

INTEGRATED
REPORT
2023

TABLE OF CONTENTS

	CEO letter	3
1	THE MAPFRE GROUP 7	1.1. Our activity 8 1.2. Our vision, purpose and values 10 1.3. Business model and geographic footprint (deployment) 11 1.4. Our structure 12 1.5. A recognized brand 14 1.6. Strategy 16 1.7. Main milestones and key figures 18
2	CORPORATE GOVERNANCE 34	2.1. Governance structure 35 2.2. Diversity and experience 38 2.3. Remuneration system 40
3	RISK MANAGEMENT 43	3.1. Integrated management model 44 3.2. Risk identification 48 3.3. ESG risks and opportunities 52 3.4. Risks and opportunities arising from climate change 53
4	COMMITTED TO SUSTAINABILITY 59	4.1. Our Sustainability highlights 60 4.2. Materiality: our priorities 61 4.3. Sustainability strategy 68 4.4. Sustainability governance 73 4.5. Our business and sustainability 75
5	COMMITTED TO STAKEHOLDERS 88	5.1. Developing our people 90 5.2. We generate business for our providers 118 5.3. Protecting our clients 126 5.4. Creating value for the shareholder 138 5.5. Innovation and digitalization in products and services and processes 140 5.6. Our footprint, shared value 143
6	COMMITTED TO THE ENVIRONMENT 151	6.1. Action strategy against climate change 152 6.2. Our Environmental Footprint Plan 154 6.3. Corporate strategy for offsetting greenhouse gas emissions 164
7	COMMITTED TO GOOD GOVERNANCE AND TRANSPARENCY 165	7.1. Our principles: due diligence, control and compliance 166 7.2. We safeguard ethical behavior 174 7.3. We promote cybersecurity and protect data privacy 181 7.4. Responsible and transparent with taxation 185
8	ADDITIONAL INFORMATION 188	8.1. Basis of preparation and presentation of the report 189 8.2. Notes on additional information 192 8.3. Table of contents GRI 255 8.4. Correspondence of GRI content and non-financial information status (Law 11/2018 of December 28) 278

CEO letter



Dear reader,

The publication of our annual report is a significant moment that gives us the opportunity to reflect on the journey so far and share perspectives on our Company's future.

In May of 2023, MAPFRE proudly celebrated 90 years of history. During this period, we have faced multiple challenges and changing economic and political situations in the different corners of the world where we have had the privilege of being present. It's essential to highlight the last 15 years, marked by the overcoming of the deep systemic crisis following the collapse of Lehman Brothers, the shocking global pandemic, and wars that have aggravated economic, fiscal and social imbalances in many of the world's countries.

Against this challenging backdrop, MAPFRE continues to hold leadership positions in most markets. We have a solid and profitable business model in place that facilitates steady growth, backed by a strong financial situation and low debt levels.

The year 2023 presented significant challenges, especially in terms of cost management due to the sharp increase in inflation. Developing and delivering quality services to clients in Non-Life and Health insurance in a group such as MAPFRE requires very powerful physical and human infrastructure and logistics that, in inflationary situations, can withstand sudden increases in costs that were not foreseen in prices, as these are calculated well before the provision of service takes place, and which result in significant deviations in the claims experience when inflation spikes persistently. This is what happened in 2023, and we had to deal with the situation firmly and decisively, applying cost containment strategies and adjusting rates, at varying speed in each country, depending on our position in the market, the type of product and distribution involved, and also on the need for supervisory approval, as is the case in the United States. As such, earnings reflect a different level of success, highlighting the substantial improvement in Brazil, the good direction we're headed in Spain and the improvement in the United States, which is close to breakeven. These territories, being our largest Non-Life markets, and specifically for Automobile insurance, condition the Group's results in these lines of business. In addition, Italy and Germany are two other countries where we are facing the greatest difficulties in the Automobile line.

But MAPFRE's high level of diversification, something we always talk about with pride boast and which is vital in the insurance business, has helped us both geographically and in terms of product. As such, the Life lines, mainly Protection and General P&C, specifically enterprise insurance, and the Reinsurance business, have contributed significant results to the Group, largely offsetting the losses in Automobile insurance.

In addition, by placing a large part of the strategic focus on growth, we closed out the year with nearly 27 billion euros in premiums, the highest figure in MAPFRE's history. We highlight the excellent performance of the Life line, undoubtedly driven by interest rates, which allows us to offer customers more competitive products through our commercial networks and banking partners, and good overall performance in the other lines in most markets.

We're also making progress on our asset management offer for clients, which we reinforced a few years ago with the creation of MAPFRE AM. We've already exceeded 10 billion euros in managed assets, which places us among the sector's leading non-bank firms.

Turning to the financial results of our activities, which can be improved on, net earnings, which is very significant given the complex circumstances in which it was generated, amounted to 677 million euros. We've adopted a prudent position looking to the future, amortizing goodwill in the United States in the amount of 75 million euros, thereby underlining our financial soundness, solvency and responsible management. As per the latest available data, to the close of the third quarter of 2023, MAPFRE has an excellent solvency margin of over 198%, lying at the midpoint of the band approved by the Board of Directors.

Also noteworthy in 2023 was the increase in both the frequency and intensity of natural events, such as the earthquake in Turkey that occurred in February of last year. Apart from registering a notable financial impact, we also, from the outset, deployed emergency aid programs for the people affected, in line with our intense social commitment.

In addition to profitable growth, transformation and improved efficiency remain fundamental pillars of our strategic plan. Among many technological and operational initiatives implemented in the short and medium term, I think it's worth highlighting our immersion in the use of AI and Artificial Generative Intelligence, with more than 80 use cases underway, all aimed at improving the customer experience and making insurance management and service provision more efficient.

With regard to business development, we have signed new distribution agreements and teamed up with new business partners in some countries. We made a significant acquisition in Mexico, acquiring specialist Life insurer Insignia Life, strengthening our presence in a country that is strategic for MAPFRE, with very profitable products that are distributed through a highly developed network across the entire country.

Moving on to our Sustainability Plan, we finished 2023 complying with 99.4% of our objectives. We completed a dual materiality (impact and financial) study last year so as to align our strategy with the priorities of our stakeholders. The conclusions of this work are included in the corresponding chapter of this publication.

Over the course of 2023, we fulfilled our environmental, transparency and good corporate governance commitments, and we continued to make progress in social sustainability to reduce all manner of inequality gaps, including the gender pay gap, both internally and externally, by organizing financial education programs, promoting knowledge about the sector and its development, which, in economic and social terms, results in a highly insured society. We've continued designing products for more vulnerable groups, or those with more specific needs, in addition to qualifying most of our investment portfolio as responsible, ensuring it complies with environmental, social and governance (ESG) criteria. Over the course of last year, we progressed in categorizing several mutual funds as products that, falling under these same criteria, reflect our commitment to investment in activities and companies that do business creating social value in parallel with economic value, all the while delivering adequate profitability. Progress was also made with the vast array of providers that work for our Group in the provision of services, validating their operations in line with ESG criteria.

The headway made on all these issues reaffirms MAPFRE's ongoing commitment to sustainable development and the 2030 Agenda.

We also remain firmly committed to our shareholders, regularly distributing dividends and standing out as one of the IBEX 35 companies delivering the highest return to shareholders. In November 2023, an interim dividend of 6 cents per share was paid out against the 2023 fiscal year, the same amount as the previous year. Consequently, the total amount of dividends paid to MAPFRE shareholders in the 2023 calendar year was 447 million euros, giving a dividend return on the average share price of 8% in recent years. In just the last five years, MAPFRE has allocated more than 2.1 billion euros to rewarding its shareholders' trust through dividends.

The rest of the economic indicators of our performance are fully included in this publication. I would simply like to add that, as planned, 2023 saw the introduction of new international financial reporting standards (IFRS 9 and 17) on Financial Instruments and Insurance Contracts, respectively, which are also applicable to MAPFRE, as an international group listed on the stock exchange. As we anticipated, implementation has been a major challenge, both due to the complexity of the regulation and the size and scope of action of our Group, but we have been able to meet the established milestones and legal obligations very satisfactorily.

With the closing of 2023, we marked the end of one cycle and the start of another. In 2024, we executed structural changes designed to simplify and improve the company's efficiency, renewing leadership and preparing for a new stage, which will involve continuing to focus on growth and improving results, as well as strengthening our best business practices in the main countries, making better use of new opportunities, which should prove to be very evident. Likewise, as a result of this reflection on MAPFRE's operating environment and potential, we have reviewed in advance the Strategic Plan underway which, although it has facilitated us in making good on most of our commitments, clearly required slight modifications to adapt it to the changing reality of our environment. At the March 2024 Annual General Meeting, we will present this revised Plan, which will have a three-year term of 2024-2026. With renewed enthusiasm and exacting ambition, we expect this new Plan will enable us to gain technical efficiency and boost productivity, improve our flexibility and ability to adapt to the environment, maximizing MAPFRE's full potential across all and businesses and geographies we operate in.

The 90 years of our history span nine decades of exemplary business development, successfully navigating the ups and downs shifting panoramas presented us with and making the most of all possible opportunities, thanks to several generations of employees, managers and directors who have brought us to where we are now, always holding leadership positions in our markets and with a very solid, very solvent and highly diversified business model. Moreover, this was accomplished by developing a very strong proprietary culture that features a strong sense of belonging and great commitment, not only to clients, intermediaries, partners or shareholders, but also to other stakeholders, especially in the social, environmental and good governance realms. At MAPFRE, we don't settle for good enough - we aspire to more, and to do so, we have laid the foundations to leverage growth over the coming decade. We look enthusiastically to the future as a large international group capable of achieving the goals we have set ourselves, with a profitable business model that mainly focuses on the client, orienting every process toward service excellence and orchestrating the vast team of professionals of almost 90 nationalities who use their talents to make our company better, day after day. Our more than 30 million clients around the world trust us to take care of them and what matters most to them. We also appreciate the support of our more than 200,000 shareholders, most of them small savers and investors, who place their trust in MAPFRE as a medium- to long-term investment alternative.

I invite you to broaden your knowledge of our Group by reading this report. In doing so, you will see for yourself that, in addition to being a solid and profitable company, we are also a company with a soul that believes deeply in people and that works with the objective of creating social wealth that contributes to the development of a more inclusive, fair, caring and sustainable society.

Thank you very much for your continued confidence, it is greatly appreciated.



Antonio Huertas, Chairman and CEO of MAPFRE



1

WE ARE MAPFRE

1.1. Our activity

MAPFRE is a multinational group conducting business in 100 countries worldwide and with a presence in 38 of them through a network of 12,282 offices and 81,000 intermediaries. We are the leading Spanish insurance company in the world and outright leader in Latin America, with relevant and/or leadership positions in most of the countries we operate in.

We are mainly engaged in

insurance, reinsurance and financial activities. We offer a broad global catalog of products and services to protect people, professionals and enterprises from risk so that they can properly manage their present and future needs. Our corporate structure adapts to the ongoing development of our business and the needs of our clients.

We offer

comprehensive reinsurance solutions that complement insurance.

We adapt

to new digital trends, offering our clients a simple and complete digital experience whenever they interact with MAPFRE.

We protect

to our clients with a range of products and services adapted to their different profiles and the reality of each country.

- Individuals: life insurance, health, accidents, property protection (homeowners, automobile, civil and property liability, etc.), cyber risks, savings and investment, retirement, burial, travel and leisure..
- Professionals, freelancers and entrepreneurs: we help business owners develop their commercial projects by providing them with a wide range of products and services that let them focus on their chosen activity. We offer solutions for vehicles, property and civil liability, agriculture, livestock, businesses, cyber risks, etc.
- SMEs and large enterprises: MAPFRE is the only Spanish insurer with the capacity to manage large business risks anywhere in the world. Our offer is adapted to the activity of each organization, its scope (local, national or global) and its management model. We have products and services available for engineering and construction, hulls and aviation, freight transportation, agricultural industries, surety and credit or group health, accident, life and retirement insurance, among others. Our clients can avail of a range of products and services adapted to their needs, different profiles and the reality of each country.

We contribute

to the Sustainable Development Goals of the UN 2023 Agenda through an ambitious Sustainability Plan that covers not only what we do as a business but also how we act with the communities we operate in.



