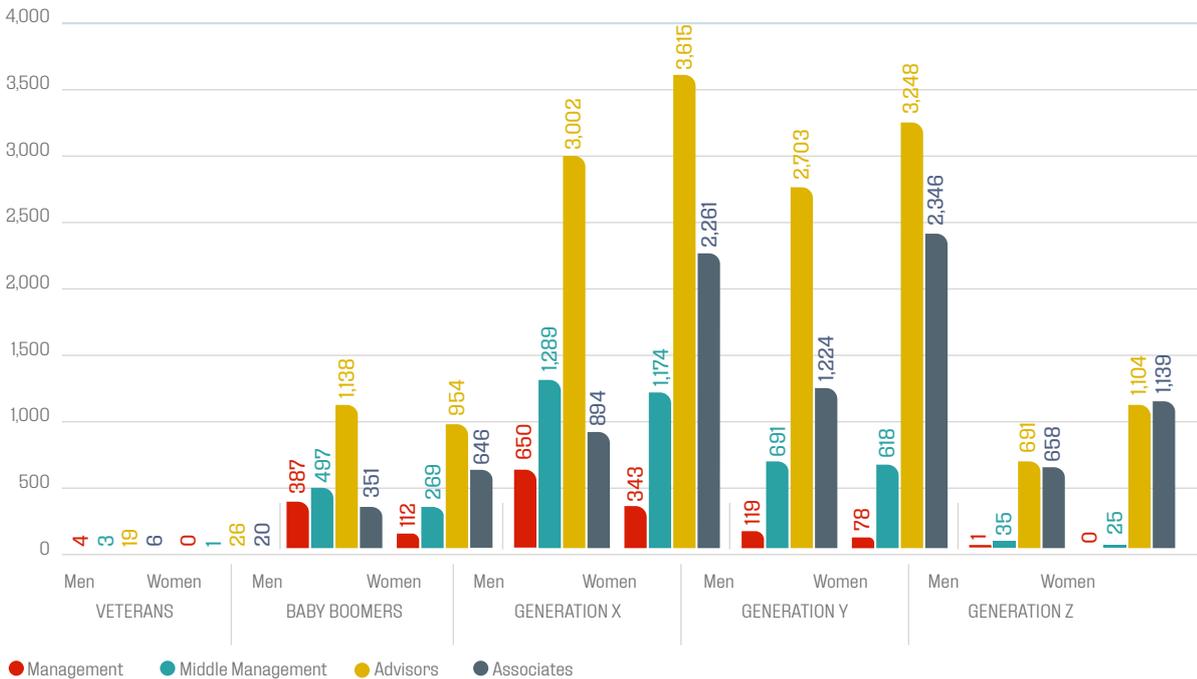


WORKFORCE BY GENERATION AND GENDER

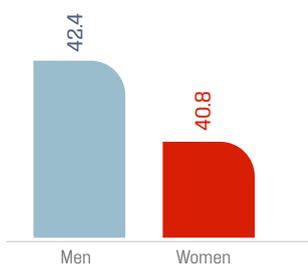
WORKFORCE BY GENERATION



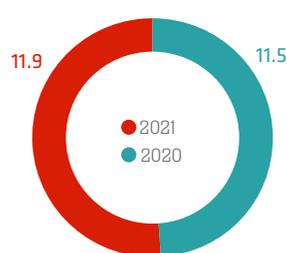
TOTAL WORKFORCE BY JOB, GENERATION AND GENDER



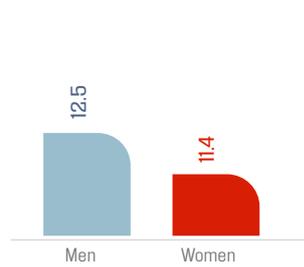
AVERAGE AGE BY GENDER



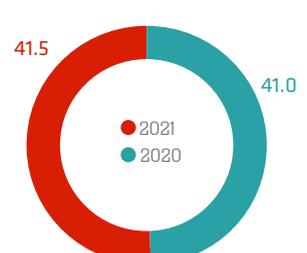
AVERAGE EMPLOYMENT TENURE - MAPFRE GROUP



AVERAGE EMPLOYMENT TENURE BY GENDER



AVERAGE AGE - MAPFRE GROUP



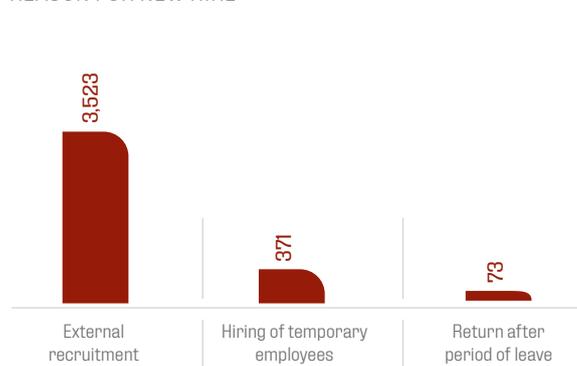
STAFF TURNOVER

TOTAL STAFF TURNOVER IN THE MAPFRE GROUP, BY GENDER AND OVERALL FOR MAPFRE GROUP

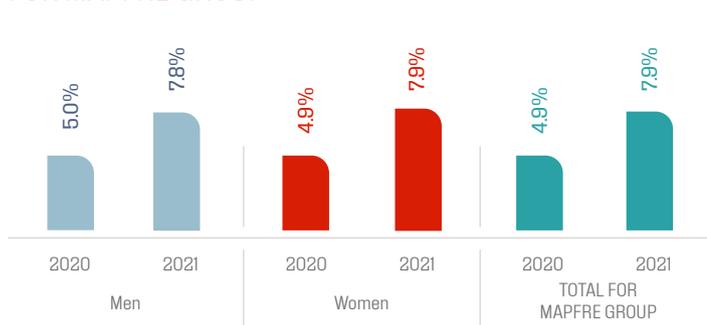


REASONS FOR STAFF TURNOVER

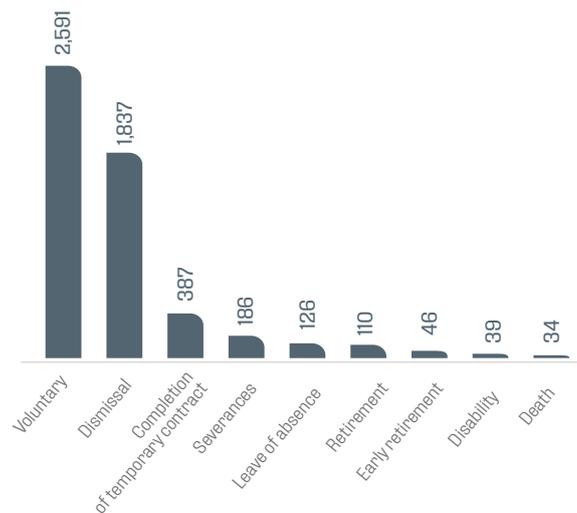
REASON FOR NEW HIRE



UNWANTED STAFF TURNOVER BY GENDER AND OVERALL FOR MAPFRE GROUP*

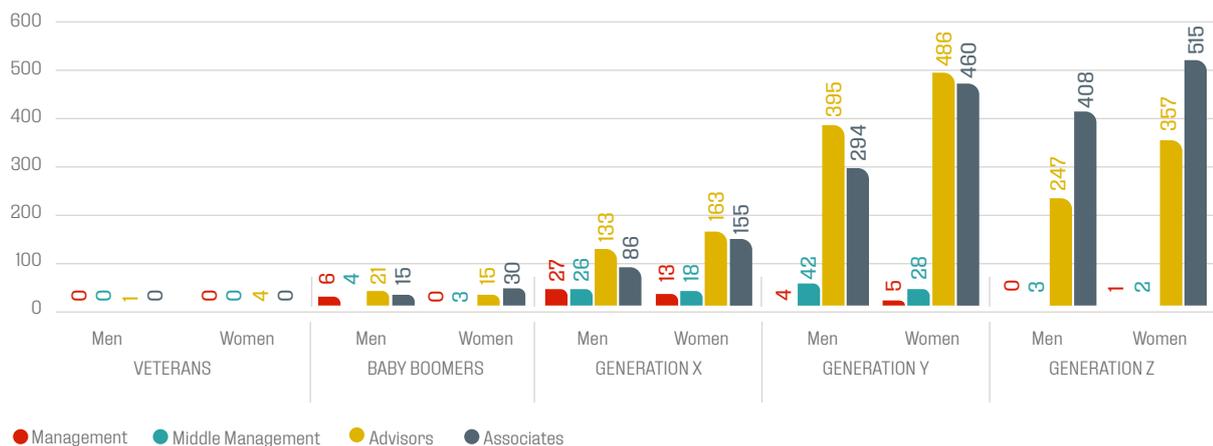


REASON FOR DEPARTURE

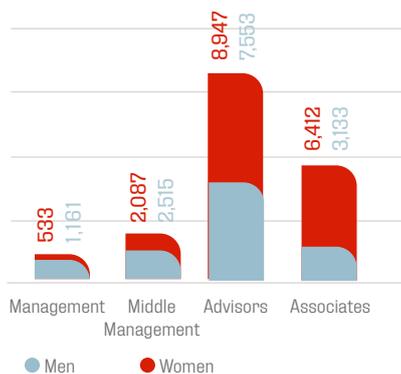


*Dismissals are excluded from this information

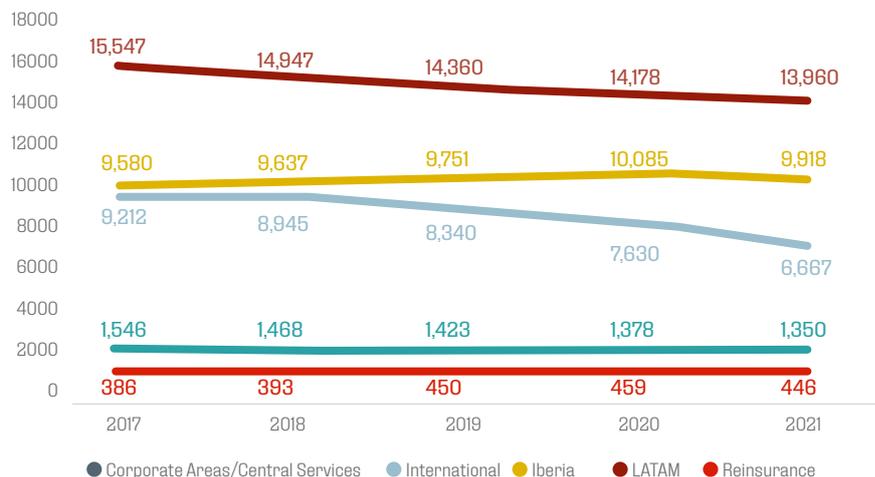
NEW HIRES BY JOB POSITION LEVEL, GENERATION AND GENDER



TOTAL WORKFORCE BY JOB POSITION AND GENDER

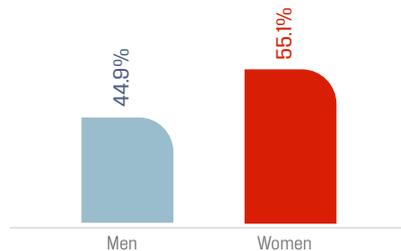


CHANGES IN WORKFORCE BY ORGANIZATIONAL DISTRIBUTION



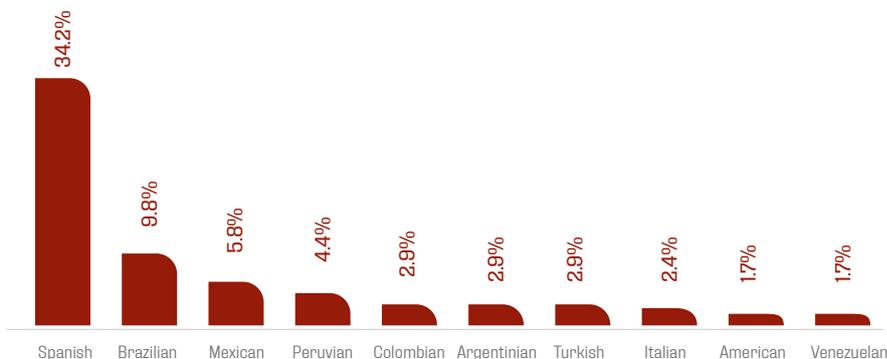
TOTAL NUMBER OF EMPLOYEES PER FTE: 31,843

FTE BY GENDER



TOTAL NUMBER OF EMPLOYEES PER FTE: 31,843

FTE BY PRINCIPAL NATIONALITIES



FTES BY AGE



WOMAN AS A % OF TOTAL FTES



The percentage of FTEs due to disability during 2021 was 53.2 % female and 46.8 % male.

The average hiring cost per FTE for 2021 was €1,839.64. The number of training hours per FTE in 2021 was 31.13 with a cost per FTE of €255.

2

Talent





LOURDES MORENO GUERRA

HEAD OF HUMAN RESOURCES AT MAPFRE RE
AND MAPFRE GLOBAL RISKS



At MAPFRE we're committed to strategic talent management that supports the (profitable) growth of the business and the personal and professional growth of employees. Our constant challenge is to promote the development of people, in tandem with the growth of the organization and its impact on society.

We give continuity to the development and promotion of internal talent, which has always been part of who we are. We do so through different solutions adapted to each situation, with a strong focus on the transformation of people to meet the demand for digitization required by today's job positions. We pay special attention to making the employee the leader in designing their own development.

In addition, various external talent recruitment plans have been designed to attract people with specialist profiles and knowledge in order to provide an agile and efficient response to the needs and continued evolution of the business model.

The success of talent management at MAPFRE is based on trust and two-way commitment between the individual and the organization: the new MAPFRE Leadership model is the lever that activates it.

2.1 Strategic needs

The process of identifying and planning short, medium and long term business needs according to business requirements, knowledge, transformation and future needs.

2.2 Knowledge map

In 2021, a map of 55 knowledge clusters was defined, each of which has associated positions that require such knowledge for the performance of their duties.

The knowledge map is constantly evolving and adapting to the needs of the business and to the new changes brought about by the advance of new disciplines, technologies and digital developments.

Mobility continues to be key in developing employees and their employability



2.3 Versatility matrix

There is common knowledge among some clusters, which allows us to know the degree of versatility of the positions and, therefore, the capacity of transformation of the employees' knowledge so that they can move from one position to another.

This information is key to anticipate for which profiles we have internal talent and what are the specific skills that would need to be developed to fill the knowledge gap. In this way we can stay one step ahead and reduce the learning curve.