38

COUNTRIES



€33.4BN

REVENUES¹



30,873

EMPLOYEES



81,000

INTERMEDIARIES



€9.7BN

SHAREHOLDERS'
EQUITY¹



€677M

ATTRIBUTABLE
EARNINGS¹



12,282

OFFICES

¹ As per the international financial reporting standards applicable to the MAPFRE Group

1.2. Our vision, purpose and values

Our vision is to be THE TRUSTED INSURANCE COMPANY for all our clients worldwide, through a global presence and a wide range of insurance, reinsurance and service products.

We aspire to lead the markets in which we operate through a proprietary and differentiated, sustainable management model based on transformation and innovation to achieve profitable growth, with clear and purposeful client orientation, both private and business, creating relationships of equity and transparency, with a multichannel focus and a deep vocation for service.

Our corporate purpose, the company's *raison d'être* in its day-to-day activity, is defined when we tell the client that **"We'll be by your side so you can take assured steps forward, helping to build a more sustainable and caring society."** In other words, we help them both in the here and now and in the future, because we're ready to support them and offer them what they need to deal with today and what comes down the line, just as we have been doing for many years. Because, in an uncertain world, we are defined by the capacity of more than 250,000 employees, collaborators and providers to deliver the best service, innovating, adapting to customer needs and being there when they need us.

We execute on this commitment supported by the following values, which help us make good on our corporate purpose and achieve the company's vision.

Solvency

Financial strength with sustainable outcomes over time and full capacity to meet all its obligations with stakeholders.

Integrity

Ethical conduct as a core element in how everyone (executives, employees, agents and collaborators) behaves, with a socially responsible focus on all long-term activities and commitments.

Service

The constant quest for excellence and continuous improvement aimed at creating more value for the client and making the quality of the service and the relationship with the client another element of differentiation.

Multicultural and diverse team

Attracting and retaining the best global talent to the company and with the full involvement of employees, managers, agents and other collaborators with the MAPFRE projects.

Innovation

Differentiation as a key requirement to drive constant growth and improvement, using technology to service the different businesses and their objectives.

1.3. Business model and deployment

Our business model, which is centered on profitable growth, is also geared toward contributing to the social development of the countries we operate in.

Accordingly, MAPFRE:

- Is firmly committed to growth and diversification, both geographically and in products and services, because this is what strengthens the business model.
- Executes its management efficiently and continuously improves productivity, reducing structural costs continuously to improve competitiveness.
- Professionally manage the risks it undertakes, ensuring sustainable growth and results.
- Favors global management with a broad capacity for local implementation, guaranteeing the appropriate balance between corporate action and business development in each country.
- Makes the existing resources available to the entire organization, taking advantage of the synergies obtained by sharing talent, processes and tools.
- Promotes specialization in management as a permanent means of optimizing results and improving service quality.

The MAPFRE Group comprises 198 corporate entities.



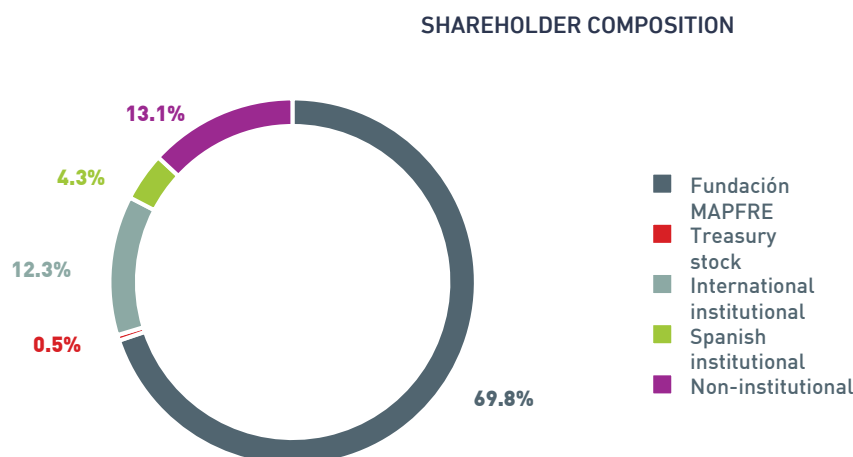
1.4. Our structure

1.4.1. Shareholder structure

The Group's parent company is the holding company MAPFRE S.A., a publicly listed company. At the close of the year, the company formed part of the IBEX 35, IBEX Top Dividendo, FTSE All-World, FTSE Developed Europe, MSCI World Small Cap, Bloomberg Europe 500 Insurance and Dow Jones Spain Titans 30 indexes, as well as the FTSE4Good, FTSE4Good IBEX, Bloomberg Gender Equality and IBEX Gender Equality sustainability indexes.

MAPFRE S.A. is a subsidiary of CARTERA MAPFRE, S.L. Sociedad Unipersonal, which is wholly controlled by Fundación MAPFRE. Fundación MAPFRE owns 69.8% of the share capital of MAPFRE S.A., thereby guaranteeing its independence and institutional stability. Fundación MAPFRE carries out activities of general interest in the areas of Social Action, Insurance and Social Protection, Culture, Accident Prevention and Road Safety, and Health Promotion.

At the close of the fiscal year, MAPFRE S.A. held 15,129,098 units of treasury stock, representing 0.5% of the share capital.



1.4.2. Functional structure

During fiscal year 2023, the Group's business activities were carried out through the organizational structure made up of four Business Units (Insurance; Assistance; Global Risks and Reinsurance) and five Regional Areas² (Iberia - Spain and Portugal - Brazil, LATAM South-Center - the Central American and Dominican Republic subregion, Argentina, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay and Venezuela), North America - the United States and Puerto Rico - and EMEA - Italy, Germany, Turkey and Malta) and Mexico, which is considered a strategic country.

The Insurance Business Unit is organized in line with the MAPFRE Regional Areas, which are the geographic units for planning, support and supervision in the regions. The Reinsurance and Global Risks units are integrated into MAPFRE RE.

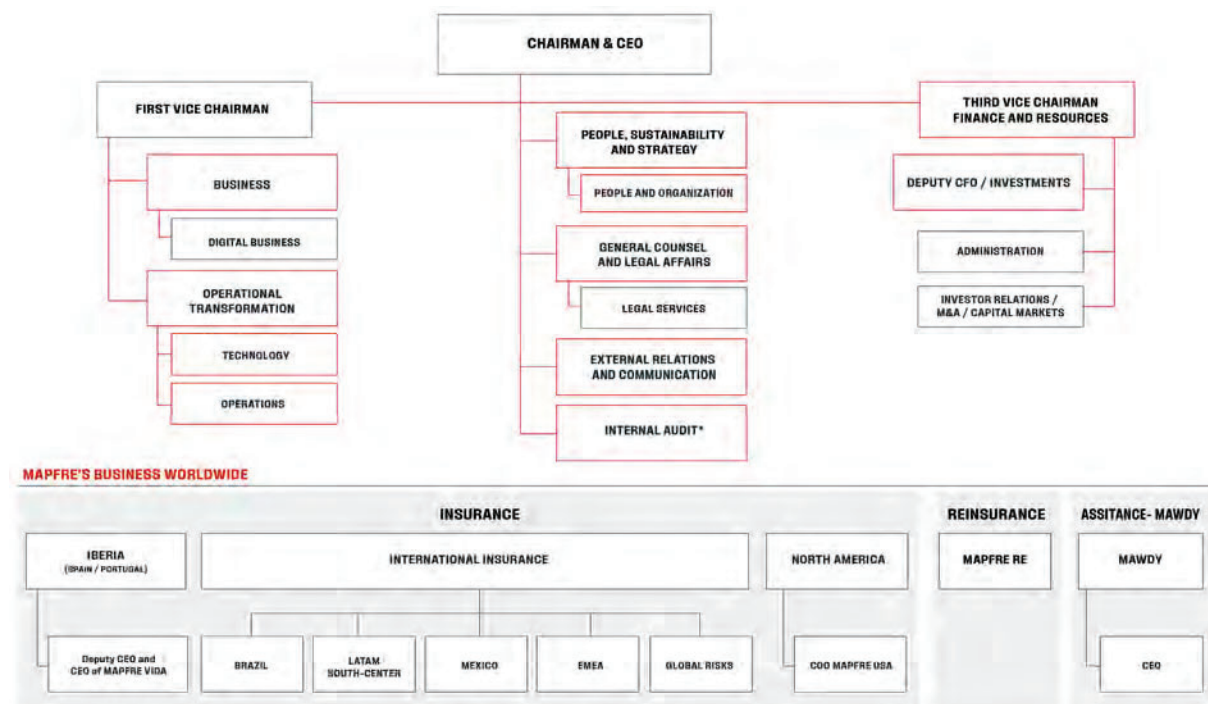
² As of January 2024, the entire insurance business is configured in three geographical areas: Iberia (Spain and Portugal), International (Brazil, LATAM South-Center, Mexico, EMEA and Global Risks) and North America (United States and Puerto Rico).

In 2023, the Assistance Unit unified its brand as MAWDY in all markets.

The activities of the different Business Units are supplemented by those of the Corporate Areas³ (Internal Audit, Strategy and M&A, Finance and Resources, Investment, Business, People and Organization, External Relations and Communication, General Counsel and Legal Affairs, Operational Transformation, Technology and Operations), which have global responsibility for all MAPFRE companies worldwide in terms of defining, developing, implementing and monitoring global, regional and local corporate policies.

In recent years, the Group has transformed its structure significantly to adapt to the strategic challenges that require its size and global presence.

The Group's current organizational chart is shown in the accompanying diagram, as of January 1, 2024:



*Reporting functionally to the Audit and Compliance Committee

The following QR code can be used to access more detailed information on the organizational chart, duly updated at the time of the consultation.



³ As of January 1, 2024, the corporate areas are: Internal Audit, Finance and Resources, Investment, Business, People, Strategy and Sustainability, People and Organization, External Relations and Communication, General Counsel and Legal Affairs, Operational Transformation, Technology, and Operations.

1.5. A recognized brand

The brands most valued by society today are those that adapt to their needs, share their values and commit to caring for and improving what's important to them. And that's exactly what MAPFRE has been doing for 90 years.

Our brand is based on solid values and a well-defined purpose that guide us on the way forward:

- **Our *raison d'être*** is to work tirelessly every day, giving the best of ourselves as we stand by our clients, accompanying them. We prepare to support them and offer them what they need today and what is coming tomorrow.
- **Our intention** is to provide people with confidence so that they have security and strength to meet their goals. For us, trust is the basis of the relationship with our clients and other stakeholders. Our brand and work provide people with trust, security and ability to meet their objectives. We put all our knowledge, experience, innovation and service capacity so that no unforeseen event can stop our clients throughout their lives.
- **Our commitment and values** translate into a permanent concern for the development of the communities where we operate. We contribute to the development of a more sustainable and supportive society. Our company's ultimate sense is to generate shared value with society.

With this purpose, **we care about what matters to you** is the claim we use to encapsulate the trust that people place in us year after year.

Furthermore, the good reputation of the MAPFRE brand generates trust, an intangible value that can translate into a competitive advantage. It generates employee loyalty, attracts new clients and investors and validates the legitimacy of the Company. That is why we are aware of the importance of properly managing this asset.

Our Strategic Reputational Relevance Indicator, which measures the perception of the Company among its stakeholders, once again sees us maintain a good reputation during 2023. It reflects the trust, support and respect of our clients, employees and society. It is based on our strategic objectives and takes into account its impact on the business. Thanks to this, we have built and reinforced useful and appropriate metrics for the transversal management of the MAPFRE brand.

Our internal monitoring is complemented by external assessments of our company by leading national and global institutions. These most notable are detailed below.

- **MERCO**, Corporate Reputation Business Monitor, ranks MAPFRE Spain in fifth place in the 100 Companies with Best Reputation and first in the insurance industry. In 2023, MAPFRE was ranked 35 in the list of best-rated companies to work for in Peru. In addition, in the MERCO Talent indicator, MAPFRE Spain is in 9th position, once again leading its sector, and in Peru it is among the top 40 companies for attracting and retaining talent.
- **Brand Finance** recognized MAPFRE in 2023 as the 10th most valuable brand in Spain. We have climbed three places in the ranking of the 100 Most Valuable Insurance Brands in the World, holding 37th place. According to this study, MAPFRE is a leader in recognition, familiarity, consideration and reputation.