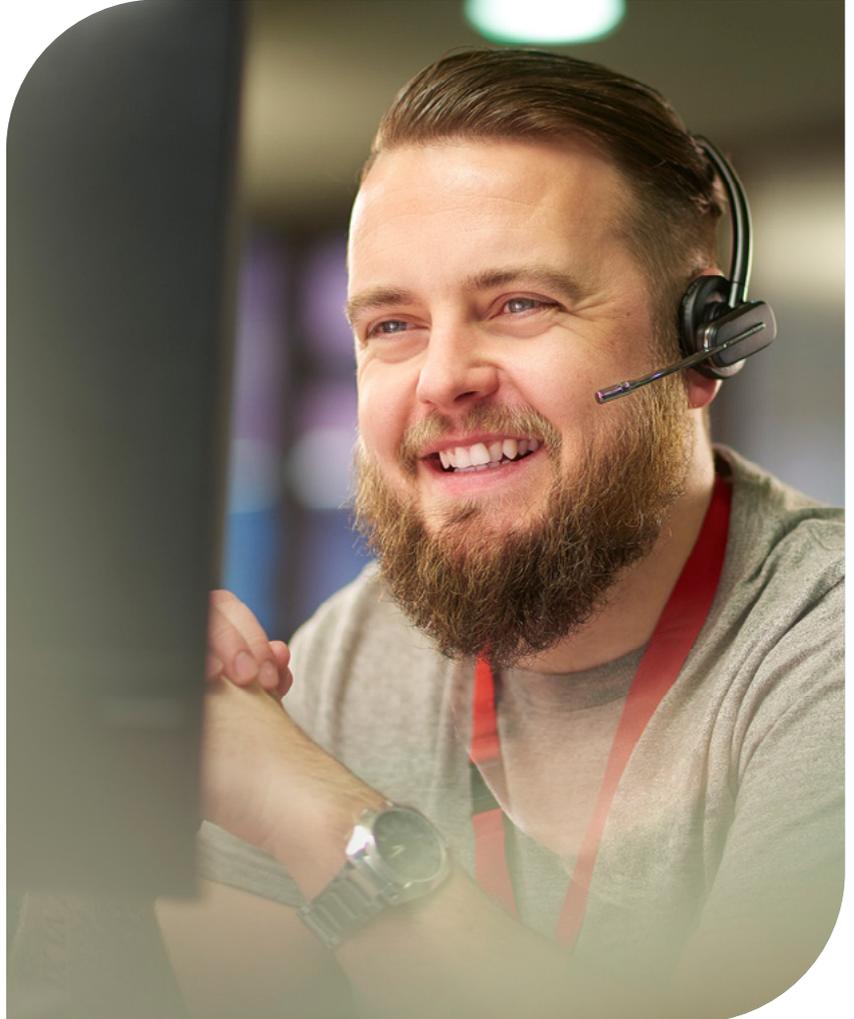
2.4 Selection of talent

- In 2021, 4,565 selection processes were carried out.
- The average time to fill vacancies was 40 days.

INTERNAL MOBILITY

Mobility remains key in employee development and employability. Some 13.7 % (4,177 employees) took advantage of mobility opportunities in 2021. Of total managerial vacancies, 91.6 % were filled internally.

- In 2021, 4,177 employees availed of functional mobility, of which 72 involved geographic



relocation. A total of 17 countries received employees and 20 countries moved their employees elsewhere.

- 62 % of employees are informed about their professional profile, including education, mobility preferences, skills and languages.
- 36.5 % of all selection processes were covered by internal mobility.

85%
VACANCIES FOR
JOB POSITIONS OF
RESPONSIBILITY WERE
COVERED INTERNALLY

	2019	2020	2021
Mobility	14.91%	13.66%	13.70%

2.5 Develop- ment plans

STRATEGIC TALENT DEVELOPMENT PLANS MAPFRE GLOBAL TALENT NETWORK

For the past five years, MAPFRE has had an internal talent identification and development program in place, called the MAPFRE Global Talent Network, and 4,658 employees have been identified globally. In addition, 5,711 employees have an individual development plan assigned.

CAREER PLANS

Career Plans ensure progression and development, and are as follows:

- Sales Representative career plan: 2,192 employees.
- Supervisor career plan: 782 employees.
- Claim handler career plan: 1,595 employees.
- Actuary career plan: 298 employees.
- Auditor career plan: 168 employees.

TRAINING ITINERARIES

Training road maps have been defined for the development of employees assigned to positions with a large number of occupants.

SELF-DEVELOPMENT

MAPFRE promotes learning to improve skills in employees' own duties (upskilling) through the Corporate University and in 2021, more than 8,100 employees self-enrolled in both content related to their principal functions and other functions of interest to them.

SUCCESSION PLANS

Ensuring management succession is critical for all companies. That's why MAPFRE's succession plans have been identified for senior management in all countries. We have 1,575 employees assigned to 73 management talent pools.

TECHNICAL MANAGERS PLAN

With the aim of strengthening talent management in a key function of our business, the Technical Managers Plan project was implemented in 2021, with two main lines of work:

- To strengthen local development plans through the key stages of talent management: local identification of needs, identification of employees and individual development plan. In order to reduce coverage times in this function, retain talent and ensure that it has the best knowledge. 4,158 employees of the countries' technical functions will be included in the local development plan.
- We have identified 12 employees in the technical function in 8 countries with the potential to reach management positions in the short term. To accelerate their development plan, they have been assigned to job positions in different countries and have an individual development plan assigned to them.



MORE THAN
5,000

employees have
an Individual
Development Plan

TECHNICAL AND EXPERT CAREER PLAN

In 2021, a critical needs survey was conducted in six countries representing 55.6 % of the Group's workforce. Fifty-five knowledge clusters were identified, as well as the details of their key knowledge.

Technical career progression stages have been updated for those critical skills where business requires it.

2.6 External recruitment

- 38,953 candidates interested in working with us registered on the Work at MAPFRE site.
- Employees nominated 246 candidates through the referral system.
- Our LinkedIn page follower count has increased from 401,024 to 507,282.
- 1,382 processes were published in 2021 on www.jobs.mapfre.com

In order to attract specific profiles, a social media campaign was launched under the name "You want MAPFRE and you know it" to attract actuarial profiles.

Trainee programs Recruitment of young graduates through specific programs that allow us to update knowledge, rejuvenate the workforce and incorporate new forms of conduct. Since 2013, 144 trainees have joined MAPFRE. This year, eight employees joined the Simbiosis program in Spain to reinforce the technical function and 15 account executives to reinforce the sales function.

2.7 Indicators

- **Culture and Talent Index (Public Commitment. 2020-2021 Strategic Plan)**
The Culture and Talent Index is an internal indicator that measures progress in the degree of engagement and development of people working at MAPFRE.
 - **Culture:** We measure employee turnover, length of service and satisfaction through the Employee Satisfaction Index.
 - **Talent:** We measure internal mobility, development and career plans and the coverage of leadership positions through internal promotion.

The result in 2021 was 84.55 %, while in 2020 it was 84.1 % and in 2019 it was 80.8 %.

	CULTURE * 2019	2020	2021	TALENT * 2019	2020	2021
Employee Satisfaction Index	68.1	72.8	71.0	Mobility	14.7	12.7
Turnover	15.4	9,1	12.1	Career and Development Plans	42.7	46.2
Length of service	12.9	13.63	14.04	Internal promotion	79.8	90.9
					86.8	

(*) Countries: Spain, Brazil, USA, Germany, Italy, Turkey, Peru, Mexico, Puerto Rico, MAPFRE RE and Corporate Areas.

UNWANTED STAFF TURNOVER IN THE MAPFRE GLOBAL TALENT NETWORK PROGRAM

	2019	2020	2021
Result	2.9	1.9	3.4

2.8 Learning and knowledge at MAPFRE

At MAPFRE we have a Global Learning Model in place and all training activities are linked to strategic objectives, with a focus on the business and on employees' learning experience.

2021 MAIN CONCLUSIONS

Digitalization
of all learning processes

Encouraging self-learning: each employee can design his or her own learning path through a wide range of training resources

86% of our training is digital and **82.13%** is technical-sales training



The MAPFRE Corporate University comprises 17 technical knowledge schools, 13 classrooms and an InnoLAB. We would highlight the main global learning actions carried out in 2021 in Spanish and English:

- **Insurance School.** Training itineraries, webinars and other actions have been designed to transfer the technical and strategic knowledge of the LIFE, AUTOMOBILE and ENTERPRISE businesses to more than 1,600 employees at a global level.

Digital Business Classroom. Specialization programs have been carried out in virtual format. CRO Analytics and Digital Data and Conversion Rate Optimization. 40 employees earned the Google Analytics Certification after completing the Analytics and Digital Data Program. The CRO Program includes 52 employees.

- **Sales and Business Development School.** Within the Customer Classroom, a global customer experience and value proposition program has been developed, in addition to other specific actions on customer retention and loyalty, aimed at more than 690 employees worldwide.

Several virtual sessions were held in the Sales Classroom to train sales teams in retail know-how, reaching 749 employees from all over the world.

- **Operations School.** The global launch and deployment occurred of four major training models: The supplier operating model, specific recovery model, the specific model for salvage and internal contact center management model in 16 LATAM countries, and more than 360 employees.
- **Actuarial School.** A training itinerary of 14 webinar sessions of technical-actuarial content has been deployed aimed at 250 actuaries from around the world according to their specialization, and more than 100 experts from other technical and risk areas.
- **Technology and Processes School.** During 2021, we worked on the redesign of the new capabilities required for Technology at the

Global level (cloud, big data, architecture, digital-automation and core solutions).

- **Finance School.** Sessions have been held on the SAP/HANA tool, training 303 employees from 13 countries, as well as content on management control and administration.

In the area of Sustainability, the CESGA and ESG Essential training and certification programs were launched with the aim of providing investment managers and other financial specialists with the necessary technical knowledge to be able to independently carry out evaluations and investment decisions in which environmental, social and corporate governance criteria are applied. A total of 536 employees from these areas participated in these programs.

- **Auditing School.** Training for the group's auditors was carried out through different programs, including the Global Internal Audit Program, in virtual format, in which all the members of the MAPFRE Group's Internal Audit team around the world, more than 170 employees, participated. Other initiatives in the area of auditing included: IT Auditors Program, Technology Positioning Program and ACL tool training program.
- **Innovation.** Virtual actions on the MIRO tool have been deployed for 38 employees in the innovation areas of seven countries. The online content, "Introduction to the Strategic Innovation Methodology Kit" was also launched.
- **People and Organization School.** MAPFRE has a Global People Management Program, so that all employees around the world who work in human resources areas have the necessary technical knowledge about the main functions and processes of people management. In 2021, there were more than 1,700 enrollments.

- **Professional Development School.** In 2021, three global development programs were held in a mixed format for employees of the International Management Development Program (18 participants). Women's Leadership Program (12 participants), and Executive Avanza with MAPFRE (20 participants).

- **Leadership School.** For the Group's management team, a series of 12 webinars was designed with internal and external speakers throughout the year 2021. The topics addressed were: the future of the automobile, economic environment, hybrid equipment management, transformation and innovation, and people management. In addition, the MAPFRE LEADER online program, which is aimed at all leaders of teams, has been deployed and has been completed by more than 50 % of our leaders globally.

UNIVERSITY PLAN

MAPFRE has always developed links with universities and educational institutions and has more than 322 agreements in 20 countries. Different activities are carried out with all of them.

- **Employer branding:** Actions to disseminate MAPFRE culture in universities and participation in employment forums.
- **Internship Plan:** The purpose of the internship plan is to offer students the opportunity to learn, acquire knowledge and begin their development in the business environment. In 2021, face-to-face activity has been resumed with the interns, which is at all events dependent on the pandemic situation. During the year, 424 students

THE MAIN TRAINING FIGURES ARE SHOWN IN THE ACCOMPANYING TABLE: ECONOMIC COMPARISON FOR 2019-2019-2021

	2019	2020	2021
Investment in training	€18.41 million	€7.23 million	€812 million
Average investment per employee	€531	€214	€251
Total training hours	1,518,411	966,335	991,210
Training hours per employee	43.8	28.6	30.0
Total attendance at training actions	351,033	370,577	384,095
% of workforce trained	100%	100%	100%

ATTENDANCE BY JOB POSITION LEVEL AND GENDER ARE SHOWN IN THE ACCOMPANYING TABLE.

	2019		2020		2021	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
SENIOR MANAGERS	8,075	4,334	8,940	4,910	11,173	5,713
MIDDLE MANAGEMENT	23,642	20,320	26,595	19,907	29,995	23,248
ADVISORS	86,372	95,519	92,283	106,222	94,638	115,508
ASSOCIATES	37,846	74,925	35,514	76,206	31,919	71,901
TOTAL	155,935	195,098	163,332	207,245	167,725	216,370

completed internships in 20 countries through 322 agreements with universities, business schools and other institutions.

- **Knowledge:** Participation of MAPFRE executives/experts in University programs, as well as the development of in-company programs for MAPFRE entities, with the collaboration of university professors in the training of our employees.
- **Dissemination of university educational opportunities** among our employees and their families.
- **Dissemination of the MAPFRE case** to universities and business schools around the world focused on strategy, transformation, innovation and people management.

VOCATIONAL TRAINING

Over the course of 2021, in Spain, nine vocational education and training (VET) students were incorporated in our Road Safety and Experimentation Center (CESVIMAP), and 11 in the Catalonia Regional General Management, through the VET-DUAL project, eight of them in sales offices, whose pilot program started in 2020. The VET-DUAL project started as follows:

- MAPFRE joined the Alianza para la FP-Dual (Alliance for VET-Dual), a statewide network of companies, in October 2018.
- MAPFRE Iberia signed collaboration agreements with seven educational centers for VET-Dual internships in Madrid and Catalonia for sales offices. These agreements are still in force today, although the incorporation of students was suspended in March 2020 due to the COVID-19 pandemic. In 2021, they were progressively reactivated, depending on the capacity of the work centers and the needs of the Areas involved.

This alliance includes educational centers and institutions committed to the promotion and development of VET in Spain.

Eureka Knowledge Management Platform

MAPFRE's knowledge management model aims to systematize knowledge and offer employees the opportunity to share it internally.

- All MAPFRE employees worldwide enjoy access to Eureka.
- A common taxonomy: 15 subjects areas and 700 skills.
- More than 1,400 identified knowledge references identified worldwide.





3

Organization and remuneration



LEIRE JIMENEZ AYESA
CEO OF ASSISTANCE UNIT



The world is changing at breakneck speed. One of the key requirements to anticipating and leveraging these changes is to manage capacity dynamically and prepare our teams and structures for the present and future needs of the business by working more on a project basis and incorporating Agile methodologies.

In addition to these new ways of working, the Digital Workplace and Digital Challenge initiatives, built on technological tools, facilitate us in changing our work habits in order to work more collaboratively and efficiently, better manage the onboarding and inboarding processes and generate growth opportunities for our employees through career plans.

In addition, we continue to make progress in work-life balance, introducing initiatives such as the teleworking code or digital disconnection and promoting a global hybrid model.

The organization makes these new ways of working available to us, but the change is the result of the effort and commitment of all of us. Remuneration policies reflect this individual effort and commitment and also guarantee equality and transparent treatment for all.

3.1 Flexibility

Having a flexible organization means adapting the structure to the evolution and needs of the business; managing capacity dynamically and responding to market demands.

The focus is to become familiar with the dedication, knowledge and productivity of the different groups and prioritize according to business criteria.



MORE THAN

18,000

employees with flexible working hours

- **Organizational criteria**

The analysis and monitoring of capacity is carried out using a global methodology, the Workforce Evolution Protocol, which allows us to identify the relationship between dedicated capacity and the evolution of the activity and the type of business. This process is being implemented in the SAC analytics tool.

The ranking index at the end of 2021 was 18.1 %.

- **Management by project**

During 2021, the project management operating model evolved. A playbook has been developed that covers aspects such as training, methodology, responsibilities and roles of the different members of a work team, tools, analysis of the capacity dedicated to projects and prioritization. This management model has involved adjusting the evaluation and remuneration processes for project teams.

The focus of implementation has been on six countries with a total of 34 projects, with a compliance level of 96.3 %.

- **Agile methodologies**

The philosophy of managing projects in an agile way allows projects to be oriented toward early delivery, iterating with the client or end user to identify their needs and achieving greater accuracy and speed in the delivery of project results. By the end of 2021, 102 projects had been managed using agile methodologies and 4,859 employees had been trained in these methodologies.

3.2 Digital Workplace

Digital Workplace helps us to be more efficient and productive on a daily basis by leveraging the benefits of technology and creating habits that allow us to optimize our work time. Beyond a mere technological deployment, it's a change of habits that should help us improve how we collaborate and how to better invest our time by preparing and generating more productive meetings, improving our teamwork and instilling a focus on tasks and deliverables.

To ensure the effectiveness of Digital Workplace change management, a site has been created to provide tips, news, best practices and common queries related to productivity tools and scenarios.

The deployment of collaborative tools used to implement the new ways of working has reached 27,856 employees by implementing the productivity scenario methodology in 17 countries.

- **Global hybrid model**

To combine the in-person and remote work model, a global hybrid remote work model was defined to be implemented in the countries where MAPFRE is present. The model combines different work modalities. This model is intended to be a work organization mechanism that serves to enhance employee motivation and commitment, thus improving productivity, agility and efficiency.

This Model has been implemented in nine countries to date.

3.3 Flexibility and work-life balance

DIGITAL WORK AND DEVICES POLICY

MAPFRE’s Teleworking Code is an instrument that explains how MAPFRE’s employees should use the computer and other telematic means at their disposal to carry out their work, compiling the rules and protocols we have in place at MAPFRE.

The Teleworking Code regulates digital rights in the workplace, which are digital disconnection, privacy in the use of digital devices, and privacy in the use of video surveillance devices, sound recording and geolocation systems in the workplace.

This Code, which was developed with the participation of the workers’ legal representatives, has been implemented in Spain and will be implemented in other countries over the course of 2022.

DIGITAL DISCONNECTION

MAPFRE has therefore approved the “Digital Disconnection Policy for MAPFRE Employees,” which establishes a culture of respect for others’ time. The Policy expressly recognizes the right of employees to disconnect from



work and communication tools provided by the company outside the working day by establishing express measures to exercise that right. Such measures regulate hours in which communications should not be sent or expected to be responded to unless there are exceptional justified circumstances, as well as guidelines for planning and holding meetings. In order to ensure its proper implementation and to promote a culture conducive to rest, the policy is supplemented by a Change Management Plan in addition to training resources related to disconnection and rest, reasonable use of technology and awareness-raising in respect of personal rest time.

WORK-LIFE BALANCE MEASURES (AT GLOBAL LEVEL)	No. OF EMPLOYEES BENEFITING
Flexible work schedule	18,083
Part-time work arrangements	2,327
Reduced workday	1,048
Remote employment contracts	2,345
Paid and unpaid leave	15.813
• Parental leave	573
• Maternity leave	919
Sabbaticals for study/family purposes	31
Employee reintegration program following a protracted leave of absence	125



**MORE THAN
1,400**

knowledge experts in
various domains

3.4 Digital challenge

Digital Challenge continues to support the transformation strategy of our company with the objective of managing the change that the organization needs in order to make employees more productive and agile in their daily work and in the execution of projects, relating to the employee in a more personalized way. This year, we worked on the following deliverables:

- An onboarding and inboarding process backed by a specific module in the people management tool that will improve the employee experience for both new hires and internal mobility processes while measuring and optimizing the learning curve.
- A Digital Workplace dashboard has been implemented for the implementation of productivity scenarios.

- We have defined the criteria for technical career progression to promote the role of the expert as well as a matrix for versatility between job positions that helps to orient our transformation plans.
- At project-based management work model suitable for the different types of projects has been implemented.

• DATA AND INDICATORS

Onboarding tool available in seven countries.

Change management indicators to measure the degree of employee adherence to the Digital Workplace change and the extent to which the change management strategy has been effective 91 %.

- 56 % of staff work flexible hours.
- More than 28,000 employees with Outlook O365 and more than 27,500 employees with Teams O365.
- More than 2,000 pieces of knowledge contributed in Eureka, our shared knowledge repository.
- More than 1,400 knowledge references in the different fields of expertise.
- 100 % of staff trained in the new behaviors needed in our day-to-day and which are used to evaluate people.
- 96 % of the workforce evaluated in line with the new evaluation model.
- More than 12,600 employees have downloaded the People app in the seven countries where it has been deployed: Spain, Brazil, Mexico, Turkey, Peru, Puerto Rico and Germany.

The objective of the Digital Challenge is to properly manage the change that the organization requires in order to make employees more productive and agile in their everyday tasks and in the execution of projects, as well as enhancing how they relate to each other

3.5 Remuneration and recognition

REMUNERATION POLICY

This policy contains and guarantees the principles of equality and non-discrimination, and establishes adequate remuneration according to role/position, based on the merit, technical knowledge, professional skills and performance of each person. The company designs its remuneration policy with the following principles:

- It is fully transparent, since all affected parties are aware of it and have access to it.
- It comprises a competitive and flexible structure that can be adapted to different groups and market circumstances.

The Remuneration Policy also promotes appropriate and efficient risk management by discouraging both the acceptance of risks that exceed the company's tolerance limits and conflicts of interest.

This policy therefore serves to motivate and satisfy, enabling objectives to be achieved and the strategy to be met within the framework of the company's long-term interests. It gives specific treatment to the remuneration of the company's management groups, and those with special impact on the company's risk profile.

The remuneration components included in the policy are fixed remuneration, variable remuneration/incentives, recognition programs, social benefits and supplements. Variable remuneration in its different modalities—annual compensation for objectives, medium- and long-term incentives, commissions and bonuses—is of particular importance.

This year, 27,591 people are working within annual variable remuneration systems, representing 85.31 % of the global workforce.

To keep the company in the best position in the markets in which it operates, 23 countries participate annually in local pay surveys to measure their competitiveness in their geographical and business area.

ASSESSMENT

MAPFRE has established the global job appraisal system using the MERCER methodology, which enables the contribution of each job position to the organization's value chain to be analyzed. This methodology has





MORE THAN
4,700

employees signed up to the "Pásate a la Acción" (Get in on the Action) share ownership plan

a unified management platform that has led to the model being deployed in 84.69 % of MAPFRE's workforce worldwide.

This system:

- Allows local pay schemes to be designed with global consistency, and facilitates international mobility.
- Defines criteria for fair remuneration models by function and performance, avoiding discrimination due to other factors.

Job evaluation is becoming increasingly important due to the new legal requirements that seek the correct implementation of this process in order to guarantee an equitable organizational and salary structure.

BONUS PER PROJECT

Currently, 135 people are assigned with this type of bonus, several of them linked to digital projects, to drive the company's transformation with elements that represent direct compensation.

This has meant implementing new collaborative working methodologies in seven

countries, in environments where regular activity is combined with projects that are transformational for both participants and the company itself.

RECOGNITION PLAN

In 2021 more than 21,000 employees in 22 countries have participated in the different local and global recognition programs and more than 4,000 employees have been distinguished with different types of recognition for their contribution to the implementation of the strategy, quality contributions, innovation and dissemination of MAPFRE's culture and values.

In addition, we have a global platform "JobPts" implemented in eight countries and integrated into the company's systems, supporting the rest of the processes to enhance employee engagement.

We are developing improvements in the platform. Mainly, during this year we promoted the improvement of communication between employees, enabling them to send gifs or eCards to each other.





**PÁSATE
A LA**

ACCIÓN

“GET IN ON THE ACTION” EMPLOYEE SHARE OWNERSHIP PLAN

In 2021, MAPFRE launched a stock-based remuneration plan for employees in Spain with the aim of strengthening their links to the company’s strategy and future earnings. Targeted at Group employees in Spain, the plan allows them to voluntarily allocate a portion of their remuneration annually to MAPFRE S.A. shares, which will be delivered to them on a monthly basis throughout 2022.

The amounts that can be allocated range from 300 euros (25 euros per month) to 12,000 euros per year (1,000 euros per month), depending on the decision made by each employee who joins the Plan.

This Plan aims to increase the emotional attachment of MAPFRE employees to the company and, at the same time, is an

opportunity to link our work to the future success of the company and to receive dividends, as determined annually by the Board of Directors.

In May 2023, MAPFRE will deliver free shares to each employee in proportion to the shares acquired and held up to March 31, subject to the limits established in the plan. In order to ensure that the Plan incentive benefits as many employees as possible, the company has limited the delivery of one share for every two acquired to the first 8,000 euros as a maximum.

A total of 4,704 employees signed up, representing 43 % of the workforce in Spain, and the company, through MAPFRE Inversión, will be responsible for delivering the shares corresponding to the monthly amount allocated free of charge to the employee each month.

The shares they receive each month throughout 2022, as well as any additional shares delivered by MAPFRE, give them full rights to participate as a shareholder in the company’s future dividend payout.

4

Diversity





JOSE MANUEL INCHAUSTI
CEO OF IBERIA



At MAPFRE, we value diversity and work tirelessly to safeguard the inclusion and respect of all those who are part of the company. We create inclusive work environments that promote equal opportunity and merit-based talent development. We live in a diverse society and therefore diversity has to be very present in the company's values if we want to be connected to society and provide the best service to our customers.

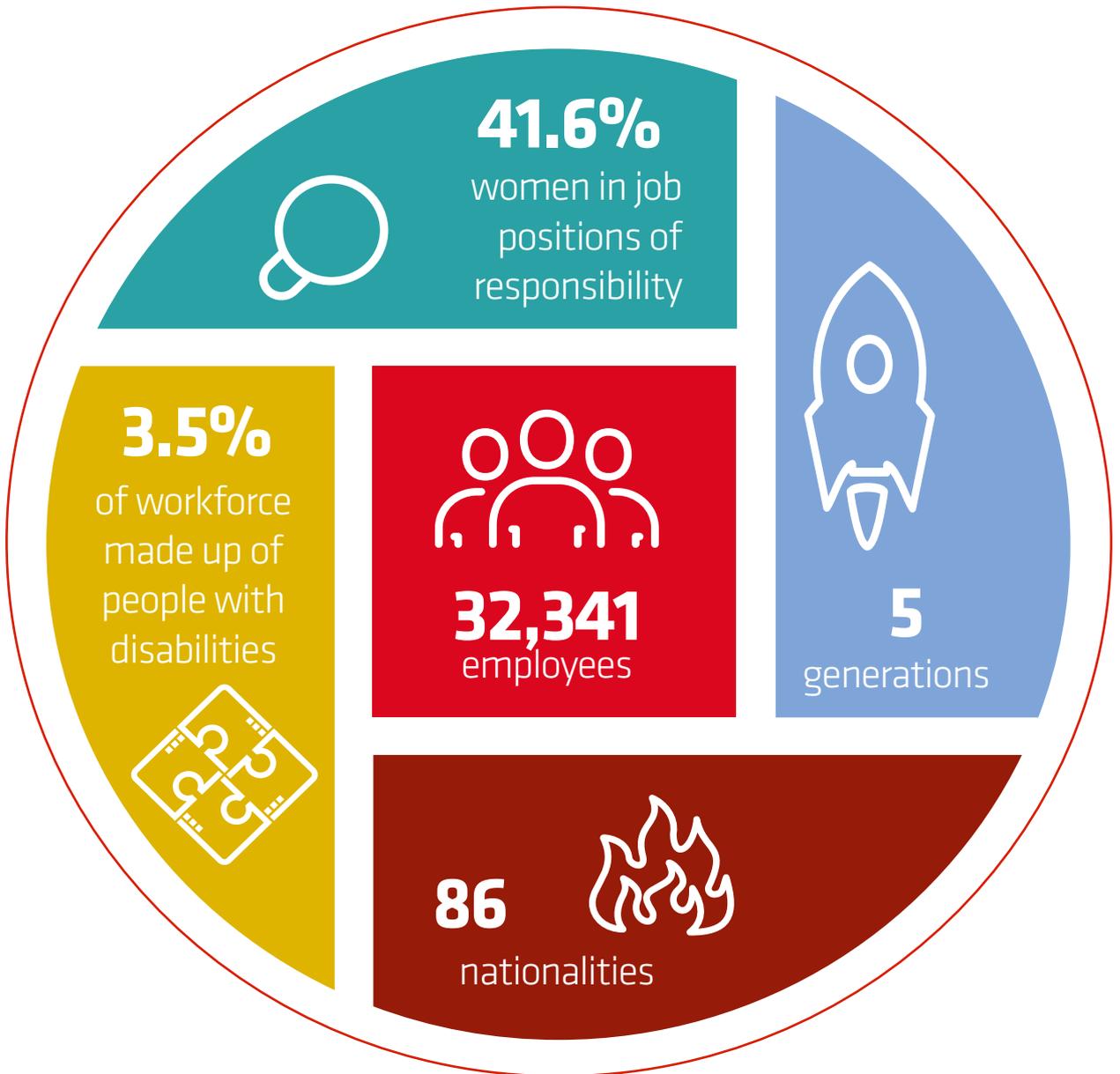
Diversity makes us unique is the slogan that inspires us to keep moving forward and fulfil our commitments. At the end of 2021, we can say that 49.1 % of vacancies for job positions of responsibility were filled by women, and we will continue to promote female talent in the coming years. People with disabilities make up 3.5 % of our workforce and we are very proud to be able to contribute to their inclusion in society by providing them with quality employment, while they in turn gives us the best of their talent. We will continue to support the talent of all people, regardless of their gender, age, culture, ideology, sexual orientation and gender identity or expression.

Our strategy is based on the idea that diversity is an opportunity for sustainable growth. The capacity of large companies to impact and transform society is very significant and we are aware of the responsibility that this entails. This also offers us the opportunity to reduce inequalities in the markets we operate in, as well as among our main stakeholders.

When we talk about promoting inclusion, we are talking about respect for diversity and it is not only a question of Human Rights, it is a question of social responsibility, of taking care of the well-being of people and our environment. At MAPFRE, we believe that companies should not only generate exclusively material wealth, but also ethical and above all, human wealth - something that undoubtedly generates a positive impact on people and will allow us to move forward and continue growing in a sustainable manner.

MAPFRE has a Diversity and Equal Opportunity Policy in place at global level that is based on respect for people's individuality, on the recognition of their heterogeneity and on the elimination of any discriminatory exclusionary behavior.

2021 MAPFRE DIVERSITY MAP



DIVERSITY CHARTER

MAPFRE signed the Diversity Charter to demonstrate its commitment to inclusion and equality. We have also become involved with the Diversity Charter in Spain, with the objective of promoting

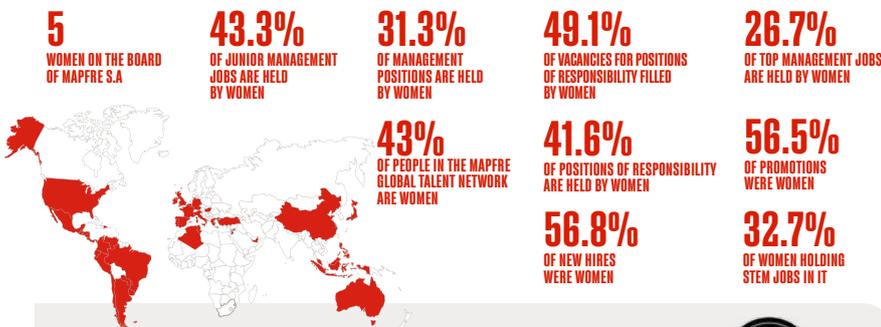
diversity management, which is an instrument of cultural transformation that promotes inclusive workplaces, enables social progress and enhances economic competitiveness.

4.1 Gender diversity

At MAPFRE, gender equality refers to equal rights, responsibilities, and opportunities for women and men. Equality does not seek to make everyone the same, but rather to recognize diversity and act to achieve equal

rights, opportunities, and freedoms. It involves recognizing the diversity of women and men and taking into account their interests, needs and priorities.

GENDER EQUALITY



Mapfre policies

- Diversity and Equal Opportunity Policy
- Promotion, Selection and Mobility Policy
- Remuneration Policy

PUBLIC COMMITMENT 2021:

45% of vacancies for job positions of responsibility to be filled by women

OBJECTIVES 2021:

31% of Management job positions to be held by women



In support of

WOMEN'S EMPOWERMENT PRINCIPLES
Established by UN Women and the UN Global Compact Office

Objectives

- To consolidate a workplace that makes the most of the female talent available throughout the organization.
- To identify any potential gender gaps that may occur.
- To increase the number of women in management-level job positions.

All countries have a policy for action to enable equality in all of the personnel management processes.

- 49.1 % of vacancies for job positions of responsibility were filled by women in 2021.
- 31.3 % of management positions were held by women at year-end 2021.