- In **Mexico, Great Place to Work** recognized MAPFRE for the 20th consecutive year as one of the best companies to work for.
- MAPFRE is the only Spanish insurance company to be included in the **Sustainability Yearbook 2023**, which recognizes those companies acting in the most responsible way for society and for the planet.
- In 2023, MAPFRE raised its **FTSE4Good index** score by 8.3% compared to 2022. MAPFRE is proud to be part of this prestigious international index, which measures the most responsible companies in Spain in terms of ESG.
- The **MERCO** report ranks MAPFRE as the fifth most responsible company in terms of ESG and number one in the insurance industry.
- MAPFRE has been included for the third consecutive year in Bloomberg's IBEX **Gender Equality Index**, which measures gender equality in different aspects, and was also recognized for its commitment in this area, and in female leadership, in Turkey and Ecuador.

1.6. Strategy

The 2022-2024 strategic cycle we are in the middle of, approved by the Executive Committee and the Board of Directors of MAPFRE S.A., the metrics of which have been calculated according to the accounting principles in force in each country, is continually subjected to a review exercise, which allows us to manage the uncertain environment we are navigating.

Below we describe the most relevant **progress of the Strategic Plan over the course of 2023 and the outlook for the coming years**.

Progress of the Plan in 2023

The evolution of our ambition is reflected in MAPFRE's **aspirational objectives**, the progress of which is as follows:

- ROE: 9.9% (excluding operational extraordinary items) compared to an initial aspiration for the 2022-2024 three-year period of 9% - 10% (average ratio).
- Growth in premiums: 9.7% compared to an initial aspiration for the three-year period 2022-2024 of 5% - 6% (average growth at constant scope).
- Non-Life combined ratio: 97.24% compared to an aspiration for the 2023-2024 period of around 96% (average ratio).
- Gender pay gap: 0.90% compared to an initial aspiration of +/-1% by 2024.
- ESG investments: 96.6% of the investment portfolio (managed by MAPFRE AM, Brazil and USA) rated in line with ESG criteria, compared to an initial aspiration of 90% by 2024 (from the Global portfolio).

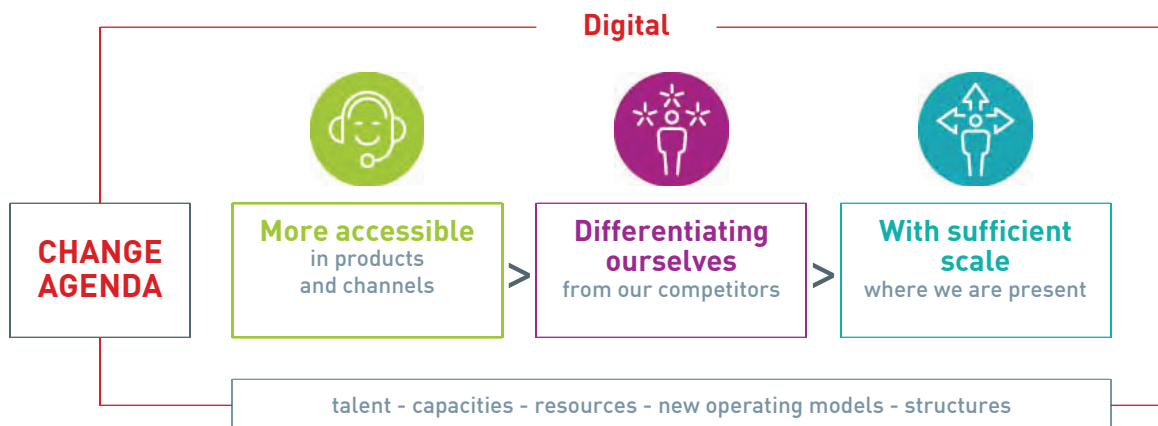
In 2023, we updated and approved the Strategic Planning Rules, which helps us adapt, not only to new ways of working, but also to thinking, so that we can successfully face the challenges the future holds and continue modernizing our Company.

These rules include new approaches for dealing with current challenges and **competing in an increasingly dynamic business environment**.

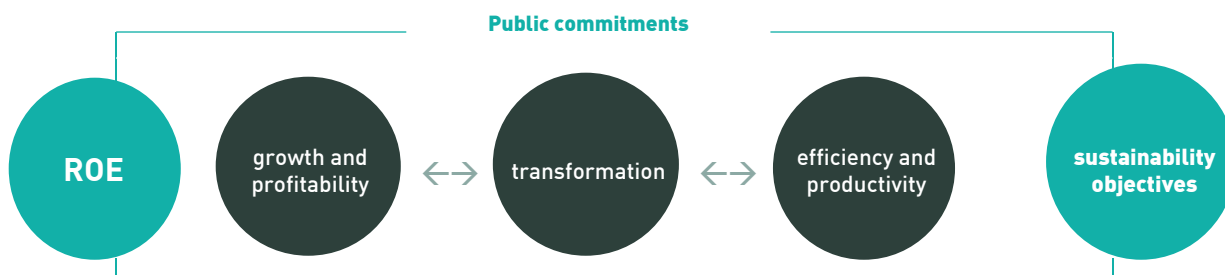
In 2023 we carried out a profound renewal of our organizational structure, which came into force on January 1, 2024, the aim of which is to make the most of the path ahead.

Our business model will respond to the needs of all stakeholders, supporting global growth and leveraging the strengths of our company.

Our roadmap for the coming years will continue to focus on accessibility, differentiation and scalability, all underpinned by digitalization. Our talent and experience will enable us to achieve the objectives we set ourselves.



We will continue to rely on our **strategic pillars** of growth and profitability, efficiency and productivity, and transformation; which we will also reinforce with the broad and positive sustainability project that we have deployed. The commitment of the human team to the business will contribute to the stability of these pillars.



We want to work in greater depth on the potential for **disciplined growth** focused on:

- Prioritization
- Developing new lines of business
- Enriching our current businesses
- Properly allocating resources

Our objective is to reach customers and make the presence we have in the markets more effective, facing external circumstances and responding to internal challenges. Flexibility will allow us to execute our plan and focus it on achieving objectives, in addition to generating social value.

1.7. Main milestones and key figures

1.7.1. Regulatory framework and global context

1.7.1.1. Regulatory framework

The insurance and reinsurance business is a regulated activity in the European Union and in the other countries in which MAPFRE operates. The regulatory framework is quite homogeneous in the different countries, with some convergence in capital and risk-based management aspects taking place in recent years, especially after the implementation of Solvency II regulations in the EU.

Likewise, although to a lesser extent due to its lesser relevance to the Group, regulations concerning the distribution of financial products have developed significantly in recent years in the European framework, the most relevant market for MAPFRE in these products.

The Group is also subject to the regulation of capital markets, both within the European framework and in other countries, as both MAPFRE S.A. shares and certain debt issuances of this company are subject to negotiation in official markets. In addition, the shares of the subsidiary in Malta are also subject to the laws of Malta. This situation requires the Group to prepare and publish the financial information under the International Financial Reporting Standards (IFRS), regardless of the commercial and insurance regulations in force in each country and which require each subsidiary in its area of jurisdiction.

Among the new legislative developments applicable from fiscal year 2023, it is worth highlighting the entry into force of IFRS-EU 17 Insurance Contracts and EU-IFRS 9 Financial Instruments, which introduce significant changes in the valuation and presentation of financial statements.



For more information, please see [3.2. Risk identification, page 48](#)

In addition, the Group's own activity determines that other regulatory requirements are relevant, highlighting, among others, labor regulations, data protection regulations and the defense of consumer rights.

1.7.1.2. Economic and insurance environment

Economic environment

At the beginning of 2023, the context was one of high levels of uncertainty, the unequivocal transition to a phase marked by a slowdown in economic growth and the generalization of risk events that could lead to hard landing scenarios in developed and emerging economies. With regard to price dynamics, inflation figures continued to show an unanticipated persistence and, to a certain extent, incompatible with the relative passivity of central banks. However, and despite renewed concerns in the finance sector, development at the beginning of the year contrasted with overriding the pessimistic vision, giving way to a moderate but clearly cautious optimism insofar as financial instability persisted.

Over the following quarters, the positive tone spread as economic activity proved to be more resilient than initially anticipated, in a more benign inflationary context, largely thanks to the normalization of energy prices and the fall in commodity prices. This was despite the fact that the scenario was not exempt from risk catalysts, such as banking crises, downgrades in the U.S. rating, tensions in the Middle East and the continuation of the war in Ukraine, among other factors.

In short, 2023 was characterized as a challenging year in terms of forecasts, with all kinds of risks (macro-financial, geopolitical, technological, etc.), and the year as whole was subject to a constant rebalancing of uncertainties, with fading shocks, crystallizing conflicts and emerging tensions.

However, in 2024, geopolitical difficulties and other key risks of the past are expected to continue, while monetary policy enters a period of moderation while waiting to validate the effectiveness of the measures taken so far, and fiscal policy is expected to cease to be utilized as an additional support as it has been in the past. Until now, geopolitical uncertainties appear to be contained, although the complexity of supply chains and their interconnection, as well as the presence of tail risks that did not appear in 2023, may cause them to resurface and test the resilience of world trade after global economic reorders (nearshoring/friendshoring).

In terms of economic activity, global performance is expected to be weaker, with a gradual slowdown in growth that could hit the bottom in the final stretch of 2024 or in early 2025. Inflation still needs to be controlled, as does the risk that it will recover in the short term as a result of geopolitical problems and less favorable base effects.

In short, the global economy is headed toward a short-term adjustment, seeking a balance between supply and less active demand, with new prices yet to be defined. This scenario suggests a mid-cycle adjustment, where supply advances continue gradually and positively, while demand remains at weaker or stagnant levels. Central banks around the world are waiting for this process, seeking to establish a new equilibrium rate or neutral interest rate that adapts to new price levels. The decisions of central banks will play a crucial role in determining whether the adjustment has been precise enough to prolong the current cycle of expansion, or whether, on the contrary, the accumulated effects of monetary policy indicate a classic break at the end of the cycle.

As a result, monetary policy presents an unclear and diverse road map. Inflation has not decreased enough to close the chapter, so the markets will remain alert to the decisions of central banks. With regard to fiscal policy, as spending options begin to be restricted in many economies and revenue is more limited, moderation emerges as a central scenario.

As such, a certain decline in economic growth is expected in 2024, followed by a moderate recovery in 2025. In the baseline scenario, an upward global activity scenario (2.3% and 2.6% in 2024 and 2025) is observed, while in terms of prices, average inflation is expected for these years of 4.4% and 3.3%, respectively. In the stressed scenario (of an alternative nature), weaker global economic growth is expected to stand at 1.4% and 1.5% in 2024 and 2025, with average inflation at around 4.8% and 2.9% for each of those years.

Forecasts for the evolution of macroeconomic data in the main markets MAPFRE operates in are shown in the accompanying table.

ITEM	Brazil		Spain		United States		Mexico	
	2022 (E)	2023 (F)	2022 (E)	2023 (F)	2022 (E)	2023 (F)	2022 (E)	2023 (F)
GDP	3.1 %	1.6 %	2.5 %	1.4 %	2.5 %	1.1 %	3.3 %	2.0 %
(% YoY, average)								
CPI	4.6 %	4.0 %	3.1 %	2.4 %	3.4 %	2.7 %	4.7 %	4.2 %
(% YoY, average)								
Official interest rate	11.80 %	9.50 %	4.50 %	3.00 %	5.50 %	4.00 %	11.25 %	9.25 %
Population	217.2	218.3	47.9	48.0	335.1	336.7	129.1	129.0
(Million people)								

Source: MAPFRE Economics: 2024 Economic and industry outlook. 2023 data are estimated (E) and 2024 data are forecasted (F).

Insurance environment

The effects hardened financing conditions and a credit contraction in most economies will have on the level of economic activity will continue to translate into the real economy in the form of lower growth, giving rise to a scenario of moderate growth in insurance business volume, especially for those segments more closely linked to the economic cycle and credit volume, such as Automobile insurance, those related to construction and enterprise investment or Life Protection insurance.

Furthermore, expectations of future interest rate cuts by the main central banks are generating movements in the interest rate curves with a downward trend. However, the high levels of interest rates compared to those of the last decade, as well as the expectation that they may continue to fall, will continue to favor the savings-linked Life insurance business. The environment continues to be marked by risk-free interest rate curves invested in the main markets, particularly in the United States and the eurozone, forcing insurers to adapt their offerings to a situation in which a positive term premium cannot be offered with longer term products, due to the negative slope of the interest rate curve.

With regard to credit risk, the higher cost of financing in an environment of high levels of indebtedness and high government fiscal deficits, with many of them also engaged in electoral processes, could tighten risk premiums in the coming months. Equities performed well in 2023, buoyed by expectations of interest rate cuts. This environment continues to favor the development of Life insurance products in which the policyholder assumes the investment risk, which can expand the composition of the benchmark assets toward a greater weight of fixed income in the combination of products offered on the market.