Job position level

Level	Men	Women
Executives	1.6%	3.6%
Middle Managers	6.5%	7.0%
Advisors	27.7%	23.4%
Associates	19.8%	9.7%

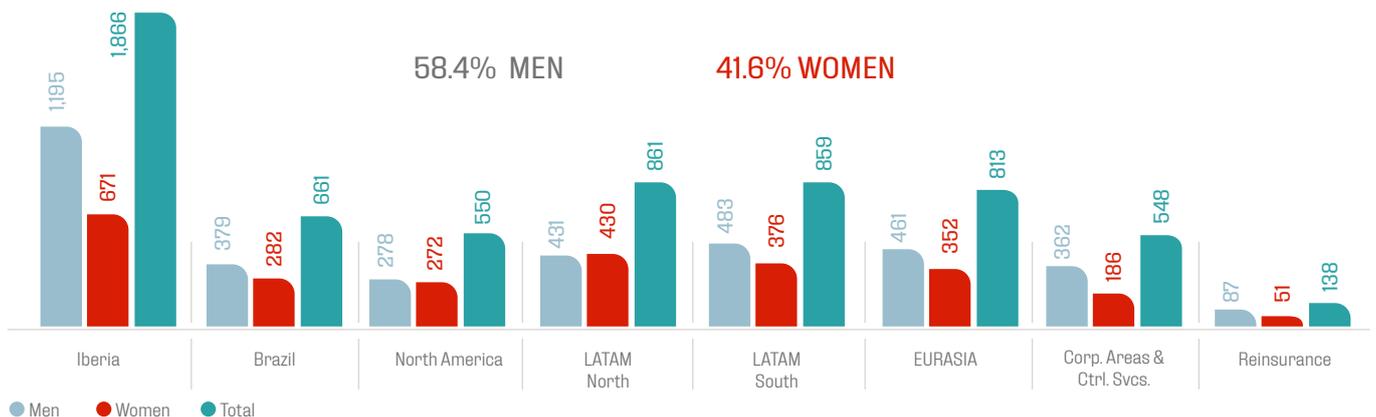
Generations

Generation	Men	Women
Veterans	0.1%	0.1%
Baby Boomers	6.1%	7.3%
Generation X	22.9%	18.0%
Generation Y	18.4%	14.6%
Generation Z	7.0%	4.3%

Diversity Makes us Unique



No. OF EMPLOYEES IN JOB POSITIONS OF RESPONSIBILITY





WOMEN'S LEADERSHIP NETWORK

MAPFRE has women's leadership networks in Spain, Brazil, USA, Mexico and Turkey that aim to promote initiatives that help progress equality in the company, and in particular, increase the presence of women in underrepresented positions of responsibility.

• CONVERSATIONS FOR LEADERSHIP

Conversations for Leadership are a series of open discussions with women who have an outstanding track record in the business, economic and social fields, and which aims to discuss the role of women in relevant topics such as business, the media, health, the third sector, the insurance industry or public service, among others.

In 2021, three new editions of Conversations for Leadership were held.



4TH CONVERSATION: CHALLENGES FOR WOMEN IN PUBLIC DECISION-MAKING AND THROUGHOUT SOCIETY

Antonio Huertas, Chairman and CEO of MAPFRE; **Rebeca Grynspan**, Ibero-American Secretary General, former Under-Secretary General of the United Nations, and former Vice-President of Costa Rica; **Soraya Sáenz de Santamaría**, Partner at CUATRECASAS, State Attorney, former Vice-President of the Government of Spain; **Trinidad Jiménez**, Director of Global Strategy for Public Affairs at Telefónica, former Minister of Foreign Affairs and Minister of Health and Social Affairs of Spain.



5TH CONVERSATION: THE ROLE OF WOMEN IN SCIENCE AND HEALTH

Francisco Marco, Group Chief Business Support Officer, **María Neira**, Director of Public Health and Environment of the World Health Organization (WHO), **Rosa Menéndez**, President of the Spanish National Research Council (CSIC) and **Patricia Fernández de Lis**, journalist and science communicator, and founder of MATERIA.



6TH CONVERSATION: WOMEN IN THE THIRD SECTOR

Julio Domingo, General Manager of Fundación MAPFRE; **Carmen García de Andrés**, president of Fundación Tomillo; **Natalia Peiro**, general secretary of Cáritas Española; and **Virginia Carcedo**, deputy director of Training, Employment and Transformation of Fundación ONCE, and general secretary of Inserta Empleo.

• WOMEN'S LEADERSHIP DEVELOPMENT PROGRAM

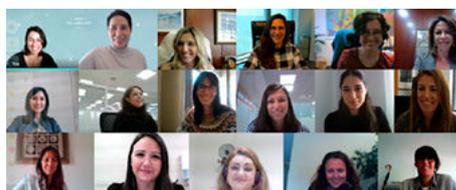
The Women's Leadership Development Program is one of the initiatives of the MAPFRE Women's Leadership Network to advance towards effective equality of opportunities. It is developed through the Professional Development School of MAPFRE's Corporate University.

The Women's Leadership Development Program has been implemented in Spain, Brazil, Peru, Venezuela and Turkey, and a total of 136 women have participated.

• I AM REMARKABLE

#IamRemarkable is a Google initiative that focuses on the importance of valuing achievement in the workplace.

- In April 2021, two workshops were held in which a total of 30 MAPFRE female employees participated.



COMMITMENTS AND ACKNOWLEDGMENTS

• UN WOMEN

In 2020, MAPFRE signed its global adoption of the Women's Empowerment Principles established by UN Women, the UN organization dedicated to promoting gender equality and women's empowerment. In 2021, Ecuador, Argentina, Mexico and Peru have signed this commitment at the local level, joining Spain, Brazil, Uruguay and Turkey, which signed earlier.

• BLOOMBERG GENDER EQUALITY INDEX (GEI)

MAPFRE was included in Bloomberg's 2021 Gender-Equality Index (GEI: Global Gender-Equality Index) for its gender policies and practices. This index provides investors with transparent and valuable information on the gender diversity management of listed companies.

• TARGET GENDER EQUALITY

Since its inception in April 2020 to March 2021, as a partner of the Spanish Network of the UN Global Compact, MAPFRE has joined the Target Gender Equality accelerator program, a global movement to accelerate action related to Sustainable Development Goal (SDG) 5 "Gender equality".

• CLOSINGAP. WOMEN FOR A HEALTHY ECONOMY

ClosinGap is a cluster comprising 12 companies and organizations, including MAPFRE, that is tasked with analyzing the opportunity cost to society of the different gender gaps and promoting social transformation to achieve equality.

Closingap's mission is to promote measures and actions from the private and public sectors in favor of equal opportunities between women and men, in order to contribute to equity and economic development and growth in line with the SDGs.

The 12 companies that make up ClosinGap have shared around 300 best practices that have been collected in a tool kit that has been made available to companies, public authorities and citizens as a new working tool to help rollout actions aimed at closing gender gaps across



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

the economy and society. It is particularly geared toward the business sector, as many of these actions can be replicated in companies of various kinds.

• IBEX GENDER EQUALITY INDEX

MAPFRE is among the 30 Spanish companies in the new Gender Equality Index established by Bolsas y Mercados Españoles (BME). The main objective of this index is to promote gender equality in the management of companies, taking into account two criteria: having between 25 % and 75 % of women on the board of directors and having between 15 % and 85 % in senior management.

• PAY GAP

In line with best practices in remuneration and diversity, and also in response to local regulatory requirements, a methodology for calculating the pay gap has been defined since 2018 and applied to act accurately with specific plans. The methodology, verified by the consultant Ernst & Young (EY), calculates two types of pay gap: the gender pay gap and the equal pay gap. Gender pay gap and equal pay gap, respectively.

The gender pay gap is calculated as follows:

$$\text{GENDER PAY GAP} = \frac{\text{MEDIAN SALARY MEN} - \text{MEDIAN SALARY WOMEN}}{\text{MEDIAN SALARY MEN}}$$

However, the adjusted gap is the most precise measure, enabling detail to be obtained from homogeneous comparable groups. MAPFRE takes three factors into account that have a direct impact on remuneration (job position level, job family and seniority) to calculate the equal pay gap. These three factors create comparison groups or clusters with which people with the same criteria are grouped for comparison. The formula for calculating this type of gap is:

$$\text{EQUAL PAY GAP} = \frac{\sum_{n=1}^N (\text{GENDER PAY GAP IN EACH CLUSTER} \times \text{NUMBER OF EMPLOYEES IN THE CLUSTER})}{\text{TOTAL NUMBER OF EMPLOYEES ANALYZED}}$$

Clusters are established locally based on these factors. If a pay gap is determined when these calculations are made, an action plan is established.

The overall adjusted fixed pay gap of the group, encompassing 99 % of the workforce, excluding the employees of BANCO DO BRASIL and MAPFRE SALUD ARS in the Dominican Republic, is 2.54 %.

A breakdown of the adjusted pay gap in fixed remuneration in the main MAPFRE Group countries is shown in the accompanying table.

COUNTRY	EQUAL PAY GAP
Spain	5.10%
Brazil	3.66%
Peru	1.55%
Turkey	1.67%
Italy	-0.49%
Germany	1.94%

Every country has an action plan in place to reduce the pay gap, consisting of the following measures:

- Pay gap calculations in line with the MAPFRE methodology. (December 2021-January 2022).
- Analysis with special focus on promotions. (January-December 2022).
- Budget for adjusting remuneration in the event of a gap (September and October 2022).
- Awareness raising/information actions aimed at managers on what the pay gap is and in particular, on cases detected in their respective areas that need to be addressed (January-December 2022).

What is the proportion of women in the highest paid quartiel globally?

39.18

What is the proportion of women in the company in the top median quartile globally?

52.4

What is the proportion of women in the company in the bottom median quartile of remuneration globally?

62.43

What is the proportion of women in the company in the bottom quartile of remuneration globally?

64.49

• Equality in the Company seal

In 2021, MAPFRE S.A. renewed the “Equality in the Company” seal, granted by the Spanish Ministry of Health, Social Services and Equality, which recognizes companies that develop equal opportunity policies between women and men in the workplace.

The renewal of this recognition will be effective for three more years, until 2024, and recognizes MAPFRE, among other things, for “the wide range of measures in place to promote work-life balance made available to the workforce, the Women’s Leadership Network, with its related development program, the holding of meetings and communication activities, as well as the collaboration with other companies in numerous initiatives to promote equality and diversity in companies, the visibility of female talent and the promotion of STEAM career”.

• EFR certification

MAPFRE has renewed its Family-friendly Company (EFR) certification in Spain, having undergone an exhaustive external audit in which human resources practices were reviewed and an assessment was made of all the measures the company offers its employees for their personal and professional well-being. Since 2012, the EFR model for work-life balance management has made MAPFRE a benchmark company in Spain in terms of caring for people. That model has allowed us to apply a continual improvement process that is subject to external evaluation. It also allows for the definition of objectives on this subject, while gathering feedback from the people who work at MAPFRE.

The FRC model helps us in achieving several of the United Nations SDGs in the 2030 Agenda. This certification helps boost the satisfaction and personal and professional well-being of employees and provides MAPFRE with other advantages such as attracting and retaining the best talent, improving corporate image and reputation, as well as conferring prestige.

The FRC initiative is recognized by the United Nations as a Best Practice, which makes it one of the highest forms of recognition currently existing in Spain in the area of work life balance and equality.



INTERNATIONAL DAYS

Every year we commemorate International Women’s Day with various actions to support the goal of achieving equality between men and women, which connects with SDG 5 of the United Nations 2030 Agenda for Sustainable Development.

February 11
International Day of Women and Girls in Science

February 22
European Equal Pay Day

March 8
International Women’s Day

September 18
International Equal Pay Day

November 25
International Day for the Elimination of Violence Against Women

4.2 Disability

MAPFRE is firmly committed to the employment integration of people with disabilities, and its socially responsible model takes the disability dimension into account, which is present in all stakeholders.

The strategy in place has the following objectives:

Objectives

- To consolidate a workplace that is conducive to integrating people with disabilities into the organization.
- To remove any barriers that have been identified as hindering the integration of people with disabilities.
- To increase the number of people with disabilities at the company.
- To improve the quality of life for people with disabilities, including employees and their family members.

Since 2015, MAPFRE has been executing its strategy through its Global Program, implemented in all countries. The program contains measures to promote the true inclusion of this collective within the company, with a particular focus on the following objectives:

- To foster a culture that is sensitive to disability and to promote acceptance of it.
- To contribute to the integration of people with a disability into the workforce.
- To improve the quality of life for people with disabilities in the workforce and their relatives.
- To develop products and services targeted at people with disabilities.

Public commitments:

At the close of 2021, people with a disability represented 3.5 % of MAPFRE's global workforce, totaling 1,031 people.

MAPFRE'S WORKFORCE
COMPRISES

1,031
EMPLOYEES WITH A
DISABILITY

No. OF EMPLOYEES WITH A DISABILITY BY GENDER



(*) There is no requirement in the US to declare a disability. Does not include data from Banco do Brasil or MAPFRE Salud ARS.

FUNCTIONAL DIVERSITY

Global Disability Program



Diversity Makes us Unique



3.5%

1,031 EMPLOYEES WITH A DISABILITY IN 33 COUNTRIES

98.2%

ON PERMANENT CONTRACTS

44

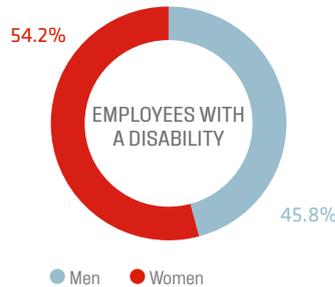
NEW HIRES ON THE WORKFORCE

3

INTERNSHIPS

Action and awareness-raising:

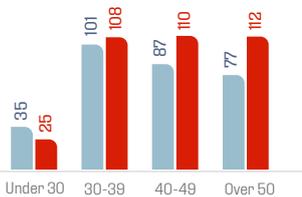
- 69 employees trained through an e-learning course on disability
- 63 volunteering activities targeting people with disabilities
- 78 awareness-raising talks and activities
- 104 news items published on the Global Intranet



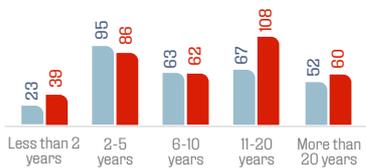
TYPE OF CONTRACT



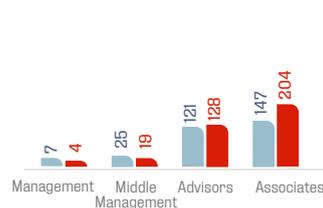
AGE GROUPS



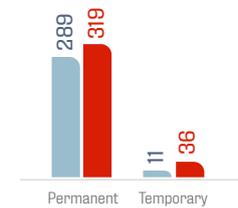
LENGTH OF SERVICE IN THE COMPANY



JOB POSITION LEVEL



TYPE OF CONTRACT

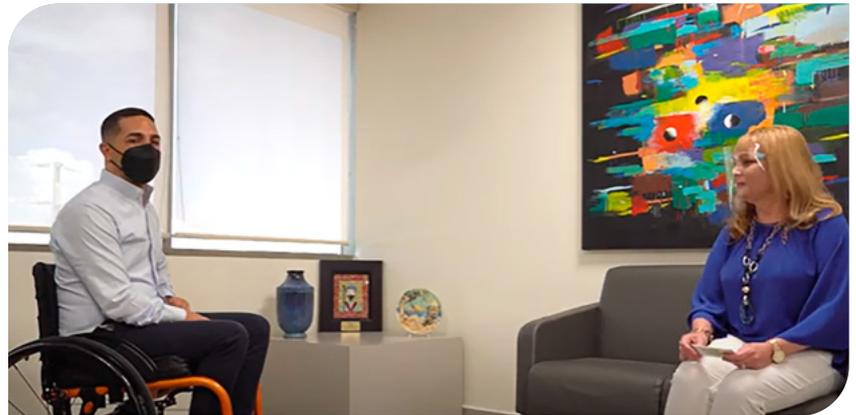


(*) There is no requirement in the US to declare a disability. Does not include data from Banco do Brasil or MAPFRE Salud ARS.