Finally, with regard to the profitability of the insurance industry, which has suffered in the last two years due to the sharp rise in inflation, an improvement is expected on the back of the upward revisions of insurance premiums and the moderation in insurance cost growth, as price increases moderate. Furthermore, higher financial income from insurers' investment portfolios will also contribute to this foreseeable improvement in profitability. However, the increase in the frequency and severity of natural catastrophic events as a result of climate change and, in some markets, greater litigation in claims could shift things in the opposite direction, putting pressure on profitability and coverage offers, and gradually widening the protection gap.

1.7.2. Key MAPFRE financial figures

1.7.2.1. Key figures under international criteria⁴

Item	December 2023	December 2022	Var. % 23/22
RESULTS			
Total revenue	33,391.0	30,631.7	9.0 %
Insurance and reinsurance revenue	24,781.0	22,717.2	9.1 %
1. Release of liability for remaining coverage	20,478.1	19,162.8	6.9 %
2. Release of acquisition expenses allocated to the year	4,302.8	3,554.3	21.1 %
Attributable net result	677.2	563.6	20.2 %
Non-Life Loss Ratio	66.0%	66.0%	0.0 p.p.
Non-Life Expense Ratio	30.7%	30.6%	0.1 p.p.
Non-Life Combined Ratio	96.6%	96.5%	0.1 p.p.
Earnings per share (euros / 12 months)	0.22	0.18	20.2 %
BALANCE SHEET			
Total assets	54,947.1	52,197.1	5.3 %
Assets under management	56,968.2	52,512.8	8.5 %
Shareholders' equity	8,466.6	7,797.1	8.6 %
Contractual service margin	2,580.4	2,289.0	12.7 %
Debt	2,743.2	2,934.7	-6.5 %
ROE	8.3%	7.0%	1.3 p.p.
EMPLOYEES AT THE END OF THE PERIOD			
Total	30,873	31,293	-1.3 %
- Spain	11,493	11,716	-1.9 %
- Other countries	19,380	19,577	-1.0 %
THE MAPFRE SHARE			
Market capitalization	5,983.6	5,574.0	7.3 %
Share price (euros)	1.943	1.810	7.3 %

Item	September 2023	December 2022	Var.% 2023/2022
SOLVENCY			
Solvency ratio	198.1%	201.2%	-3,1p.p.

Figures in million euros

The Group's consolidated revenue reached 33.4 billion euros, up by 9.0%.

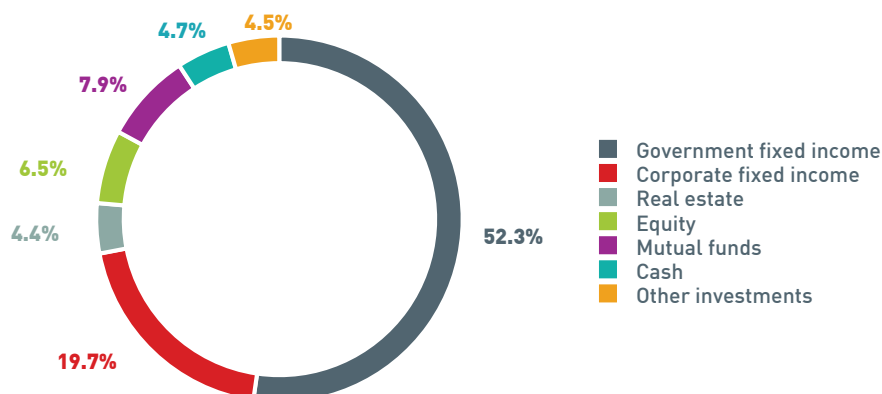
Insurance revenue amounted to 24.8 billion euros, an increase of 9.1%.

Attributable earnings as of December 2023 amounted to 677.2 million euros, up by 20.2%.

⁴ As per international financial reporting standards applicable to the MAPFRE Group.

INVESTMENT PORTFOLIO

Details of the investment portfolio by asset type is shown in the accompanying graphic.



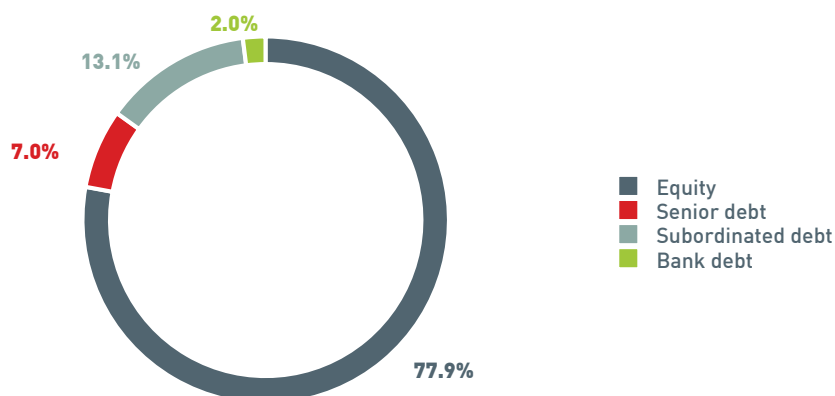
*Real estate includes both investment property and real estate for own use

The breakdown of the fixed income portfolio by geographic area and asset type is detailed in the accompanying table.

Item	Government	Total Corporate Debt	Total
Spain	9,612.4	1,572.9	11,185.2
Rest of Europe	4,104.4	3,969.4	8,073.8
United States	1,741.7	1,985.1	3,726.8
Brazil	3,765.6	1.2	3,766.8
Latin America - Other	2,658.8	722.0	3,380.8
Other countries	1,121.1	436.6	1,557.7
TOTAL	23,003.9	8,687.2	31,691.1

Figures in million euros

CAPITAL STRUCTURE



The capital structure amounts to 12.3 billion euros, of which 78% corresponds to equity.

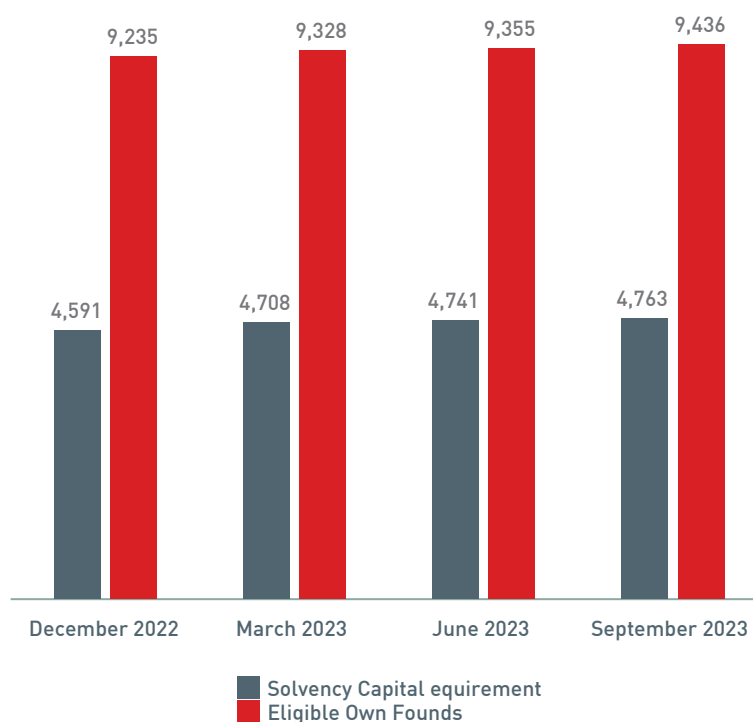
Equity stood at just over 9.6 billion euros as on December 31, 2023, compared to 8.9 billion euros as on December 31, 2022. As on December 31, 2023, the participation of non-controlling interests in subsidiaries amounted to 1.2 billion euros, and corresponds mainly to financial companies in Spain and Brazil that MAPFRE has bancassurance agreements with. Consolidated shareholders' equity per amounted to 2.75 euros as on December 31, 2023 (2.53 euros as on December 31, 2022).

Solvency and capitalization levels

The Solvency II ratio of the MAPFRE Group stood at 198.1% as of September 2023, compared to 201.2% at the end of December 2022, including temporary measures. This ratio would be 189.7% excluding the effects of said measures. Eligible own funds reached over 9.4 billion euros during the same period, of which 83.5% are high-quality funds (Level 1).

The ratio maintains great strength and stability, supported by high diversification and strict investment and asset and liability management policies.

SOLVENCY II (million euros)



THE MAPFRE SHARE

PERFORMANCE / MAPFRE SHARE

RESULT FOR THE PERIOD ATTRIBUTABLE TO THE CONTROLLING COMPANY 677.2

Earnings per share (euros) 0.22

Figures in million euros except for Earnings per share

Item	12/31/2023
Total outstanding shares	3,079,553,273
Market capitalization (million euros)	5,984
Share price (euros)	1.943
Book value per share (euros)	2.749
Price / Book value	70.7 %
Dividend per share (last 12 months - euros)	14.5
Nominal share price (euros)	0.1

The accompanying chart shows how the MAPFRE share performed in 2023.

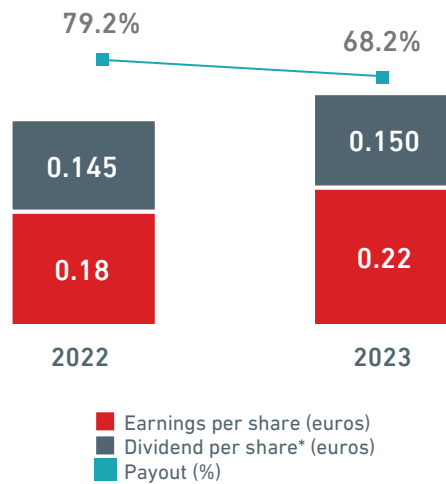


Source: Bloomberg and own calculations
 Spanish banks: those publicly listed banks that form part of the Ibex35

Dividend and payout

On November 30, the interim dividend of 0.0603 euros gross per share was paid against 2023 fiscal year, after having proportionally applied the amount corresponding to the treasury shares to the remaining shares.

The dividend to be proposed to the Annual General Meeting as a final dividend for the 2023 fiscal year is 0.09 euros gross per share. As such, the total dividend charged to the results for fiscal 2023 amounts to 0.15 euros gross per share, which implies a payout ratio of 68.2%.



*Dividends paid against the fiscal period

Analyst coverage

Based on the analysts' reports that cover MAPFRE's stock, the average target price of the MAPFRE share stood at 2.30 euros as per the closing of this report. As of December 31, 2023, the average target price stood at 2.10 euros.

Most analysts have given the MAPFRE stock a recommendation of buy (54%) while the remaining analysts recommend hold (23%) or sell (23%).

Credit ratings

The most significant credit ratings currently granted by the main ratings agencies are listed in the accompanying table.

Companies resident in Spain	S&P	Fitch	A.M. Best
MAPFRE S.A. - Issuer	A- (Stable)	A- (Stable)	-
MAPFRE S.A. - Senior debt	A-	BBB+	-
MAPFRE S.A. - Subordinated debt	BBB	BBB-	-
Financial Strength			
MAPFRE RE	A+ (Stable)	-	A (Stable)
MAPFRE ESPAÑA	-	-	A (Stable)
MAPFRE ASISTENCIA	-	A+ (Stable)	-

Companies not resident in Spain	S&P	Fitch	A.M. Best
Financial Strength			
MAPFRE SIGORTA A.S. (Turkey)	-	AA+ tur (Stable)	-
MAPFRE SEGUROS GENERALES DE COLOMBIA	-	AA col (Stable)	-
MAPFRE BHD COMPAÑÍA DE SEGUROS (Dominican Republic)	-	AAA dom (Stable)	-
MAPFRE U.S.A. Group	-	-	A (Stable)
MAPFRE PRAICO (Puerto Rico)	-	-	A (Stable)
MAPFRE MEXICO	-	-	A (Stable)
MAPFRE PANAMA	-	-	A (Stable)

1.7.2.2. Information under local criteria

MAPFRE generated a net result of 692 million euros (+7.7%) and reached an adjusted ROE of close to 10%.

- The net result would have surpassed €767 million (+19.4%), without the €75 million goodwill writedown in the United States.
- Premiums are up 9.7%, reaching nearly €27 billion, the highest figure in the company's history, while revenue grew 9.2%, reaching over €32.2 billion.
- IBERIA is the unit with the highest premium growth, with an increase of 15.8%.
- LATAM, where net results soared to €373 million, is the main contributor to earnings, up 24%.
- MAPFRE RE increases its contribution to earnings, reaching €245 million (+71%), with solid business growth.
- The ROE stands at 9.9% excluding goodwill writedown in the United States (9% without excluding this impact).
- Shareholders' equity grew over 10%.
- The Board of Directors has agreed to propose to the AGM a final dividend against 2023 of 9 cents per share, 5.9% more than the previous year.

KEY FIGURES⁵

Item	2023	2022	Var.% 23/22
Revenue	32,239.2	29,509.7	9.2%
Total written and accepted premiums	26,917.2	24,540.3	9.7%
Non-Life	20,961.1	19,341.8	8.4%
of which:			
Automobile	6,109.3	5,912.4	3.3%
General P&C	8,491.4	7,658.2	10.9%
Accident & Health	1,996.4	1,822.6	9.5%
Reinsurance - Non-Life	7,368.6	6,581.6	12.0%
Life	5,956.1	5,198.5	14.6%
of which:			
Life Protection	2,664.7	2,481.3	7.4%
Life Savings	2,728.8	2,024.7	34.8%
Reinsurance - Life	562.6	692.5	-18.8%
Net result	691.8	642.1	7.7%
Net result before goodwill writedown	766.8	642.1	19.4%
Ratios			
Non-Life loss ratio	69.6 %	70.6 %	(1.0) p.p
Non-Life expense ratio	27.6 %	27.4 %	0.2 p.p
Non-Life combined ratio	97.2 %	98.0 %	(0.8) p.p
Life Protection combined ratio	82.7 %	83.1 %	(0.4) p.p
Shareholders' equity	8,070.8	7,289.3	10.7%
ROE	9.0 %	8.2 %	0,9 p.p
ROE excluding goodwill writedown	9.9 %	8.2 %	1,8 p.p

Figures in million euros

The 9.2% increase in revenue consolidated the trends from recent quarters and reflects both a relevant increase in business volume as well as an improvement in financial income.

Premiums are up 9.7%, with no relevant impact from exchange rates. This growth reflects a general improvement in business, with an 8.4% increase in Non-Life and a 14.6% increase in Life. IBERIA, LATAM and the Reinsurance business all contribute positively.

The net result reached €692 million, including the following singular events during the year:

- The occurrence of two relevant catastrophic events – the earthquake in Turkey and Hurricane Otis in Mexico – with a €159-million combined impact. In 2022, there was a drought in the Paraná River basin, with a €113-million impact. Additionally, the higher frequency of weather-related events in Europe led to a €115-million higher net impact than in 2022.
- €46.5-million net revenue as a result of the arbitration from the end of the Bankia alliance.
- €75-million goodwill writedown of insurance operations in the United States. This had no impact on cash generation, solvency, or the Group's capacity to pay dividends.
- The hyperinflation adjustments in Venezuela, Argentina and Turkey, which had a €47-million negative impact (€41 million in 2022).

⁵ As per standardized local accounting criteria

The net result and ROE excluding the impact of this writedown stand at €767 million and 9.9%, respectively.

Regarding Non-Life business, premiums are up over €1.6 billion in the year, with 10.9% growth in General P&C, 9.5% growth in Accident & Health and 3.3% in Auto. The combined ratio stood at 97.2% (-0.8 p.p.), and the volatility and dispersion from previous quarters remain. General P&C maintained a solid combined ratio (87.6%), with a -0.3 p.p. improvement, which compensated the high loss experience that persists in the Auto business. The Auto combined ratio reached 106% (-0.1 p.p.), as a result of inflationary tension. The Accident & Health combined ratio stood at 98.9% and improved compared to the previous year (-1.2 p.p.). The gross financial result, excluding the goodwill writedown, reached €767 million, up almost €160 million, growing 26.2%.

In the Life business, premiums are up close to €760 million, driven by Life Savings in Spain. The result reflects both good technical performance in all geographies as well as strong financial income, especially in Latin America. The Life Protection combined ratio continues at an excellent level (82.7%), with a 0.4 p.p. improvement in the year. All these factors led to a 12% improvement in the Life technical-financial result.

BUSINESS UNIT AND REGIONAL INFORMATION⁶

	Insurance revenue			Attributable result			Combined ratio	
	2023	2022	Δ % 23/22	2023	2022	Δ % 23/22	2023	2022
IBERIA	8,832.6	7,625.6	15.8%	361.0	375.5	-3.9%	99.9%	96.8%
BRAZIL	5,136.0	4,851.5	5.9%	233.0	143.7	62.1%	78.6%	86.9%
OTHER LATAM*	4,672.1	4,123.9	13.3%	140.5	157.1	-10.6%	101.8%	100.8%
NORTH AMERICA	2,682.1	2,589.5	3.6%	(1.8)	(16.8)	89.3%	105.4%	108.2%
EMEA	1,290.9	1,317.2	-2.0%	(46.6)	(29.6)	-57.4%	116.4%	112.2%
TOTAL INSURANCE	22,613.8	20,507.8	10.3%	686.1	629.3	9.0%	97.9%	98.5%
REINSURANCE BUSINESS	6,115.5	5,670.7	7.8%	215.4	122.6	75.7%	96.0%	97.4%
GLOBAL RISKS BUSINESS	1,740.4	1,550.6	12.2%	29.2	20.8	40.3%	90.4%	90.0%
ASISTENCIA (MAWDY)	213.7	213.7	0.0%	5.4	6.9	-20.7%	97.9%	97.1%
Holding, eliminations and other	(3,766.2)	(3,402.5)	-10.7%	(244.4)	(137.4)	-77.9%	0.0%	0.0%
MAPFRE S.A.	26,917.2	24,540.3	9.7%	691.8	642.1	7.7%	97.2%	98.0%

Figures in million euros

*Includes Mexico and LATAM SOUTH-CENTER

⁶ As per the accounting principles in force in each country.

IBERIA

Premiums in IBERIA exceeded 8.8 billion (+15.8%), Spain contributed 8.5 billion (+15.7%), while premiums in Portugal amounted to 307 million (+18.8%).

Life business volume was up 1.4 the previous year's total, reaching 2.7 billion, of which 2.3 billion correspond to Life Savings (1.6 billion in 2022).

Premiums in the Non-Life business grew by 7.8% and reflect the good performance of the General P&C business (+9.5%) driven by the Enterprise line, and the Health and Accident lines (+ 8.0%).

Automobile premiums grew 5.3% on the back of the progressive adaptation of rates to the inflationary context. The portfolio comprised more than 6.1 million insured vehicles, with a slight reduction due to risk selection measures.

The Non-Life result and combined ratio were impacted by the Automobile business, with a combined ratio of 103.6% (+ 2.6 p.p.). This business line is affected by the recovery in mobility to pre-pandemic levels, the high inflation scenario, the updating of the national claim settlement scale (a table established to evaluate the damages arising from accidents or illnesses) and a higher incidence of weather-related claims. Rates will continue to be adapted based on the evolution of expected costs.

The General P&C business was also affected by atmospheric events, especially the strong storms in Spain in the second half of the year, which affected the Homeowners, Condominiums and Enterprise business lines. The combined ratio stands at 100% (+6.2 percentage points).

The Life business continues to make a significant contribution to the result, both in the Savings and Protection segments, with the latter having a combined ratio of 69.1% at year-end.

The financial result continues to improve in a more favorable environment, with a gross contribution to the Non-Life result of 177.9 million (117.4 million in 2022).

The net result reached 361 million, of which Spain contributed 345.7 million and Portugal 15.4 million. Net realized gains had a net result impact of 73.5 million (70.3 million in 2022). The result also includes the positive impact of 46.5 million as a result of arbitration due to the breach of the alliance with Bankia (29.4 and 17.1 million in Life and Non-Life, respectively).

BRAZIL

In Brazil, premiums totaled in excess of 5.1 billion euros (+5.9%), with a stable Brazilian real. This improvement in issuing is mainly due to the positive performance of the Agricultural insurance and Life Protection businesses, which were up 7.4% and 5.6% in euros, respectively.

The Automobile business registered an increase of 0.9%, and the rapid adaptation of rates to inflation continues. The portfolio of insured vehicles reduced during the year due to risk selection measures.

The Non-Life combined ratio decreased significantly to 78.6%, due to an improvement of more than 12 percentage points (p.p.) in the Automobile line - with a combined ratio of 102.5% - as a result of rate updates. The General P&C combined ratio came in at an excellent 69.8%, supported by the agricultural business.

The Non-Life financial result continued to progress very positively, with a gross contribution of 92.3 million (80.8 million in 2022).

Meanwhile, the Life Protection business also recorded a solid combined ratio of 79%. The Life financial result also increased, supported by the country's high interest rates.

OTHER LATAM

Premiums in the region grew by 13.3%, while the net result stood at 140.5 million, with significant contributions from Mexico and Peru. Issuing in local currency was up in all countries, with notable growth in Mexico (28%), Colombia (10%), the Dominican Republic (9%) and Peru (8%).

The combined ratio rose to 101.8% due to a rebound in General Insurance, which is partially offset by an improvement in the Automobile business.

The Life business and financial income continued to improve and contributed very positively to the result in the region.

In Mexico, premiums were almost 1.5 billion euros, up 43.4%, driven by the issuing of a significant industrial risk policy in the second quarter (which contributed 30 points to growth), together with the favorable evolution of the Mexican peso (+11.8%). In addition, both the Automobile and Life lines experienced strong growth. The net result reached 44.3 million, 43% better compared to 2022. The combined ratio stood at 98.2%, up by 1.5 p.p., with an improvement in the Automobile ratio offset by a spike in other business lines.

In Peru, premium volume was 760 million, with growth of 7.5%, while the net result stood at 38 million, highly conditioned by the effects of El Niño, which impacted the Non-Life lines especially.

NORTH AMERICA

Premiums totaled just under 2.7 billion euros in December, up 3.6%, despite the slight depreciation of the dollar (-3.3%). The largest contributor was the United States with nearly 2.3 billion and growth of 2.4%. Puerto Rico reported a premium volume increase of 10.8%, delivering 400 million euros in premiums.

The Non-Life combined ratio for the region stood at 105.4%, affected by the inflationary environment, but nonetheless 2.9 p.p. improved on the previous year.

The Automobile combined ratio for 2023 stood at 107.1%, (improved by 2.5 p.p.), and having performed better during the second half of the year. The claim experience was stable, and the rate increases already implemented in the United States (more than 29% since January 2022) should offset the expected increase in claims costs.

The General P&C combined ratio reached 100.8%, affected by several weather-related events during the year, as well as the significant increase in the cost of catastrophic reinsurance protection. The rate increase trend in Homeowners insurance continued throughout the year.

Net realized gains had a net result impact of 5.2 million euros (27.7 million in 2022).

Puerto Rico business volume was up 10.8% to over 400 million euros, with a result of 27.9 million euros.

Despite the excellent result in Puerto Rico, as a consequence of what has been described previously, the NORTH AMERICA region recorded losses for the fiscal year of 1.8 million euros.

EMEA

Premiums in EMEA totaled 1.3 billion euros, down by 2% and reflecting the fall in Life issuing in Malta.

The region recorded losses of 47 million, concentrated in Italy and Germany, as a result of the complicated automobile environment and strong storms in Europe.

In Turkey, the good performance of financial investments denominated in euros have offset both the effect of inflation and the impact of the earthquake in the first quarter, allowing the country to report positive earnings for 2023. Finally, Malta continued to make a recurring contribution to profits.

MAPFRE RE

MAPFRE RE's premiums, which include the Reinsurance and Global Risks businesses, rose by 8.8% to almost 7.9 billion euros.

The Reinsurance business grew 7.8%, while the Global Risks business was up by 12.2%.

The combined ratio improved significantly in the year to 95.6% (-1.2 p.p.), supported by the recovery of rates in the reinsurance market, especially those for catastrophic coverage.

Two significant catastrophic events, the earthquake in Turkey and Hurricane Otis in Mexico, had a combined impact on the result totaling 153 million euros. Other frequency events, including storms in Europe, were offset by the absence of such events in the Atlantic.

The financial result also grew, with a gross contribution to the Non-Life result of 128.2 million (79.5 million in 2022). Net realized gains had an impact on results of 12.3 million (2.4 million in 2022).