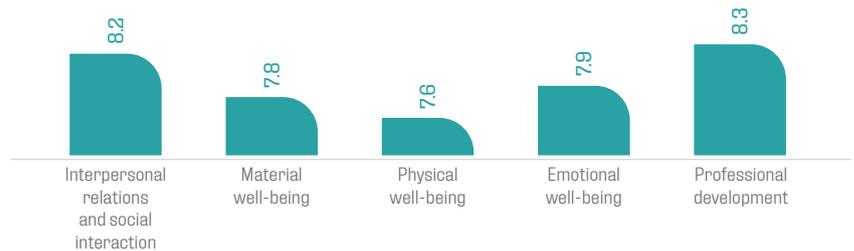
A MODEL FOR MEASURING THE IMPACT OF INTEGRATING PEOPLE WITH DISABILITIES INTO THE WORKPLACE

MAPFRE has designed its own methodology to measure the perceived impact of the employment integration of people with disabilities in our company. It is a proprietary measurement model based on the analysis of five dimensions: interpersonal and social relationships, material well-being, physical well-being, emotional well-being and professional development.

In 2021, employees rated the impact of their employment integration at MAPFRE with a score of 8 out of 10.



ASPECTS ON WHICH THE LABOR INTEGRATION OF PEOPLE WITH DISABILITIES IMPACT



INTERNATIONAL DAY OF PERSONS WITH DISABILITIES

MAPFRE once again joined the International Day of Persons with Disabilities in 2021, with the publication of various news items throughout the week with the aim of generating a disability-sensitive culture and highlighting that ignorance, prejudice and overprotection are the main barriers for people with disabilities.

FAMILY PROGRAM

The Family program is a job orientation program aimed at disabled family members of MAPFRE employees in Spain. Its mission is to work on a personalized itinerary for family members with disabilities in order to improve their employability and increase their chances of finding employment. In 2021, 42 users of the program were assisted. In the year 2021, 12 minor users joined the program, with whom work is underway on a comprehensive itinerary that can contribute to their development. The Family Program has recently been recognized by the Fundación para la Diversidad in Spain as an example of best practice in inclusion.

INSERTA AGREEMENT WITH ONCE FOUNDATION

In Spain, MAPFRE has had an Inserta Agreement in place with Fundación Once since 2014. As a result of this agreement, in 2018 MAPFRE renewed its commitment to the inclusion of people with disabilities by committing to incorporate another 35 people with disabilities by May 2022.

AWARENESS-RAISING ACTIONS:

• IV MAPFRE Conversation on Sustainability

MAPFRE and the Spanish Committee of Representatives of People with Disabilities (CERMI) conducted a conversation on the importance of promoting diversity and inclusion so that companies can attract and retain talent, increase the motivation and creativity of their teams and meet their objectives more efficiently.

• MAPFRE WEEK: Sustainability

During MAPFRE Week, talks were given and videos and infographics were shared. Awareness-raising actions were carried out in 11 countries in MAPFRE Week: Brazil, Costa Rica, Spain, Honduras, Panama, Paraguay, Peru, Puerto Rico, Dominican Republic, Uruguay and Venezuela.

Actions taken:

- We are unique and unrepeatable!
- Inclusion Roulette.
- Never give up.
- Social, healthy and sustainable restaurants: the experience of the De Luz y Compañía Group.
- Talent without Barriers.
- Experience, feel and commit to diversity.
- The vulnerable ones.
- Speech: LuisGa and his Story.
- For an inclusive, accessible and sustainable world for disability.
- Sign language class.
- Learn about the types of disabilities that exist.
- Respect for people with disabilities.
- We promote the social inclusion of people with disabilities.
- Infographic - myths and truths about disability.
- Training workshop on the treatment of persons with disabilities.
- Sign language - animals, food, kinship relationships.



INTERNATIONAL LABOR ORGANIZATION

MAPFRE has joined the International Labor Organization's Global Business and Disability Network. This international network aims to help make corporate employment policies and practices more inclusive of people with disabilities worldwide, as well as to increase awareness of the positive relationship between disability inclusion and business growth.



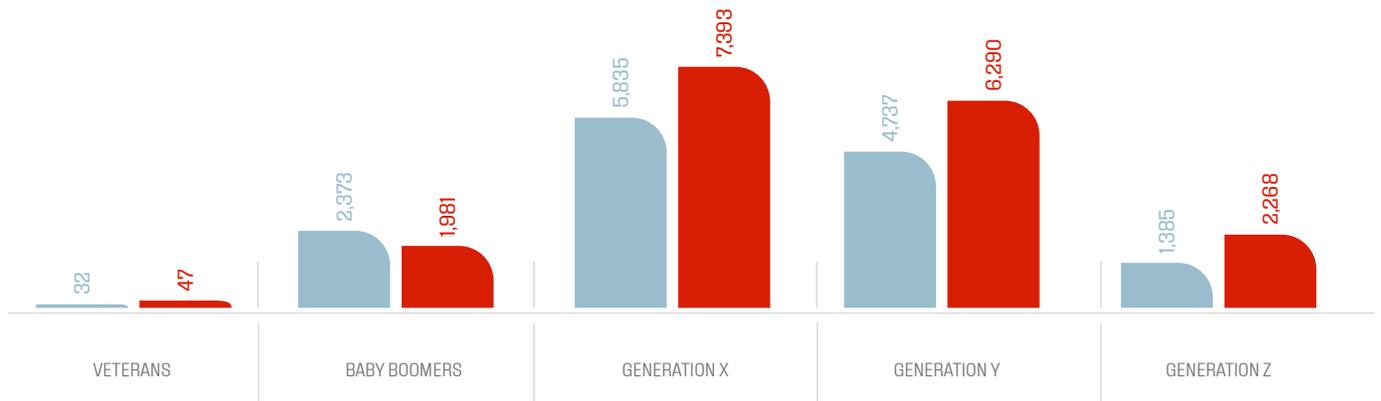
"Vivir, sentir y apostar por la diversidad"

Carmen Montes
Directora Regional de Inserta Madrid

Jueves, 10 de junio a las 15:00 (España)

4.3 Generational diversity

At MAPFRE we have people from five different generations living together, and we strive to generate an inclusive culture, facilitate the transfer of knowledge between generations and recognize and capitalize on their strengths and capabilities so that each of them can continue to contribute their best.



VETERANS
Born before 1956

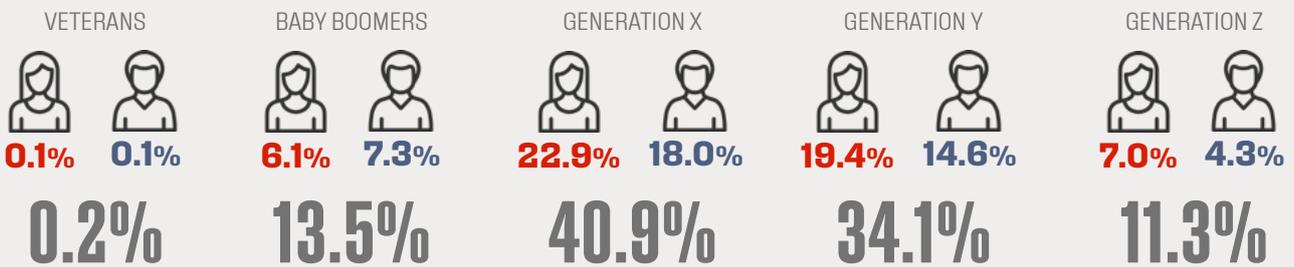
BABY BOOMERS
1956-1967

GENERATION X
1968-1981

GENERATION Y
1982-1993

GENERATION Z
From 1994

Workforce



NEW HIRES AND DEPARTURES IN THE WORKFORCE

	VETERANS	BABY BOOMERS	GENERATION X	GENERATION Y	GENERATION Z
New hires	0.1%	2.4%	15.7%	43.2%	38.6%
Departures	0.3%	5.5%	21.8%	50.3%	22.0%



AGEING PROJECT

The Ageing Project was launched in Spain in 2020. Its main objective is to consolidate a workplace that makes the most of all the talent available throughout the organization, regardless of age.

Following the preparation of a quantitative and qualitative diagnosis through the analysis of demographic and organizational information on employees, interviews, focus groups and surveys, in 2021 we worked on the development of the Master Plan resulting from the diagnosis, which includes three lines of work:

- **Promoting senior talent**

In order to capitalize on all the senior talent in the organization, specific training programs will be implemented to help foster a pro-ageing culture and to reduce the digital gap. In addition, traditional and reverse mentoring programs will be promoted, with the idea that more experienced people can transfer their knowledge and contribute to younger people, and their participation in knowledge transfer projects will be encouraged.

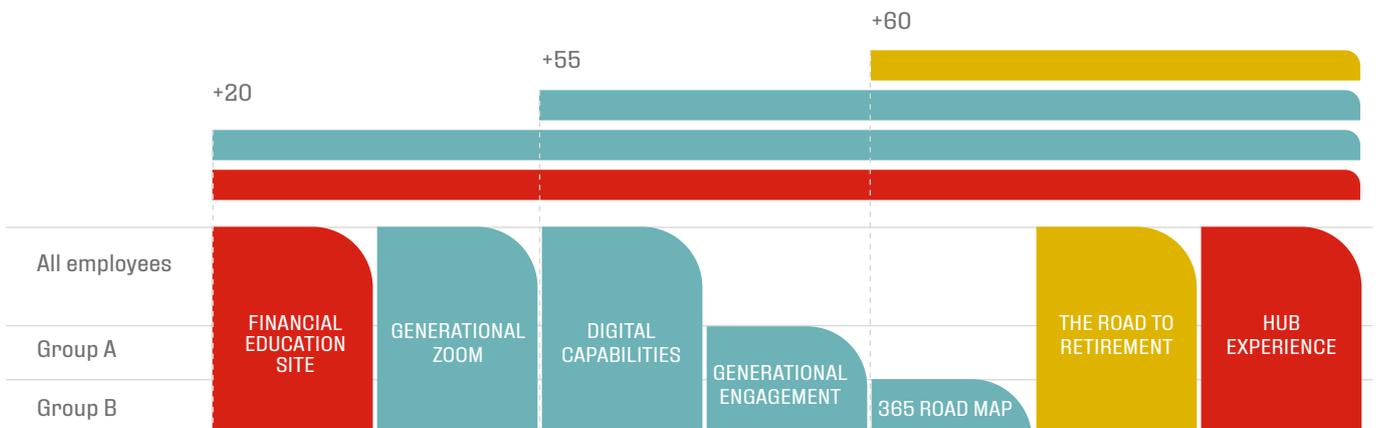
- **Transitioning to retirement**

People approaching retirement need to have had adequate social welfare and financial planning to reach retirement in good financial health. To encourage this, we will develop actions that promote awareness of the aging process itself and financial training actions that accompany people in an adequate anticipation of their retirement.

- **Flexibility**

Taking into account the vital moment of people approaching retirement, we will work on the implementation of new formulas for gradual disengagement and new flexible models of access to retirement that allow reconciling work and personal life.

AGEING PROJECT PROPOSALS



Group A: Employees in strategic positions and/or with skills that bring special value to MAPFRE.

Group B: Employees from the Expert or Assistant Manager level with expert knowledge on a relevant subject and with skills that bring special value to MAPFRE.

LABS DIVERSIDAD

OTHER COLLABORATIONS

- **IE UNIVERSITY**

MAPFRE participated in Spain in the presentation of the third report of the Instituto de Empresa's Demographics and Generational Diversity Observatory, the title of which was Intergenerationality: an opportunity for innovation for business and society.

- **DEUSTO BUSINESS SCHOOL**

MAPFRE participated in a conference in Spain run by Deusto Business School on the challenge of senior talent and how to extend people's professional lives.



MAPFRE'S PARTICIPATION IN DIFFERENT WORKING GROUPS THAT PROMOTE THE DEVELOPMENT OF SENIOR TALENT

- **Generation & Talent Observatory**

MAPFRE in Spain has been a member of the Generation & Talent Observatory since its creation in 2015 and is a member of its Promotion Committee and Advisory Board.

This observatory analyzes three conclusions:

- Intergenerational Talent Study.
- Intergenerational Leadership Study.
- Intergenerational Health and Well-Being Study.

The Generation & Talent Observatory will design in its next work cycle the first Global Model of Generational Diversity Management, "a management tool to help organizations manage their workforces from a generational perspective and that this will have a favorable impact on their productivity and competitiveness".

- **SERES Foundation: Diversity labs**

MAPFRE actively participates in the Diversity Labs organized by the Seres Foundation for the different member companies of the SERES Foundation.

Workshops related mainly to Gender Diversity and Generational Diversity are conducted. Their main objective is to work for equal opportunities in the world of work by favoring the attention of all groups and generating inclusive environments from a strategic business approach.

- **EFR Senior Talent Working Group**

MAPFRE participates in Spain in the EFR Senior Talent Working Group led by Fundación Másfamilia, in collaboration with other companies. The companies that make up this group are working to anticipate and adapt to this new reality and to leverage the full potential of senior talent. To this end, the group has created a meeting place and knowledge base for the advancement, support and improvement of senior talent management in organizations. Benchmarking of measures, best practices and experiences and continuous training will be implemented.

COMMITMENTS

- **Generation and Talent Observatory's Code of Principles on Generational Diversity.**

MAPFRE has been a signatory since 2016 to the Generation & Talent Observatory's Code of Principles on Generational Diversity,

which aims to promote the development of people management based on equal opportunities, regardless of age, and to foster respect for generational diversity in Spain.

Comunicación & Patentes
Observatorio GT

4.4 Cultural diversity

At MAPFRE we have people of 86 different nationalities collaborating together. Our team is global and we work to ensure that the following objectives are met:

Objectives

- To consolidate a workplace that encourages multiculturalism, eradicating cultural barriers that hinder communication and interaction between employees.
- To raise employees' awareness of the different cultures and customs of the countries in which the company operates.



- **Travel website**

MAPFRE, through its website "Traveling with you," informs and supports employees during their travels.

The website offers useful content and advice on safety and health, the destination country and special information for work trips. Employees register the details of their trip in advance so they have the support of a human team that will help them if they have any problems during the trip.

- **INTERNATIONAL DAYS**

In 2021, we participated in the International Mother Language Day and the International Day for Cultural Diversity for Dialog and Development to support multiculturalism.

MAPFRE also took part in the International Day for the Elimination of Racial Discrimination, held on March 21, a date on which the United Nations reiterates that all people are born free and equal in terms of dignity and rights and have the capacity to contribute constructively to the development and well-being of society.

February 21
International Mother Language Day

March 21
World Day for Cultural Diversity for Dialog and Development

May 21
International Day for the Elimination of Racial Discrimination

4.5 Sexual orientation diversity

At MAPFRE we strive for diversity and inclusion in order to meet the following objectives:

Objectives

- To establish a workplace that encourages diversity in terms of sexual orientation.
- To eradicate barriers/hindrances that may arise in relation to sexual orientation diversity.



COMMITMENTS

MAPFRE is a signatory of the United Nations Standards of Conduct for Business in relation to LGBTI equality.

These Standards of Conduct are based on the Guiding Principles on Business and Human Rights and the Global Compact.

This commitment to human rights is reflected in MAPFRE's Institutional, Business and Organizational Principles and, expressly, in its Code of Ethics and Conduct and prevailing Corporate Social Responsibility Policy.