Net profit reached 244.6 million, representing growth of 70.6%.

MAPFRE ASISTENCIA/MAWDY

Revenues amounted to 472 million euros, representing growth of 9.2%, while the net profit was 5.4 million euros.

RECONCILIATION OF LOCAL CRITERIA AND INTERNATIONAL REGULATIONS - 2023

Shareholders' equity

HOMOGENIZED LOCAL ATTRIBUTABLE SHAREHOLDERS' EQUITY	8,071
IFRS 17 application adjustment	301
Difference in result recognition criteria and provision discounting	769
New insurance liabilities	
Risk margin	-256
Loss component	-212
IFRS 9 application adjustment	32
Conversion differences	63
Total IFRS 9 and 17 adjustments	333
IFRS 9 and 17 ATTRIBUTABLE SHAREHOLDERS' EQUITY	8,467

Result

HOMOGENIZED LOCAL ATTRIBUTABLE RESULT	692
IFRS 17 application adjustment	-45
Liability for incurred claims discounting and unwinding - PAA	28
PAA risk margin	-33
PAA/BBA/VFA loss component	-52
Valuation criteria differences IFRS 4 vs IFRS 17 - BBA/VFA	12
IFRS 9 application adjustment	30
Equities	-65
Mutual funds	80
Fixed Income and goodwill writedown	15
Total IFRS 9 and 17 adjustments	-15
IFRS 9 and 17 ATTRIBUTABLE RESULT	677

1.7.2.3. Relevant facts occurring in the period that have impacted key figures

Among the relevant facts occurring over the course of 2023, the following are noteworthy:

Relevant economic facts

Impacts of inflation on insurance and reinsurance operations

Persistent inflation has led to an increase in the cost of claims, especially in those Non-Life lines where the obligation on the insured party materializes in the form of service provision. MAPFRE has opted to implement efficiencies in its processes and reduce costs as measures to mitigate inflationary effects, as well as to transfer the minimum amount necessary to premiums, so as to allow for a sufficient rate to cover the expected costs during the term of the policy.

This updating of rates, together with the low relevance of long-tail business lines means that MAPFRE's exposure to inflationary impacts on its insurance liabilities is very limited.

In relation to investments allocated to insurance operations and the impact of inflation, MAPFRE opted in previous years to diversify into alternative investments, mainly real estate and infrastructure, which provide additional protection against persistent inflationary environments.

MAPFRE also chose to replace part of its fixed-rate bonds and debt with securities whose interest rate is linked either to inflation or central banks' interest rates, which affords some protection against the inflationary environment.

Hyperinflationary economies

In 2023, both Venezuela, Argentina and Turkey continue to be considered hyperinflationary economies, with a negative impact on the result for the period of 70.2 million euros, reflected in the heading "Result from restatement of financial statements."

Catastrophic events

Earthquake in Turkey / Hurricane Otis

The earthquake in Turkey at the beginning of the year and the hurricane that occurred in Mexico in October 2023, called Otis, impacted the results of MAPFRE RE and the local insurance company for an amount of 159 million euros.

Adverse atmospheric events in Europe

The higher frequency of atmospheric events in Europe, mainly in Iberia, Italy and Germany, had an additional net impact of 115 million euros above the level of similar claims recorded in 2022.

Relevant Corporate Events

Acquisition of INSIGNIA LIFE

On July 27, 2023, MAPFRE reported the agreement to acquire 94% of the shares representing the capital of the Mexican company PROYECTO INSIGNIA, S.A.P.I. DE C.V., an entity that owns the entire share capital of INSIGNIA LIFE, S.A. DE C.V., a Life insurance company that operates in Mexico.

The transaction involved the payment of an initial price of 1,606,160,000 Mexican pesos, with an additional variable payment to be made, which will depend on the achievement of specific objectives in the three years following the acquisition.

The definitive closing of the transaction is subject to approval by the corresponding authorities.

Termination of Bancassurance Alliance with BANKIA

In the process of resolving the bancassurance agreements between MAPFRE and BANKIA (absorbed by CAIXABANK), MAPFRE's right to receive, and CAIXABANK's obligation to pay, 120%, instead of the 110% already paid, of the market value of the insurance businesses that are the subject of said agreements, was submitted to arbitration.

On July 28, 2023, the award resolving the arbitration procedure was reported, upholding MAPFRE's claim and recognizing its right to receive 120% of the market value.

Said award would entail the obligation of CAIXABANK to pay MAPFRE an amount of 53 million euros, with a net effect on results of 47 million euros.

Impairment of goodwill in the United States

In September of the 2023 fiscal year, the Group wrote down 75 million euros of goodwill at its insurance operations in the United States. This has had no impact on the generation of cash, solvency or the Group's ability to pay dividends.



2

CORPORATE GOVERNANCE

2.1. Governance structure

The **Annual General Meeting** is the most senior governing body, while the **Board of Directors** is the body responsible for the Company's management and administration. The Board has full, binding authorities of representation, management, and asset disposal, except with regard to any obligations expressly attributed to the Annual General Meeting by law or by the Company's bylaws.

The Board of Directors is the Company's primary decision-making body, and it oversees the Company and its subsidiaries. Day-to-day management is carried out by the Company's executives and senior management, and by the competent governing bodies of the subsidiaries.

Although the **Chairman of the Board of Directors** is the Company's most senior management representative, they are not delegated permanent powers of representation, which are instead delegated to the Board's Steering Committee, which acts as its delegate body. This allows the Steering Committee to exercise all of the Board's authorities, except for any where such delegation is prohibited by law, or prohibited by an express provision included in the Company's bylaws or in the Regulations of the Board of Directors.

The Board of Directors also has three additional Delegate Committees:

- Audit and Compliance Committee.
- Appointments and Remuneration Committee.
- Risk and Sustainability Committee.

The functions and composition of the governing bodies are as follows:

Steering Committee: This committee's functions include high-level management and ongoing oversight of the Company's day-to-day operations and strategies, as well as those of the subsidiaries. It has a maximum of 10 members, who are all of members of the Board of Directors.

Audit and Compliance Committee: This committee's functions include reporting to the Annual General Meeting on any matters that arise within its scope of authority, and overseeing the effectiveness of the internal control procedures and the process for preparing and reporting financial information, submitting proposals to the Board regarding the appointment of the external auditor, interacting with the external auditor appointed, and ensuring that the Internal Audit function remains independent and effective. It is also the body responsible for oversight to ensure that the Company and the Group are duly applying good governance practices and complying with all applicable legislation, regulations, and internal rules. It has a minimum of three and a maximum of five members, all of them non-executive Directors, and a majority being Independent Directors.

Appointments and Remuneration Committee: This committee coordinates the appointment and remuneration policy that applies to the Group's directors and senior managers. It has a minimum of three and a maximum of five members, all of them non-executive Directors and at least two of them Independent Directors.

Risk and Sustainability Committee: This committee provides support and advice for the Board of Directors in relation to defining and assessing the Group's risk management policies, determining the appropriate risk appetite, and establishing the risk strategy. It also defines and oversees the corporate sustainability policy and sustainability strategy. It has a minimum of three and a maximum of five members, all of them non-executive Directors and at least two of them Independent Directors.

For more information on the operating system of the governing bodies, please consult the MAPFRE

S.A. Board of Directors Regulations, available on the corporate website (www.mapfre.com).

The Board of Directors also features an Independent Coordinating Director who is specially empowered to convene a Board of Directors meeting or to include new points in the agenda from a Board meeting that was already convened, to coordinate and bring together the non-executive Directors and, if required, to direct the periodic evaluation of the Chairman of the Board of Directors.

This corporate governance structure ensures that there is no risk of excessive concentration of power in the Chairman and CEO, in that decision-making is shared jointly, initiating as it does in the delegate bodies of the Board, the participation of the primary senior executives on the Board of Directors and the existence of an Independent Coordinating Board Director.

The composition of the governing bodies resulting from the agreements that are expected to be adopted on March 15, 2024 is shown in the accompanying table⁷.

Board of Directors	Steering Committee	Audit and Compliance Committee	Appointments and Remuneration Committee	Risk and Sustainability Committee
Chairman	Chairman			
Antonio Huertas Mejías ⁽¹⁾				
First Vice Chairman	First Vice Chairman			
José Manuel Inchausti Pérez ⁽¹⁾				
Second Vice Chairwoman	Second Vice Chairwoman		Chairwoman	
Catalina Miñarro Brugarolas ^{(3) (4)}				
Third Vice Chairman				
Fernando Mata Verdejo ⁽¹⁾				
Members				
Ana Isabel Fernández Álvarez ⁽³⁾	Member	Member		Member
Maria Leticia de Freitas Costa ⁽³⁾				
Rosa María García García ⁽³⁾			Member	
Antonio Gómez Ciria ⁽³⁾		Member		Chairman
María Amparo Jiménez Urgal ⁽³⁾			Member	
Francisco José Marco Orenes ⁽²⁾	Member			Member
Antonio Miguel-Romero de Olano ⁽²⁾	Member	Member	Member	Member
María del Pilar Perales Viscasillas ⁽³⁾		Member	Member	Member
Eduardo Pérez de Lema Holweg ⁽¹⁾				
María Elena Sanz Isla ⁽¹⁾				
Francesco Paolo Vanni d'Archirafi ⁽³⁾		Chairman		
Non-member Secretary				
Ángel L. Dávila Bermejo	Secretary	Secretary	Secretary	
Non-member Vice Secretary				
Jaime Álvarez de las Asturias Bohorques Rumeu	Vice Secretary	Vice Secretary	Vice Secretary	Secretary

⁽¹⁾ Executive board director

⁽²⁾ Nominee external board director

⁽³⁾ Independent external board director

⁽⁴⁾ Lead independent board director

⁷ Due to his retirement on December 31, 2023, Mr. Ignacio Baeza Gómez will no longer serve as a member of the Board or as First Vice-Chairman. To replace him, the Board has availed of the co-option procedure to appoint Mr. Eduardo Pérez de Lema Holweg as an Executive Director, taking effect January 1, 2024.

Honorary Chairman

José Manuel Martínez Martínez

Executive Committee

Chairman

Antonio Huertas Mejías

Vice Chairman

José Manuel Inchausti Pérez

Vice Chairman

Fernando Mata Verdejo

Members

José Antonio Arias Bermúdez

Alfredo Castelo Marín

Jesús Martínez Castellanos

Felipe Costa da Silveira Nascimento

Eduardo Pérez de Lema Holweg

Miguel Ángel Rosa Gámez

María Elena Sanz Isla

Jaime Tamayo Ibáñez

Member-Secretary

Ángel L. Dávila Bermejo

2.2. Diversity and experience

The Director Selection Policy was approved by the Board of Directors of MAPFRE S.A. on July 23, 2015, and it was most recently amended on December 21, 2020. That policy states that during selection of candidates, special consideration will be given to diversity in terms of knowledge, experience, age, and gender, and it also states that at least 40% of the Board's members will be women.

As of the date of this Report, 46.7% of the Board's members are women. Most of them are also members of the Board's delegate committees and/or have some other significant role:

- Catalina Miñarro Brugarolas: Second Vice Chairwoman of the Board and of the Steering Committee, Chairwoman of the Appointments and Remuneration Committee, and Lead Independent Director.
- Ana Isabel Fernández Álvarez: Member of the Steering Committee, Audit and Compliance Committee, and Risk and Sustainability Committee.
- Rosa María García García: Member of the Appointments and Remuneration Committee.
- María Amparo Jiménez Urgal: Member of the Appointments and Remuneration Committee.
- María del Pilar Perales Viscasillas: Member of the Appointments and Remuneration Committee⁸, Audit and Compliance Committee, and Risk and Sustainability Committee

Item	2023	2022	2021	2020
% of women over Board total	46.66%	42.86%	33.30%	33.30%

The composition of the Steering Committee and the various Delegate Committees of the Board of Directors by gender as on December 31, 2023 is presented in the accompanying table.

Item	Steering Committee		Audit and Compliance Committee		Appointments and Remuneration Committee		Risk and Sustainability Committee	
	M	W	M	W	M	W	M	W
Number of Board Directors	3	2	3	2	1	3	3	2
% of total	60.0%	40.0%	60.0%	40.0%	25.0%	75.0%	60.0%	40.0%

M: Men, W: Women

In accordance with the Regulations of the Board of Directors of MAPFRE S.A., the process for selecting candidates includes an evaluation to determine whether they have the competences, knowledge, and experience necessary to become a member of the Board of Directors. For this purpose, in 2020, the Company's Appointments and Remuneration Committee approved the table of competences for the Board of Directors of MAPFRE S.A., which sets down the skills and knowledge required of all Board members. This document is also updated each time an appointment or resignation occurs, with the most recent update taking place in 2023.