• REDI BUSINESS NETWORK

MAPFRE ESPAÑA has joined REDI (Red Empresarial por la Diversidad y la Inclusión – the Spanish business network for diversity and inclusion), whose main goal is to encourage social acceptance and the eradication of sociocultural biases and prejudices against lesbian, gay, bisexual, transgender and intersex people (LGBTI) by raising awareness, providing training and advising companies. REDI, made up of more than 90 companies, is the first network of companies, experts and partners working toward LGBTI Diversity and Inclusion (DGI) in Spain.



RED EMPRESARIAL POR LA
DIVERSIDAD E INCLUSIÓN LGBTI



The commitment to human rights is included in MAPFRE's Institutional, Business and Organizational Principles and, expressly, in the Code of Ethics and Conduct and in the Corporate Social Responsibility Policy

• PRIDE DAY

During Pride week, MAPFRE showed its support for LGBTI people. By offering them visibility, we normalize their reality. LGBTQ employees are a reflection of an increasingly diverse and inclusive society, and at MAPFRE they will always receive the support they need.

• Verti Germany donates to the LGBTI community in Berlin

Verti Versicherung AG participates annually in the Motzstraße festival, which raises funds for the benefit of organizations and associations that support the LGTBI community.



• Survey of country Human Resources teams on Sexual Orientation Diversity

In order to make further progress in this area, we conducted an internal survey among the human resources teams in the countries, with the following objectives:

- To understand the progress made in each country on LGBTI matters.
- To understand each country's perception about what is being done at the global level on this subject.
- To design a proposed action plan that is appropriate for the situation in each country.

• Awareness Talks

During MAPFRE Week, held under the theme of Sustainability, we had the opportunity to organize an awareness-raising talk aimed at all MAPFRE employees, titled Why do we talk about LGBTI in the company? which was presented by Óscar Muñoz, co-founder and co-director of REDI.



5

Employee experience





JOSÉ LUIS GURTUBAY FRANCIA
GROUP CHIEF STRATEGY AND M&A OFFICER



I believe that we all remember our first day in our company and we cherish the memory as part of our experiences, the good and bad moments we go through in our working lives. And although we are sometimes unaware of it, it does have a decisive influence on our daily performance and our professional decisions.

It is curious how for many years we have been hearing about the concept of “experience” as brand experience, customer experience or marketing experience and yet, only recently have companies realized the importance of those who are part of it, the people who are the engine in achieving their goals, and have begun to talk about the Employee Experience.

At MAPFRE, people have always been at the center of everything and have always been part of our culture and principles. MAPFRE has had institutional principles that reflect this for more than 20 years: the first version of the Code of Good Governance in 2000 was a forerunner in this area and already established Humanism as one of its principles, understood as preferential attention to people, based on the conviction that those who make up SISTEMA MAPFRE are an essential part of it, meaning that relations among them should be governed by mutual respect and human values such as tolerance, cordiality and solidarity, so that they can carry out their activity in a climate of internal cohesion, trust and enthusiasm.

For the last 10 years, MAPFRE's Strategic Plans have included, as a relevant part of their objectives, indicators related to Employee Experience and have been part of its public commitments, at the same level as any of the profitability objectives that, as a listed company, it must establish.

With the support of the Corporate People and Organization Area, we work on three fundamental pillars: talent development, diversity, and transformation and organization.

It would be remiss of me to finish without recalling an anecdote, one that is not exclusive to me. On numerous occasions, I have had meetings with external people and whenever I mention my years of service at MAPFRE, the admiring looks on their faces is a joy to behold. Undoubtedly, the good Employee Experience that MAPFRE has provided me with down through the years has contributed to that long career and to the admiring looks of others.

5.1 Measuring the employee experience

At MAPFRE we believe that it is only when we have the best experience that we can then give the best of ourselves. For this reason, we have a model for listening and measuring the employee experience that allows us to know what employees experience in order to make decisions that have a positive impact on their daily lives based on both qualitative and quantitative data.

RECOMMENDATION, SATISFACTION AND COMMITMENT

- Recommendation of the Company: Relational eNPS®: How likely are employees to recommend MAPFRE as a company to work for? In 2021, a total of 24,378 employees were surveyed in 19 countries. Of the total workforce measured, 85 % are in countries that have a very good or excellent Employee Net Promoter Score.
- Management Recommendation Index: Leader Index. This measures the likelihood of employees recommending their supervisors.

In 2021, on a recommendation scale from 0 to 10, 62 % of employees gave a score of 9 or 10.

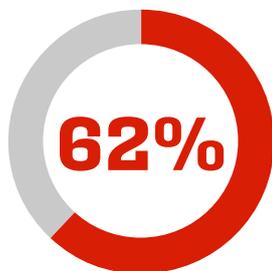
- Commitment: Employee Satisfaction Index: Measures engagement by scoring the following ten aspects: knowledge of objectives; pride in one's work; recognition of one's work; contribution to the company; receiving quality feedback; development opportunities; collaboration; working tools; taking care of people; pride in the corporate footprint.

In 2021, the engagement rate was 71 %, which corresponds to the percentage of employees who have scored the 10 variables analyzed with an average of 8, 9 or 10.



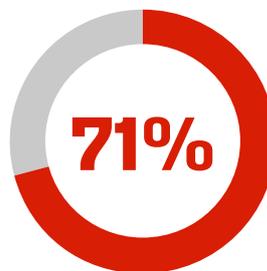
eNPS®

Likelihood that employees will recommend MAPFRE as a good company to work for.



LEADER INDEX

The extent to which an employee would recommend their direct report.



ESI

Level of employee engagement with the company.



COMPANY SATISFACTION

Overall level of satisfaction with MAPFRE at this time.

ELEMENTS THAT IMPACT EMPLOYEE ENGAGEMENT

- Knowledge of objectives
- Sense of pride in the work completed
- Recognition for the work completed
- Contribution to the company
- Getting high-quality feedback
- Development opportunities
- Collaboration
- Work tools
- Caring for people
- Sense of pride in the social footprint

MEASURING THE EMPLOYEE LIFE CYCLE

The MAPFRE Employee Journey consists of 18 touchpoints measured through:

- Focus groups with groups of employees that make up a representative sample of the workforce and/or specific groups (e.g. young people, senior profiles, strategic profiles, expatriates, new hires, those who have been recently promoted, etc.). The latter groups will work on moments of truth when they may need a different experience than the whole employee group.

- Transactional eNPS® questionnaires. This measurement is done through short questionnaires that are launched when the employee experiences one of the life cycle touchpoints.

At the beginning of the year, the countries establish an annual plan for which touchpoints to measure and how to do so: questionnaires, focus groups or a combination of both tools.

"I experience the selection process", "I am welcomed", "I receive feedback", "I learn" and "My professional career at MAPFRE ends" are the moments that most countries have included in their measurement plans for this year.



I JOIN MAPFRE

- I go through the selection process
- They welcome me

I CONTRIBUTE

- I achieve my objectives
- I collaborate on a Project
- I communicate with the company
- I lead a team

MY DAY-TO-DAY

- They pay me
- I balance my work and home life
- I experience a change
- I connect
- I am motivated
- I feel supported in personal situations

I DEVELOP

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

I LEAVE THE COMPANY



During the year, MAPFRE assesses the quality of the service that the human resources areas provide to employees, along with their ability to evolve and adapt people management to the needs of the company and its employees. In 2021, the perceived quality index was 7.9 out of 10.

Thanks to the information obtained from these measurements, we can optimize our resources by prioritizing improvement actions focused on the aspects that correlate more strongly with employee satisfaction and therefore productivity.

5.2 People App



The People app helps us to improve efficiency in human resources management because we make people's daily lives easier and better, contributing to their professional and personal satisfaction. We improve the employee's experience with MAPFRE.

The People app offers the following global features: alerts or notifications, quick learning tips, news items, surveys, work center operational information, magazines, social networks, favorites and access to the corporate directory and the volunteering website.

100% of the surveys and surveys were published through the app.

MORE THAN
12,600
employees use the
People app every day

5.3 Onboarding

In the context of personalizing the employee experience and the digital transformation, MAPFRE has designed a global welcome process for those joining MAPFRE (onboarding) and anyone moving to another position within the company (inboarding).

This new global process is structured in several tasks in which different roles are involved:

- Welcome by their manager and HR team.
- Assignment and introduction of colleague responsible for accompanying the onboardee/ inboardee in their early days, helping with any questions or queries, and of recommended persons.
- Anything that the employee might need is prepared, from their workspace to equipment and resources.
- Organization of the various meetings required: with their human resources team, managers and department colleagues.



One of these meetings relates to the Fast On Program (FOP), which is the itinerary outlining the courses the onboardee/inboardee will need to take and what they need to know in order to acquire sufficient organizational and technical knowledge during this first stage.

This itinerary will be used to measure the employee's learning curve, which is the indicator that shows the time (in days) it will take for a person to acquire all the knowledge they need to perform their job position.

MAPFRE has designed a global welcome process for people who join MAPFRE (onboarding) and those who move internally within the company (onboarding)

5.4 Health and well-being

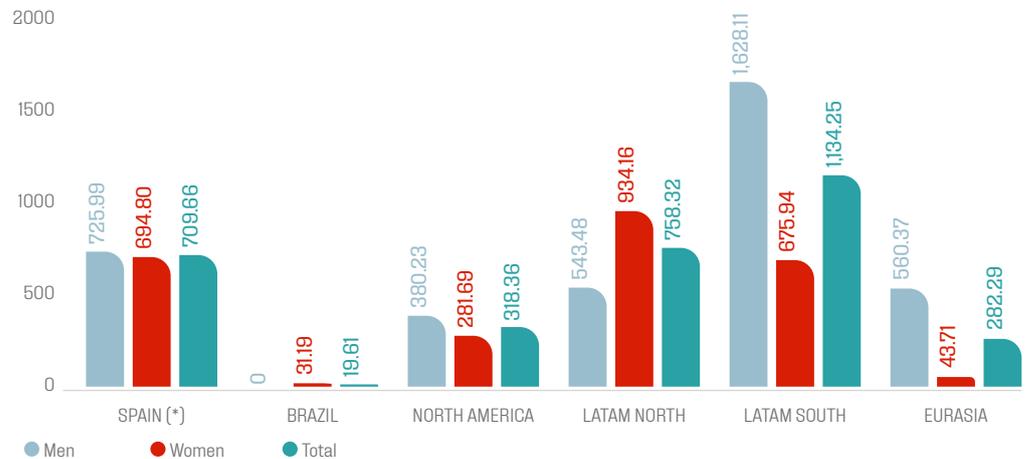
ABSENTEEISM

• INCIDENCE RATE OF WORK-RELATED ACCIDENTS

This represents the number of work-related accidents with leave per 100,000 workers.

Globally, the work-related accident rate was 569.7 work accidents resulting in an absence per 100,000 workers. (692.0 for men/471.0 for women).

WORKPLACE ACCIDENT INCIDENT INDEX



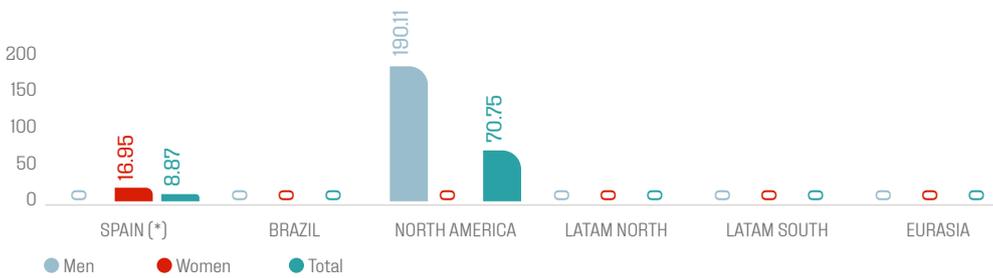
(*) SPAIN includes all employees of all companies located in Spain.

INCIDENCE RATE OF OCCUPATIONAL ILLNESSES

This represents the number of occupational illnesses with leave for every 100,000 workers.

In 2021, the occupational illness rate was 9.09 occupational illnesses resulting in an absence per 100,000 workers. (13.57 for men/5.48 for women).

PROFESSIONAL ILLNESS INCIDENT INDEX



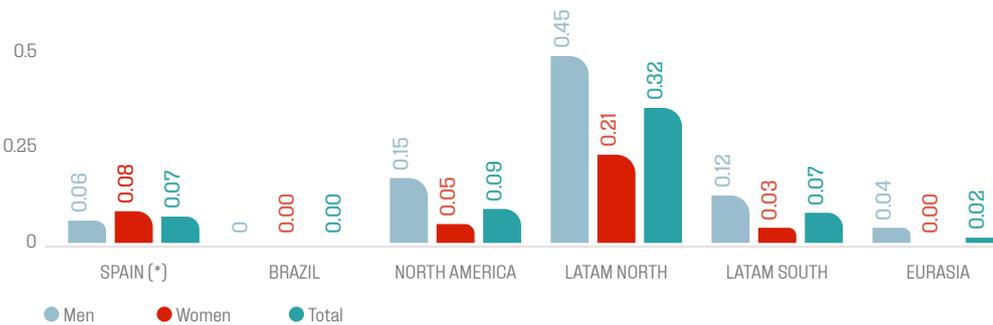
(*) SPAIN includes all employees of all companies located in Spain.

EMPLOYMENT ABSENTEEISM RATE (EAR)

Represents the days lost due to work-related accidents and occupational illnesses of every hundred days worked.

The employment absenteeism rate in 2021 was 0.09 days lost due to work-related accidents and occupational illnesses for every 100 days worked (0.11 for men/0.06 for women).

WORKPLACE ABSENTEEISM INDEX



(*) SPAIN includes all employees of all companies located in Spain.

WORK-RELATED ACCIDENT DEATHS

The number of deaths in 2021 resulting from a work-related accident for every 1,000,000 hours worked was 0.

OCCUPATIONAL ILLNESS DEATHS

The number of deaths in 2021 resulting from an occupational illness for every 1,000,000 hours worked was 0.

HEALTH AND WELL-BEING

MAPFRE has a healthy company model in place that is based on the guidelines of international organizations, such as the World Health Organization, and which contributes to Sustainable Development Goal 3 (Good Health and Well-being) of the United Nations 2030 Agenda for Sustainable Development, which aims to ensure a healthy life and promote well-being for all age groups.

This model focuses on the individual, both at and away from work, from a physical and a mental perspective, while defining the areas in which this is done: workplace, mental well-being, health promotion, food and physical exercise and personal environment.



In 2021, MAPFRE took part in the following World Health Days:



WORK ENVIRONMENT

OBJECTIVES:

To integrate occupational risk prevention into all of the company's activities and decisions, at all levels of the organization, and achieve a safe and healthy workplace.

The following actions were carried out in 2021:

- 1,781 occupational risk assessments and 4,841 psychosocial risk assessments.
- 67.1 % of employees received company medical checkups.
- 71.1 % employees received training and information about the risks associated with their jobs, with a total of 27,489 hours of training.

MAPFRE has Health and Safety Committees in place that meet periodically, in which the company's management participates, as well as workers representatives who specialize in occupational risk prevention, as well as the Occupational Risk Prevention professionals from the company. These committees deal

with issues related to occupational risk assessments in the work centers, specific studies of job positions, analysis of sick leave and absenteeism, return after long-term sick leave, evacuation plans and emergency control, health monitoring plans and medical check-ups for employees and occupational health and safety management systems.

MAPFRE has a healthy business model in place that promotes a healthy lifestyle and well-being for everyone of all ages. This model focuses on the person, both in the workplace and outside it

MAPFRE integrates the prevention of occupational risks and the promotion of health and well-being in all the activities and decisions of the company, at all levels of the organization, and establishes the necessary mechanisms and measures to prevent and monitor the occupational and health risks to ensure the safety and health of all employees.

The internal inspections and controls are carried out by the Technical Specialists of Occupational Risk Prevention and the company's Medical Services.

HEALTH PROMOTION

Throughout the year, MAPFRE leads numerous global health campaigns. In 2021, globally, the breast cancer campaign, the male health awareness campaign and the diabetes prevention and information campaign were carried out.

In 2021:

- 313 health awareness campaigns were carried out.
- Medical advice was provided to 21,129 employees and 402 family members.
- **“Think Pink” breast cancer information and prevention campaign**
MAPFRE once again joined World Breast Cancer Day, with the message that "Breast cancer is everyone's business. Take care of yourself" and on the importance of prevention because, despite the pandemic, it is essential to do so.



313

**HEALTH-ORIENTED
CAMPAIGNS**

World Breast Cancer Day Think Pink 2021



27 countries Scope: **89.4%** of workforce

SPAIN

BRAZIL

EURASIA: GERMANY, BELGIUM, PHILIPPINES, HUNGARY, ITALY, MALTA, TUTKRY

IBERIA: PORTUGAL

LATAM NORTH: COSTA RICA, EL SALVADOR, GUATEMALA, HONDURAS, MEXICO, NICARAGUA, DOMINICAN REPUBLIC

LATAM SOUTH: ARGENTINA, CHILE, COLOMBIA, ECUADOR, PARAGUAY, PERU, URUGUAY, VENEZUELA

NORTH AMERICA: UNITED STATES, PUERTO RICO.

• Global diabetes campaign

In 2021, the global diabetes information campaign was conducted to raise awareness and sensitize employees to the impact diabetes has on us.

The following contents were published:

- Do you know how to recognize the symptoms that might be a sign of diabetes?
- Types of diabetes and characteristics.
- Diagnosis and treatment.
- Prevent Diabetes.
- Diet and exercise.



• Global men's health awareness campaign

November 19 is International Men's Day and MAPFRE is marking the occasion with a global men's health awareness campaign, which focuses on the importance of informing people about the most significant men's health issues; spreading the message that health is everyone's business, regardless of gender; and consolidating a movement within MAPFRE to support this cause.

- To inform people and raise awareness of the most significant men's health issues.
- To spread the word that health is everyone's business, regardless of gender.
- To consolidate a movement within MAPFRE in favor of this cause.



MENTAL WELL-BEING

OBJECTIVES:

- To improve employee health and well-being.
- In 2021, 8,930 employees took the online stress management course, with a total of 8,455 hours of training.

8,831 psychological counseling sessions were carried out for employees and 203 for family members.

PHYSICAL ACTIVITY AND DIET

OBJECTIVES:

- To promote healthy eating and physical activity.
- In 2021, 181 local physical activity and food information campaigns were conducted.

PERSONAL ENVIRONMENT

OBJECTIVES:

- To improve the aspects of employees' personal environment that have an impact on their well-being and, consequently, on society.
- Sixty activities related to retirement and the family were carried out.

The following table summarizes the most relevant activities that have been carried out in the different countries in the field of health and well-being (workplace, health promotion, physical activity and food, mental well-being, personal environment):

SPAIN	<ul style="list-style-type: none"> • 104 occupational risk assessments and one psychosocial risk assessment. • 11,276 COVID-19 diagnostic tests and 16,993 consultations related to COVID-19, follow-up of positive cases and close contacts, both occupational and non-occupational. • Study of the results of the health examinations carried out in the previous year in order to ascertain the most frequent health problems in the MAPFRE population and, based on these results, to adopt the appropriate preventive measures, including the design of health promotion campaigns. • 6,991 medical examinations performed on employees. • 491 psychological consultations for the employees. • Individualized consultations aimed at monitoring and controlling diet and physical exercise within the framework of a healthy company.
BRAZIL	<ul style="list-style-type: none"> • Psychological consultation for family members. • Conversations about anxiety, fear, stress, returning to face-to-face work and children's mental health. • 393 medical examinations performed on employees. • 5,114 psychological consultations for the employees.
COLOMBIA	<ul style="list-style-type: none"> • 700 occupational risk assessments. • Virtual campaigns to raise awareness about healthy eating habits and training for personnel at higher risk of obesity.
USA	<ul style="list-style-type: none"> • "Savory Living" healthy eating program. Program focused on weight loss and improving health and disease management through healthy eating. • Employee Assistance Program. Advice and support 24 hours a day, 7 days a week. • Celebrating 65. Making Sense of Social Security webinar. Simplifying Medicare. Retirement and Health Care.
MEXICO	<ul style="list-style-type: none"> • World Breastfeeding Week (physician and nutritionist): education on the multiple benefits for both mother and infant. • Physical Activation Program. Five different remote classes through TEAMS, one for each day of the week, on Pilates Mattm Yoga Flow, Dance Fitness, Fatburn Workout and 12 round/cycles of cardiovascular exercise.
OTHER COUNTRIES	<ul style="list-style-type: none"> • Germany - External help line related to COVID-19. Healthy Back Week. Helpline to manage the balance between Home Office and Home Schooling; special rules for employees who have to take care of an elderly dependent during lockdown. • Argentina - Leadership in the new normal communication with a focus on accompanying leaders and providing them with guidelines to accompany people in pandemic situations. • Malta - first aid training and fire warden training in order to strengthen health and safety procedures at work. • Peru - Financial support for employees diagnosed with COVID-19 (Social cases). Free pneumococcal (for those over 60) and HPV vaccines (for daughters) in Lima. • Puerto Rico - Campaigns on savings and retirement, recycling and the environment, home gardening, fire control for children and caring for the elderly during a pandemic. • Dominican Republic - Talk on Domestic Violence.

MAPFRE WEEK

We held the fifth edition of MAPFRE Week from June 7-11.

A global event with a new theme: **Sustainability.**

During MAPFRE Week, 381 activities and/or contents were held on the following topics:

- Diversity
- Sustainable Development Goals (SDGs)
- Environment
- Health and well-being
- Socially Responsible Investment and financial education

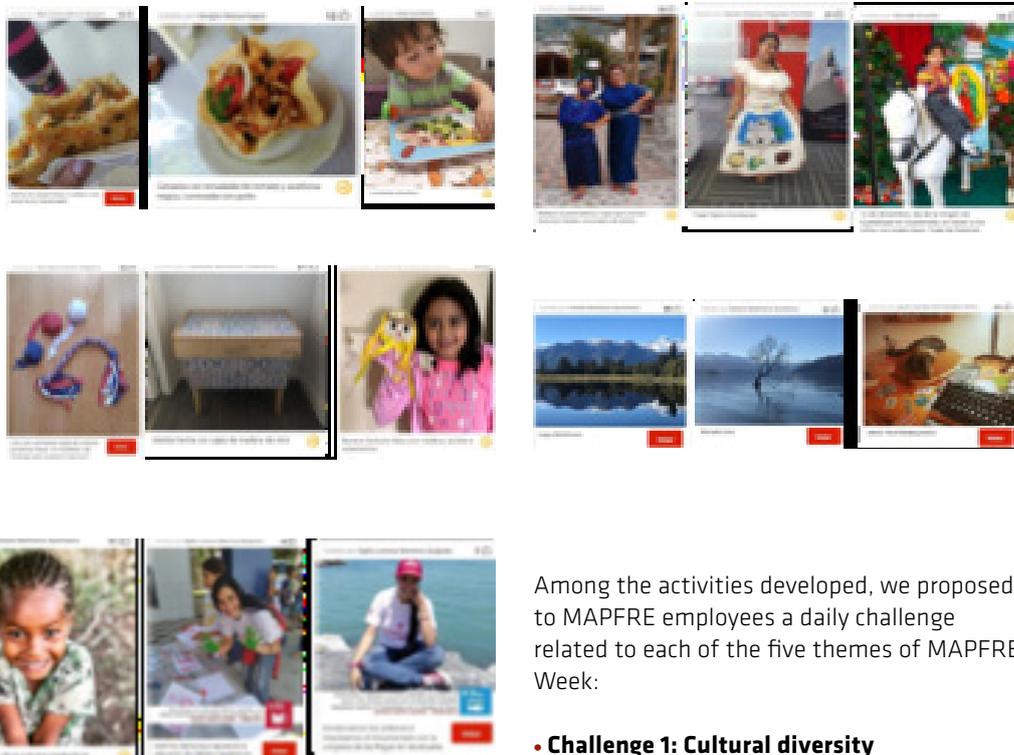
The activities were conducted in virtual format mainly to continue to protect the health of our employees and add to sustainable development and the 2030 Agenda.



MORE THAN
380

activities carried out during MAPFRE Week





Among the activities developed, we proposed to MAPFRE employees a daily challenge related to each of the five themes of MAPFRE Week:

- **Challenge 1: Cultural diversity**
 Employees shared a photo with the cover of their favorite book, a recipe, a traditional costume, a custom of their country.
- **Challenge 2: Health and well-being**
 Employees introduced us to their pets and shared a selfie practicing their favorite hobby.
- **Challenge 3: Healthy food**
 Employees shared a photo reflecting a healthy recipe or a zero waste meal.
- **Challenge 4: Environment**
 Employees shared a photo of their best creations, either recycled or performing an action to care for biodiversity.
- **Challenge 5: SDGs**
 Employees creatively represented one of the 17 SDGs with an image.

In March, the fifth edition of the Creativity Contest was launched under the title "The World is full of impossible things", inviting employees to show the bright side of things with images radiating positivity and optimism

5.5 Creativity competition

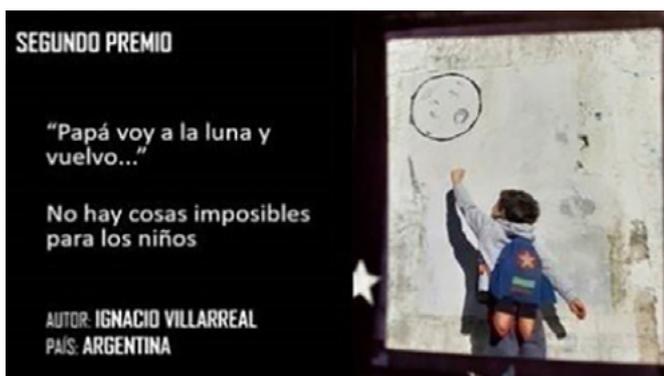
In March, the fifth edition of the MAPFRE Creativity Contest was launched under the title **“The World is full of impossible things”**, inviting employees to use their creativity to show the good side of things despite the current situation with images full of positivity and optimism (for example, with an image showing a magical and funny moment, an unusual place, an inspiring situation, some kind of unique shape, etc.).



Each country selected three images from all the works received and sent them to a panel made up of MAPFRE S.A. representatives. The panel chose 10 finalists from among

which all employees across the globe selected the three winning photographs.

These are the winning photographs:



6

Committed:
Playing our part





JESÚS MARTÍNEZ CASTELLANOS

CEO OF LATAM



People are the main asset of a company. The key to an organization's success lies in the two-way commitment, in the mutual care and respect shown between company and employees.

Our employees recognize the commitment of MAPFRE, a company that for almost 90 years has taken special care of people, as shown in the last two years during the pandemic. This can be seen in the excellent results obtained in the latest eNPS® surveys. MAPFRE is one of the best companies to work for, as acknowledged in the markets where this measurement is carried out.

MAPFRE has the best professionals, a committed team that is capable of aspiring to lead all the markets we operate in. We are embarking upon the Strategic Plan 2022-2024 with great enthusiasm, as we face major challenges and opportunities. But we will need to count on the maximum involvement and commitment of all employees. We are living through a profound transformation of society, but MAPFRE's robust values will endure and that mutual commitment will continue to be a differentiating element.

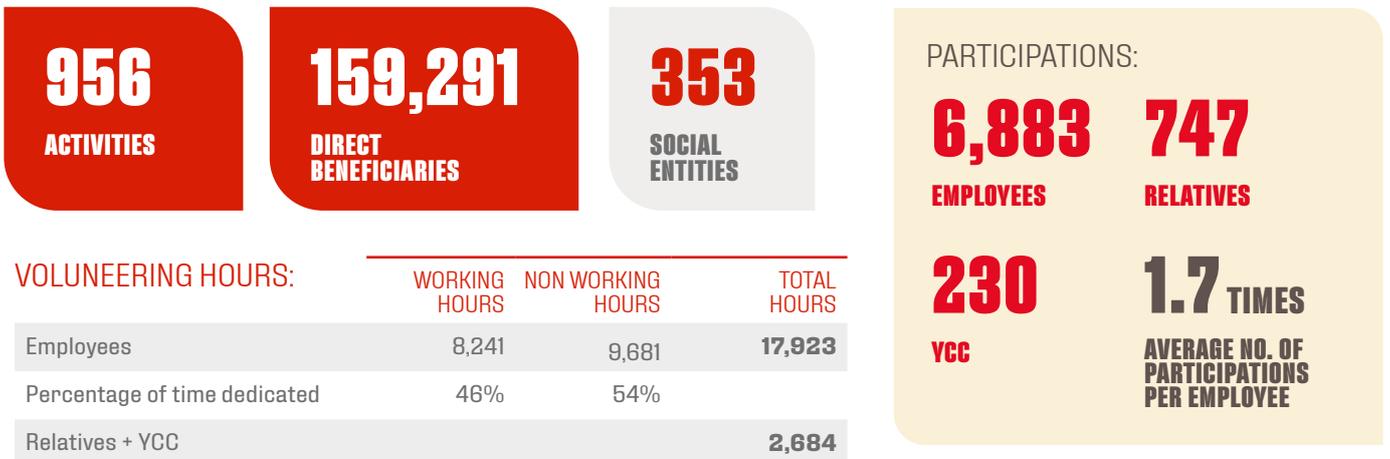
VOLUNTEERING

One of the most recognizable characteristics of MAPFRE'S commitment among the general public is that we are people who care for people. This understanding of our activity particularly reaches the most vulnerable groups through the Corporate Volunteering program, which is integrated into the Human Resources and Sustainability strategy and is aligned with the 2030 Agenda's 17 Sustainable Development Goals. The Corporate Volunteering Committee is the body to drive this initiative at all levels of the company.

The MAPFRE Global Corporate Volunteering Program that we run through Fundación MAPFRE sets down the basic lines of action for corporate volunteering development in the various countries. These lines of action are as follows: Nutrition, Health, Education, Environment, Emergency Assistance and Solidarity and their objectives are as follows:

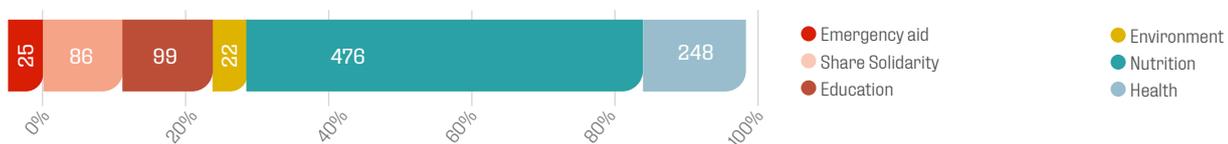
- To contribute to improving the well-being of disadvantaged people and society in general.

2021 CORPORATE VOLUNTEERING



VOLUNTEERING HOURS:	WORKING HOURS	NON WORKING HOURS	TOTAL HOURS
Employees	8,241	9,681	17,923
Percentage of time dedicated	46%	54%	
Relatives + YCC			2,684

ACTIVITIES BY LINE OF ACTION



- To nurture relationships between MAPFRE and the community in which it operates, whereby MAPFRE presents itself and acts as a partner in the welfare system.
- To reinforce MAPFRE's internal values and strengthening a participatory culture.
- To facilitate the participation of employees and their families in voluntary actions as a way of generating a culture sensitive to social needs and respect for diversity and people in need.
- To promote among the participants the acquisition of competences transferable to the fields of personal and professional life, such as problem solving, initiative, communication, negotiation, teamwork, leadership, interpersonal relations, flexibility, empathy, optimism and learning.