As of December 31, 2023, the Board comprises 15 members who, as a whole, possess knowledge, qualifications, and experience in the following areas, among others: insurance and financial markets, business strategy and company models, governance systems, financial and actuarial analyses, regulatory frameworks, auditing/accounting, sustainability, strategic consulting, law and taxation, technology and digital transformation, industry, healthcare, human resources, and teaching and

⁸ From January 1, 2024

research.

The Board members themselves also reflect geographic and cultural diversity, with members of three different nationalities: Spanish, Brazilian, and Italian.

Other Corporate Governance indicators

	2023	2022	2021	2020
Quorum for Annual General Meeting	80.64 %	82.11%	81.58%	86.85%
Board Directors	15	14	15	15
- Men	8	8	10	10
- Women	7	6	5	5
Executive board directors	5	4	5	5
Independent external board directors	8	7	7	7
Nominee external board directors	2	3	3	3
Board meetings ^(*)	10	11	11	11
% attendance at Board meetings ⁽¹⁾	98.65 %	99.35%	100%	100%
Steering Committee meetings	3	3	4	2
% attendance at Steering Committee meetings ⁽¹⁾	100 %	100%	100%	100%
Audit and Compliance Committee meetings	14	11	11	11
% attendance at Audit and Compliance meetings ⁽¹⁾	99 %	100%	100%	100%
Appointments and Remuneration Committee meetings ^(*)	4	3	5	5
% attendance at Appointments and Remuneration Committee meetings ⁽¹⁾	100 %	100%	99.80%	99.80%
Risk and Sustainability Committee meetings	6	7	7	9
% attendance at Risk and Sustainability Committee meetings ^{(1)(*)}	100 %	100%	100%	100%

Data presented in number format

⁽¹⁾ Includes in-person and online attendance

^(*) In addition to the aforementioned meetings, the Board of Directors and the Risk and Sustainability Committee adopted agreements via written procedure, without a meeting, on one occasion each.

2.3. Remuneration system

Remuneration for the Board Directors is determined in accordance with the legislation applicable to corporations, the Company's bylaws, the Regulations of its Board of Directors, and resolutions passed by the Annual General Meeting.

The total remuneration of the Company's Board Directors during fiscal year 2023 is shown in the accompanying table.

	2023
Number of board directors	16
Accrued remuneration in the Company	9,027
Accrued remuneration in Group companies	1,950
TOTAL	10,977
Contributions to savings systems with vested rights and as an amount of accumulated funds	2,298

Figures in thousand euros

To comply with the legal requirements on remuneration of company directors, and to ensure ongoing application of best corporate governance practices on the subject, the Regulations of the Board of Directors govern the functions performed in relation to remuneration by the Board and by the Appointments and Remuneration Committee.

The Annual General Meeting held on March 10, 2023, approved the Compensation Policy for Directors for the 2023-2025 period, which took effect on January 1, 2023. That policy includes the various remuneration components for the Directors, which have been established based on the following general principles:

- Prioritizing medium-term and long-term value creation and profitability over short-term results.
- Reasonable proportionality between the Company's financial situation and the market standards for comparable companies.
- Alignment with the sales strategy and the Company's risk management, risk profile, objectives, and risk management practices.
- Appropriate and efficient risk management, within the established risk tolerance limits.
- Attraction and retention of talent.
- Compensation adjusted to levels of dedication, qualification, and responsibility.
- Appropriate proportions for the fixed and variable components, avoiding excessive reliance on the variable components.
- Deferred payment of a substantial portion of the variable remuneration.
- Possibility of ex-post adjustments to the variable remuneration.
- Avoidance of conflicts of interest.
- Alignment of the remuneration system for the Executive Directors with the system that applies to the

Company's executives as a whole.

- No discrimination on the basis of gender, race, or ideology, and equal pay for job positions of equal value.

The remuneration system differentiates between Board Directors in their capacity as such and Executive Board Directors.

2.3.1. Remuneration for Board Directors in their capacity as such

Based on the principles indicated above, the remuneration system for board directors in their capacity as such is defined by the following characteristics:

- It provides transparency with regard to information about the Board Directors' remuneration.
- It provides incentives that reward dedication, qualifications, and responsibility, without presenting any obstacles to their duty of loyalty.
- It consists of a fixed amount for serving on the Board of Directors and, where applicable, for serving on its committees, with the possibility of higher amounts for those who hold specific positions on the Board and for the committee chairs. In addition, the members of the Steering Committee also receive an allowance for attending its meetings. This remuneration may be supplemented with non-monetary compensation, such as life insurance with death benefits, health insurance, discounts on products offered by MAPFRE Group companies, and others in line with those established for the Company's personnel in general.
- It does not include any variable components or components linked to the Company's share price.
- Board Directors are reimbursed for their travel expenses and any other costs they incur when attending Company meetings or performing their functions.

2.3.2. Remuneration for executive board directors

The remuneration system for those Board Directors who also carry out executive functions at the Company features the characteristics described below. The aim is to apply measures that can ensure consistency with the strategy, interests, and long-term sustainability of the Company and its Group, and consistency with the compensation offered to the executives and employees in general, while also reducing exposure to excessive risks:

- A balanced ratio between fixed and variable remuneration components, with a focus on achievement of long-term results.
- Variable remuneration linked to economic, financial, and sustainability objectives, and to creation of value for shareholders, all in line with MAPFRE's Strategic Plan.
- Medium-term and long-term variable remuneration through multi-year incentive plans, based on long-term results, and partly via delivery of MAPFRE S.A. shares, which are subject to a lockup period.
- Variable remuneration with partial deferral and the possibility of reduction (malus provision) or full or partial refunding (clawback provision).

The Executive Board Directors do not receive the fixed amount established for Board Directors in their capacity as such. Instead, the remuneration offered to Board Directors who carry out executive functions is determined on the basis of their specific functions, levels of responsibility, and professional profiles, in line with the contents of their respective contracts and the criteria applied to

the MAPFRE Group's senior managers.

The Executive Board Directors are entitled to the benefits and contributions generally established for the Company's senior managers, and in addition, like the rest of the Company's employees, they are beneficiaries of the MAPFRE Employment System Pension Plan, savings insurance, mixed savings insurance, and other social benefits and contributions, the main characteristics of which are established in the MAPFRE Group's collective bargaining agreement.

Only Executive Board Directors receive variable remuneration, of which there are two types:

(i) Short-term variable remuneration based primarily on an annual component linked to the Company's consolidated earnings and the Group's return on equity (ROE), plus another component linked to fulfillment of specific objectives established by the Board of Directors. This remuneration is always paid in cash.

(ii) Medium-term and long-term variable remuneration, which corresponds to an extraordinary Medium-Term and Long-Term Incentives Plan 2022-2026 of a non-cumulative, multi-year nature, based on three overlapping cycles, each consisting of a three-year measurement period (2022-2024, 2023-2025, and 2024-2026), also subject to deferral rules, and all of which applies to the Executive Directors in their capacity as senior managers.

Payment of the incentives from the Plan described is conditioned by fulfillment of the financial and non-financial objectives established for each of the cycles into which the Plan is divided. It is also subject to a permanence period at the Group, under the terms established in the Plan. The incentive corresponding to each cycle consists of a cash incentive and an incentive paid in MAPFRE S.A. shares, all subject to malus and clawback provisions.

Further information on the remuneration system for the Directors is included in the Director Compensation Policy for the 2023-2025 period, and in the Annual Report on Board Director Remuneration for the 2023 fiscal year, which are available for inspection on the Company's website www.mapfre.com.

With regard to establishing an appropriate balance between the fixed and variable remuneration components, MAPFRE's compensation policy for the rest of the workforce includes a variable structure that is calculated as a percentage of the total remuneration, based on the degree to which the objectives have been achieved. The weight of the variable remuneration is determined by the position held within the organization, increasing in accordance with each employee's level of responsibility and the impact of their professional activities at the Company.



For more information, please see [5.1. Developing our people, page 90](#)

Especially relevant personnel, and all of those who perform key functions, or whose professional activities have a material impact on the Company's risk profile, are subject to a variable remuneration system linked to achievement of financial and non-financial objectives directly connected to the strategic plans, and are also subject to deferral rules.

More information about the organizational structure and good governance can be found in the [Consolidated Management Report on the Company's website www.mapfre.com](#).



3

RISK MANAGEMENT

3.1. Integrated management model

Sustainability in the insurance industry is based on appropriate management of the risks faced by the organization. At MAPFRE, this understanding is put into practice through responsible risk assumption and management, which includes emerging risks and sustainability risks.

In view of MAPFRE's global nature, there is a need for coordinated integration of the Internal Control System and Risk Management System, in order to ensure proper administration of risks throughout the Group. For this purpose:

- The **Internal Control System** implements the set of processes necessary to achieve the objectives established in relation to efficient and effective operations, reliability of information, and strict compliance with all applicable laws and regulations. This system is integrated into the organizational structure under the three lines of defense model, which consists of mechanisms and controls that are applied to all of the organization's activities (and therefore fully integrated into the Group's organizational structure). This system is oriented around five components: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Oversight Activities.
- The primary objectives of the **Risk Management System** are to establish a reliable and effective risk management culture and system, ensure that all potential risks are analyzed when decisions are being made, and maintain the Group's financial solvency and solidity, all with the aim of strengthening MAPFRE's position as a trusted insurance company. It is therefore a system that promotes actions to ensure proper governance of the risks affecting the Group's companies, including potential or emerging risks and sustainability risks. The system is based on comprehensive, ongoing management of every business process, to ensure that the levels of risk assumed are aligned with the strategic objectives. It establishes the processes and procedures needed for risk identification, measurement, monitoring, management, and notification, and it also covers training and promotion of the risk culture throughout the organization.

To guarantee effective risk management, the Group has implemented a set of management policies that assign responsibilities, and that establish general guidelines, basic principles, and a framework of actions for each type of risk, while also ensuring consistent application at the Group's companies.

The responsibilities assigned under MAPFRE's Internal Control System and Risk Management System are integrated into the organizational structure, in accordance with the three lines of defense model.



For more information, please see [7.1.2. Internal control system, page 171](#)

3.1.1. Risk Management System Governance

The Board of Directors of MAPFRE S.A. is the most senior body responsible for ensuring the efficacy of the Internal Control System and Risk Management System, by establishing the risk profile and risk tolerance limits. It is also responsible for approving the main risk management and general strategies and policies, including the policy on identifying, managing, and controlling risks, including tax risks,

and the policy on oversight of the internal information and control systems.

The Board has a Risk and Sustainability Committee and an Audit and Compliance Committee as delegate bodies, to provide assistance with the Board's functions related to the Risk Management System. Specifically:

- **Risk and Sustainability Committee:** This is the delegate body that supports and advises the Board of Directors of MAPFRE S.A. by performing the following functions:
 - Providing support and advice on defining and assessing the Group's risk management policies, determining the appropriate risk appetite, and establishing the risk strategy.
 - Providing oversight assistance for implementation of the risk strategy.
 - Understanding and assessing the risk management methods and tools, and monitoring the models applied to assess the results and validation of same.
 - Providing support and advice for the definition and evaluation of the Group's sustainability strategy and policy.
 - Assisting with oversight of the Company's performance in relation to sustainability.
 - Promoting, orienting, and supervising the Group's sustainability principles, commitments, objectives, and strategy.
- **Audit and Compliance Committee:** This body provides oversight regarding the efficacy of the Group's internal control, internal auditing, and risk management systems.

There are also other committees in place charged with the following tasks related to the Risk Management System:

- **Corporate Security, Crisis and Resilience Committee:** This committee ensures that the Group achieve its objectives and fulfills its business needs through proper management of risks related to safety and the environment.
- **Security Committee:** This body reviews the main exposures established with insurance and reinsurance counterparties.
- **Investment Risk Committee:** This committee monitors and controls the main exposures from investment assets and instruments, ensuring compliance with the principles established in the Investment Policy.

Corporate Risk Management establishes risk management guidelines, which are followed by the governing bodies of the individual companies after they have performed any necessary adaptations. Its functions also include coordinating the strategies, processes, and procedures necessary for continual identification, measurement, monitoring, management, and reporting of all risks to which the Company and all of its subsidiaries and investee companies are or could be exposed, as well as their interdependencies.