In Spain, MAPFRE holds the AENOR certificate for the management of its volunteering program.

Throughout 2021, 4,447 volunteers took part, including employees and family members. More than 1,300 activities were conducted worldwide on education, nutrition, health, emergency assistance and more, directly impacting more than 169,000 people. More than 12 % of the global workforce has enjoyed a volunteering experience.

METHODOLOGY FOR MEASURING THE IMPACT OF CORPORATE VOLUNTEERING ON THE SDGS

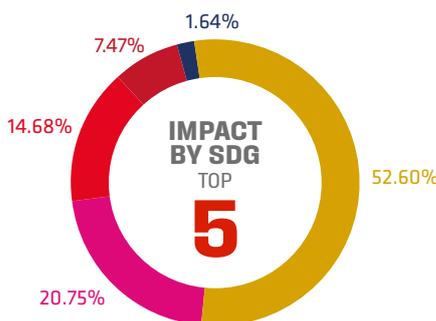
Identifying MAPFRE's role and the impact on society of the development, promoting and implementing Corporate Volunteering is a challenge for the company and it is a challenge to reap value from the transformational impact of the actions carried out in all the countries where we operate.

SDG	TOTAL	PERCENTAGE
2. Zero Hunger	6,911.58	52.60%
10. Reduced Inequalities	2,726.24	20.75%
1. No Poverty	1,929.53	14.68%
4. Quality Education	982.08	7.47%
17. Partnerships for the Goals	215.05	1.64%
3. Good Health and Well-being	200.29	1.52%
15. Life on Land	96.09	0.73%

RESULTS

Euros	158,898.90
Kg	16,233.85
Units	12,234
Liters	2,270.09
Direct beneficiaries	77,010
Indirect beneficiaries	700,729
Direct beneficiaries -not-for-profit organizations	86

Impact by SDG-Top 5



The slogan for global Volunteering Day in 2021 was "United against hunger" and more than 23 tons of food were donated to more than 35,000 people in need

We have designed a methodology in collaboration with Fundación MAPFRE that allows us to know what global and country contribution MAPFRE is making to the Sustainable Development Goals by fostering corporate volunteering.

Using this methodology, we can obtain the impact points of all corporate volunteering activities towards each of the SDG goals and thus quantify MAPFRE's contribution in this area.

• MAPFRE GLOBAL VOLUNTEERING DAY

Every year, MAPFRE organizes the MAPFRE Volunteer Day with a global activity. In 2021, the global activity was once again the nutrition-related "United Against Hunger," which contributes directly to SDG 2, "Zero Hunger." In this edition, more than 800 volunteers from 23 countries, from 85 cities, participated in more than 160 activities. Through this volunteer action, more than 35,000 people benefited as they were provided with more than 23 tons of food.

• INTERNATIONAL VOLUNTEERING DAY

We celebrate International Volunteer Day by thanking the thousands of MAPFRE Volunteers around the world who collaborate to build #AMoreHumaneFuture by helping those who need it most.



STRONGER TOGETHER

Employees take part in other social projects such as the "Solidarity Euro" in Spain and the Together We Give program in the United States. This initiative offers the opportunity for employees to donate one euro/dollar per month from their pay to a social project of their choice, with the commitment that, for every euro/dollar donated, MAPFRE will donate another.

In Spain, since its launch in 2017, Euro Solidario has raised 612,122 euros, a figure that in 2017 benefited the Asociación Debra Piel de Mariposa and Sociedad San Vicente de Paúl, in 2018, the Fundación Cris and ASION, both of which fight child cancer, while in 2019, the funds went to APACU (Asociación de Padres con Hijos con Autismo de Cuenca) and Fundación Aladina (an organization that fights child cancer) and in 2020, the benefitting organizations were the Bobath Foundation, which cares for children and young people suffering from cerebral palsy, and the Spanish Rett Syndrome Association, which treats a neurodevelopmental disorder in children. Throughout 2021, employees contributed their euro to benefit the Purple Warriors Association and the Ana Carolina Díez Mahou Foundation.

With the "Together We Are Stronger" initiative, we closed the year with 133,046 euros raised, making for a total of 612,122 euros since its inception, an amount that has been achieved thanks to the more than 5,500 participating employees.

TOGETHER WE GIVE +

NEVER HAS A SINGLE EURO MEANT SO MUCH. STRONGER TOGETHER!

€uro solidario MAPFRE

Every year, employees choose which projects they want the amount collected to be donated to. Today, nearly 50 % of the workforce collaborates every month with this project that contributes so much to society. The projects most voted for by employees for 2022 were: the Association of families of children with cancer in the Region of Murcia and the Spanish Association against Leukodystrophy (ELA).



GRACIAS

In the United States, the beneficiary project for 2021 was Feeding America, which received \$82,930.40. During this year, 507 employees contributed and MAPFRE matched the amount donated by employees. This company is responsible for alleviating the effects of hunger in the country.



7

Recognition and awards



CARMEN SÁEZ DE VICENTE

HEAD OF HUMAN RESOURCES OF CORPORATE AREAS



We work in a responsible, ethical, transparent, collaborative, close and socially committed manner with the aim of offering the people who make up MAPFRE a great place where everyone counts. This way of working has been recognized in numerous countries through a number of awards, which consolidate our appeal in attracting talent. People are our greatest asset.

In a period as exceptional as the one we are living through, these awards encourage us to continue to move forward to achieve ever more ambitious goals, both in terms of caring for people - physically, emotionally and developmentally - and for the societies in which we operate, and thus continue to be a global benchmark employer.

Committed to the United Nations Sustainable Development Goals (SDGs), and specifically those related to work, at MAPFRE we are aware of the challenges that lie ahead. These awards, which stimulate our commitment, our pride of belonging and the satisfaction of this multigenerational and diverse team, motivate us to continue contributing to the progress of people, which is the best recognition we can achieve.

SPAIN

- **Top Employers** is a certification awarded by the Top Employers Institute, a worldwide benchmark in its field, and obtained after a thorough audit of our people management policies and practices.
- The **Randstad Award**, which named MAPFRE the most attractive insurer to work for in Spain, compiles the opinions of 185,000 people across the world, including over 10,000 in Spain, and analyzes the labor market situation and the workforce's perspective.
- **Diversity Management Award**, from the Diversity Foundation. This award recognizes companies with the most tangible progress in diversity and MAPFRE was the winner in the "Large Company" category. Our strategy on diversity, which is called Inclusion for growth, is based on the idea that diversity is an opportunity for sustainable growth, representing more than just an area that the company must manage.
- MAPFRE S.A. **has renewed the *Distintivo de Igualdad en la Empresa* seal, granted by the Ministry of Equality in Spain.** It recognizes companies that are particularly outstanding, and meaningfully so, in their application of policies of equal treatment and opportunities between women and men in the workplace.
- Renewal of **Family-friendly Company certification.** Overseen by Fundación Másfamilia, with support from Spain's Ministry of Social Rights and the 2030 Agenda, this initiative is recognized by the United Nations as a Best Practice, which makes it one of the highest forms of recognition currently existing in Spain in work life balance and equality.
- The **Merco Talento ranking also placed us as the top insurer** in an analysis that rates the 100 best companies at attracting and retaining talent in Spain. In addition, MAPFRE climbed one position in the overall ranking to ninth place.
- **Merco Talento Universitario** confirmed that university students consider MAPFRE the best insurance company to work for in Spain. This recognition complements the Universum study, where university students placed the Group among their preferred companies and also as the top insurance company for law and business students. University students are backing the company because of its differentiating factors.
- In 2021, **for the first time**, we made the **Forbes '50 Best Companies to Work For in Spain' list.** This prestigious ranking surveyed the opinions of employees of more than 2,000 companies with more than 500 employees.
- We were the first financial company and the only Spanish insurance company in the Top 10 of the **LinkedIn Top Companies 2021**, an annual list published in 20 international markets that helps professionals identify the best companies to pursue their professional careers.
- We renewed the **ISO 9001 AENOR certificate in Volunteering.** Since December 2019, we have been the **only IBEX35 company** in Spain to have received the **AENOR quality certificate** (ISO 9001 standard) for the **management of our corporate volunteering activities.** This certificate recognizes the effective management of MAPFRE's volunteering in Spain aimed at improving the lives of the most vulnerable and disadvantaged members of society.
- MAPFRE has certified **its COVID-19 protocols with AENOR.** This accreditation, which has been granted to more than 350 of the company's facilities in Spain, certifies the correct application of sanitary, technical, organizational, labor and safety measures that the company has implemented to prevent the spread of infection.

- Award for the new Performance Evaluation Model for MAPFRE Spain granted by the Internal Communication Observatory. The company was awarded in the category of Best Internal Communication Strategy for Change Management and Transformation.
- MAPFRE Spain, which collaborates very actively with nearby local actors through a multitude of volunteer activities with different organizations in the area, was recognized by Cáritas Diocesana de Valencia. At the Valencian Business Network Recognition Ceremony, MAPFRE was awarded the prize in the Education category.

GERMANY

- Verti Germany was the winner of the **Corporate Health Award** in the Insurance industry. The awards recognize companies that are strongly committed to the health of their employees.

BRAZIL

- **Women on Board (WOB)**, an independent initiative that recognizes, values, and draws attention to corporate environments that maintain two or more women on their boards of directors or advisory boards, has certified our company. This seal recognizes good corporate governance practices that promote greater diversity in positions of leadership.
- **Sou Segura Award**, MAPFRE in Brazil won in the RRR category - Recognize, Redistribute and Remunerate - which values initiatives that promote gender equity.

GUATEMALA

- MAPFRE Seguros in Guatemala has been ranked number 10 in the Employers for Youth (EFY) ranking in the country. Employers for Youth is a quantitative study that seeks to recognize the Best Companies for Young Professionals.

MEXICO

- The Insurance team in Mexico positioned itself as one of the best organizations to work for in the country according to the Great Place to Work® ranking, and MAPFRE ASISTENCIA received this distinction for the first time.
- Both companies also received the **Socially Responsible Company (SRC)** Distinction, awarded by CEMIFI.
- MAPFRE Seguros also obtained first position in the Merco ranking, a reputational assessment tool that produces three annual rankings: Merco Empresas, Merco Líderes and the companies with the best reputation in their industry; third place in the Social Responsibility ranking of the economic magazine Expansión; third place in the **Best Companies to Work for in the Financial Sector Certification** of GPTW, the **Best Companies to Work for Young Professionals** recognition; fourth place in the financial sector (EFY); the **Inclusive Company Distinction of the éNTRALE Foundation**; the Gold Distinction of **Labor Inclusion and Non-Discrimination** as the only insurance company with this level of compliance and INFONAVIT's **"EMPRESAS DE 10"**.

PANAMA

- MAPFRE in Panama has ranked as the fifth best company in terms of attracting and retaining young talent, and is also the insurer with the highest position in the ranking, according to Employers for Youth (EFY) Panama 2021, a quantitative study that aims to recognize the Best Companies for Young Professionals.

PERU

- MAPFRE PERU ranked third in the MERCO Corporate Responsibility and Governance 2020 ranking and among the 100 companies with the best reputation in the Merco Companies and Leaders ranking.

DOMINICAN REPUBLIC

- MAPFRE BHD Seguros has positioned itself among the Best Companies to Work For in 2021 and in the top three Most Admired Companies of 2021 in the Insurance Company category, according to Mercado magazine, which specializes in financial news.

As one of the best "Inclusive, equitable and diverse" companies, "Leading, Agile and Solidarity Companies 2021" in the Dominican Republic, and as one of the "Companies and executives with the best reputation and ethics in Central America and the Dominican Republic 2021", in this last ranking it occupies the 11th position in the category Multinationals with the **Best Corporate and Ethical Reputation** and the sixth position in the category **Companies in the Dominican Republic with the Best Corporate and Ethical Reputation**. These awards are granted by Summa magazine, which specializes in economic news in Central America and the Dominican Republic.

- MAPFRE SALUD ARS is in the Top 15 of the 80 best companies to work for in the Dominican Republic 2021 (the magazine

Mercadeo). For 12 consecutive years, MAPFRE Salud ARS has been in this ranking and is also in the top five of the largest employers in the country in the category of 300 to 1,000 employees. Mercado magazine is one of the most prestigious publications in the country, with more than 25 years of national circulation, a leader in business intelligence and a pioneer in rankings of this type.

TURKEY

- MAPFRE Turkey Future Generations Program Bronze Stevie® **Award in the category of Most Innovative Learning and Development Program**. The MAPFRE Turkey Future Generations Program enables MAPFRE employees to acquire digital skills geared towards technology and innovation.
- PERYÖN awards, the most important accolades in the Human Resources field, in the "Value Creation in Diversity and Inclusion" category.
- The Equality for Women at Work Certificate, an independent certification awarded by The Sustainability Academy and the audit firm Intertek, which aims to ensure that recipient entities, organizations, and administrations support the transformation towards equal rights and opportunities for women in business life.
- Recognition of the Women's Leadership Program:
 - Gold in the category of **Excellence in Diversity, Equity & Inclusion** in the human capital management awards given by the Brandon Hall Group, a prestigious U.S. consulting firm.
 - Silver in the category of **Leadership Development Program** awarded by TEGEP, one of Turkey's leading learning and development associations.



URUGUAY

- The company has been awarded the **'Uruguay Valora'** Inclusivity Seal, recognizing MAPFRE's initiatives and commitment to developing an inclusive culture in the workplace for people with disabilities. This serves to highlight our best practices, which could facilitate models being replicated in other organizations, going beyond mere compliance with the current regulations.
- URUGUAY ASISTENCIA also received the **"Talent has no gender"** award, which recognizes progress in the field of gender equality and work-life balance.

Extract of GRI content

ESTÁNDAR Y CONTENIDO	PAGE NO. (P.) / INFORMATION IN INTEGRATED REPORT	PAGE NO. (P.) / INFORMATION IN THIS REPORT
GRI 401. Employment 2016		
401-1 New employee hires and employee turnover	4.4. Developing people – General data 6.3. Note 7 – New hires and employee departures in 2021 and terminations by job position level	1. MAPFRE people
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.4. Developing people – Employee experience: Work-life balance and well-being	3.3 Flexibility and work-life balance
401-3 Parental leave	4.4. Developing people – Employee experience: Work-life balance and well-being	3.3 Flexibility and work-life balance
GRI 403 – Occupational health and safety 2018		
403-8 Workers covered by an occupational health and safety management system	4.4. Developing people – Employee experience: Health and well-being	5.4 Health and well-being
403-9 Work-related injuries	4.4. Developing people – Employee experience: Work-life balance and well-being	5.4 Health and well-being
403-10 Work-related ill health	4.4. Developing people – Employee experience: Work-life balance and well-being	5.4 Health and well-being
GRI 404 – Training 2016		
404-1 Average hours of training per year per employee	4.4. Developing people – Talent	2.8 Learning and knowledge at MAPFRE
404-2 Programs for upgrading employee skills and transition assistance programs	4.4. Developing people - Talent	2.8 Learning and knowledge at MAPFRE
404-3 Percentage of employees receiving regular performance and career development reviews	4.4. Developing people – Remuneration and recognition	3.5 Remuneration and recognition
GRI 405 – Diversity and equal opportunities 2016		
405-1 Diversity of governance bodies and employees	2.4. Good Governance: Corporate Governance system - Diversity and experience 4.4. Developing people - Diversity	4.1 Gender diversity
405-2 Ratio of basic salary and remuneration of women to men	4.4. Developing people – Diversity / Remuneration and recognition 6.3. Note 8 – Information on remuneration	4.1.2 Commitments and acknowledgements
GRI 413 – Local communities 2016		
413-1 Operations with local community engagement, impact assessments and development programs	4.4. Developing people 4.6. Our footprint, shared value 6.3. Note 10 – Contribution to 2030 Agenda www.fundacionmapfre.org	6. Committed: Playing our part