The Chief Risk Officer reports to the Board of Directors of MAPFRE S.A. through the Risk and Sustainability Committee and the Group's Chairman and CEO.

The work of the Corporate Risk Division is overseen by the CFO and Member of the Board, by delegation of the Board of Directors of MAPFRE S.A. and its committees. The Risk Supervisors at the companies have a double reporting structure. Organizationally, they report to their hierarchical superior at their respective company, and functionally, they report to the Corporate Risk Division.

On a quarterly basis, MAPFRE's governing bodies receive information regarding quantification of the

main risks that the Group is exposed to, along with the capital resources available for addressing those risks. They also receive information related to compliance with the limits established in the risk appetite.

The Board of Directors makes decisions regarding the actions to implement in response to the identified risks, and is immediately informed of any risks that:

- Could evolve in a manner that causes them to exceed the established risk limits.
- Could lead to losses equal to or exceeding the established limits.
- Could endanger compliance with the solvency requirements, or the ongoing operation of any of the Group's companies.

Further details regarding the Internal Control System and Risk Management System and their governance framework can be found in the Solvency and Financial Condition Reports for MAPFRE S.A. and its subsidiaries, which are available for inspection on the corporate website (see sections B.3.1, B.3.2, and B.4.1 with regard to the Internal Control System and Risk Management System at <https://www.mapfre.com/en/solvency/>

3.1.2. Stakeholder participation in risk identification

The Group promotes the development of various procedures focused on ensuring that the main risks that could affect it are taken into consideration, along with any stakeholder concerns related to ESG matters.

A double materiality assessment is used to regularly prioritize the sustainability matters that are most relevant for MAPFRE and for its stakeholders (employees, customers, providers, distributors, analysts, shareholders and investors, regulatory and supervisory bodies, the media, and society in general).



For more information, please see [4.2. Materiality: Our priorities, page 61](#)

Employees participate in a proactive manner to identify, control, and report risks, and they provide feedback regarding the Internal Control System and Risk Management System. In addition, this is complemented by the following procedures:

- The control environment survey, which is conducted at least twice a year, the objective of which is to collate opinions from all of the organization's employees on the existing control environment. This helps raise awareness regarding the risk culture within the organization and identifies weaknesses and opportunities for improvement in the Internal Control System and Risk Management System.
- The procedure for reporting and recording operational risk events, which allows employees from the first line of defense to notify Corporate Risk Management about any operational risk events or incidents occurring at their company. The Risk Management functions at the companies maintain records regarding all such events that have occurred, and they coordinate with the areas responsible to draw up the action plans required to manage them. On a quarterly basis, they also report any events with a financial impact of more than €100,000 to Corporate Risk Management. In turn, Corporate Risk Management reports to the Risk and Sustainability Committee on a quarterly basis to ensure that the Group's governing bodies receive all relevant information regarding operational risks.

Operational events and incidents are classified into the following categories, in line with international event recording standards: Internal Fraud (includes acts involving corruption or violations of the Code of Ethics and Conduct); External Fraud (includes system security and cyberattacks); Employment

Practices and Occupational Safety; Customers, Products, and Market Practices; Damage to Tangible Assets; ICT System Failures; and Process Execution, Delivery, and Management.

- The risk control procedures, which are used to perform a dynamic qualitative analysis for each process. This makes it possible for the managers from each area or department to identify the potential risks affecting the business processes and support processes. The supervisors from the areas and departments prepare internal control manuals and other descriptive documents that detail procedures and activities and identify the people who will participate in them. They also identify the associated risks and the controls used to mitigate them. By understanding and documenting these controls, the supervisors from the various areas and departments at MAPFRE companies are able to assess the effectiveness of the established controls, can determine whether the relevant risks identified are sufficiently controlled, and can implement any corrective measures deemed necessary.

3.1.3. Risk training

During 2023, 10,636 people received 21,339.37 hours of risk management training, and 34% of the active workforce completed some form of training on this subject during the year.

The accompanying table presents a breakdown of this training by level of responsibility.

Level	No. of active people trained
Management and expert management	483
Middle managers and experts	1,780
Advisors	5,468
Associates	2,905
Total	10,636

In addition, all members of the Board of Directors received ongoing training throughout the year, in accordance with the previously defined training plan for Directors. Over the course of 2023 all non-executive board directors participated in two in-person training workshops specifically addressing the subject of risks, which covered the following areas: Introduction to Risk Management at MAPFRE, Operational Risk, Cybersecurity Risk, Due Diligence Regulations (ESG-B Sustainability), plus other topics related to use of Artificial Intelligence at MAPFRE, Reinsurance Contracts and KPIs, Digital Business, sustainability regulations, the Group's sustainability objectives, the new IFRS rules, and the scheme used in management remuneration.

As a complement to this in-person training, all board directors have access to a broad catalog of online content on digital capabilities in addition to a specific itinerary for them on different subjects and corporate policies such as: Prevention of Money Laundering, Money Laundering and Terrorist Financing (directors' responsibilities, MAPFRE Culture, Data Culture, Digital Culture, Comprehensive Security, Internal Control, Regulatory Compliance, Solvency, Code of Ethics and Conduct, Sustainability, Disability, Equality, Innovation, Data Protection, Criminal Risks and Global Program insurance.

Throughout this year, 100% of non-executive directors received, together, a total of 100 hours of risk training.

3.2. Risk identification

At the beginning of each year, Corporate Risk Management conducts a study to ensure identification of all material risks that could affect the Group's ongoing ability to comply with the business plan, as well as other risks that could emerge over a longer time period (5-10 years).

This information was also updated throughout the year, to include any other risks that had become more significant during recent months. This was done by analyzing a variety of external risk reports, and by taking into account the supervisory body's perspectives. In January 2023, more than 300 key employees from Group companies operating in 25 countries participated in this procedure for identifying material risks.

This process also takes into account the results of the double materiality assessment, so as to be able to identify ESG issues relevant for MAPFRE and its stakeholders.



For more information, please see [4.2. Materiality: Our priorities, page 61](#)

3.2.1. Material risks

Some of the main subjects identified as risks that could affect the Group during the period covered by the business plan are listed below, in order of significance.

- Inflation

The current period of high inflation began in the spring of 2021, as a result of supply chain issues that arose in the wake of the COVID pandemic (especially caused by the impact on energy prices and availability of spare parts, which compounded production-related problems, as well as by expansionary fiscal policies), and these issues were further intensified by the conflict in Ukraine. Higher production costs were passed on to prices and salaries, producing second-order effects and inflation rates higher than any seen during the last 30 years. This period of high inflation, including underlying inflation, continues to persist, and uncertainty continues to surround its evolution in terms of intensity and duration.

From the perspective of the (re)insurance industry, inflation risk arises from unanticipated inflation rates that have an impact by increasing the necessary management expenses and loss experience for non-life products, as the premiums charged are found to be insufficient to cover the related claims and costs. In some lines of business and markets, the process of adapting these premiums takes place more slowly, so a certain amount of time is required before the products' technical profitability can be restored.

In addition, as inflation rises, household purchasing power drops, and this can have an impact on new underwriting for both Life and Non-Life products.

To address this situation, MAPFRE applies a prudent approach to risk selection and quantification, along with an investment policy characterized by a proportion of fixed-income investments with yields linked to local inflation rates, or to central bank benchmark rates. This produces sufficient resources to cover the claims of the insured parties, even under circumstances of unexpectedly high inflation.

Although these issues involving inflation risk and insufficient premiums have decreased compared to the high levels of uncertainty existing at the beginning of 2023, this risk remains high because of factors such as uncertainty about the cost of inflation for new types of coverage (for electric vehicles or solar power systems, for example), the social inflation component, and rising costs for reinsurance protection.

- Cybersecurity risk and ICT⁹ system failures

The prevalence and sophistication of malicious cyber activity has increased substantially, creating ongoing challenges in terms of maintaining adequate security levels for corporate information and critical systems. Cloud computing is associated with high risk levels because of the large amounts of concentrated data managed. From an operational perspective, certain cyberattack risks can result in prolonged downtime for services provided by external parties, and can lead to cases of widespread fraud affecting customers, which make use of confidential information previously compromised by such attacks.

In addition, changing customer habits, digitalization, and models based on self-service have increased the demand for identification and authentication systems, use of biometric identification, and multiple uses of identifiers. These are all factors that can increase the risk of fraud based on identity theft or data theft. At the same time, there is a growing threat from organized cyberattacks originating in particular countries or regions. This is especially true in the turbulent geopolitical environment that has come to exist, where organized groups of hackers are attacking critical infrastructure elements and stealing valuable data or confidential information from companies. These attacks are becoming increasingly complex, and the potential for use of artificial intelligence is heightening these concerns. Materialization of these risks could affect business continuity, and theft of sensitive data, particularly in relation to healthcare, could have negative reputational consequences not just for particular insurance companies, but for the insurance industry as a whole.

To respond to these issues, MAPFRE deploys advanced capabilities focused on boosting operational resilience. MAPFRE's Cyber Resilience Plan establishes the overall framework for the Group's cyber risk mitigation measures, and it details the necessary procedures for evolving and improving its position with regard to cybersecurity, privacy, data protection, and digital operational resilience.

- Macroeconomic environment

The period of high inflation that began in 2022 has caused central banks to react by abruptly raising their benchmark interest rates to levels not seen in the last 15 years. These higher interest rates have led to decreased valuations for investments, not just in relation to fixed-income securities, but also by increasing volatility in the markets.

At the same time, this series of interest rate hikes has increased financing costs for companies as well as households, which is having a negative impact on economic outlooks.

On September 14, 2023, the Governing Council of the European Central Bank (ECB) decided to raise its three key interest rates by 25 basis points. As a result, the interest rates on the main refinancing operations, marginal lending facility, and deposit facility were increased with effect from September 20, 2023 to 4.50%, 4.75%, and 4.00% respectively.

Although there are now signs that further interest rate hikes are less likely over the short term, no decreases in interest rates are expected to occur until well into 2024.

In view of these indications, the uncertainties existing at the beginning of the year with regard to changing interest rates have decreased, in turn decreasing the potential for new valuation reductions affecting the fixed-income securities held.

⁹ Information and Communication Technology

To address this overall situation, and as mentioned in the section on inflation risk above, MAPFRE applies a prudent approach to risk selection and quantification, along with an investment policy characterized by a proportion of fixed-income investments with yields linked to local inflation rates, or to central bank benchmark rates. This produces sufficient resources to cover the claims of the insured parties, even under circumstances of unexpectedly high inflation.

- Sociopolitical risk

Geopolitical tensions have been increasing in recent years, caused by events such as Russia's invasion of Ukraine, trade tensions between the USA and China, the situation in Israel and the Gaza Strip, and increasing incidents of cyberattacks.

Geopolitical tensions impact on international trade, the economic situation, financial fragmentation, and capital movements, all of which can lead to lower valuations for financial assets, while also causing a slowdown in terms of insurance activity in the geographies involved.

Because MAPFRE operates in a large number of countries, there is a real possibility that its insurance activities, and the valuations of the financial investments supporting them, could be altered as a result of these sociopolitical tensions. Some of the geopolitical events that could lead to such effects include potential worsening of the conflict between Russia and the NATO countries, an increase in cyberattacks by organized groups with governmental support (which can affect governments and public and private organizations), and fragmentation of the European Union as a result of updated tax legislation.

However, prudent selection of investments, located in countries where the risks are being underwritten, combined with efficient management of surplus capital can help mitigate the financial effects of this sociopolitical risk.

- Workforce and organizational risk

Risks related to the workforce include the potential for losses caused by inadequate or deficient management involving:

- i) a lack of training, experience, or skills in a company's employees;
- ii) inability of a company's workforce to adapt to its vision, purpose, and values;
- iii) aspects related to organizational structure or sizing of departments;
- iv) employee health and safety.

MAPFRE considers proper talent management to be a fundamental aspect of its operations. Under the current circumstances, characterized as they are by continuing transformation and a changing society, there is a need to make the organization more flexible, while also increasing technical knowledge. Levels of employee turnover have increased in recent years, and this also affects the ability to implement regulatory changes. MAPFRE's workforce management strategy is focused on people, based on the pillars of development, promotion, and well-being. To implement this strategy, the Group's companies are focused on addressing the strategic business needs; active listening with regard to the employee experience; and creating a work environment that emphasizes well-being, inclusivity, and diversity, where people can express themselves freely and develop their capabilities through continual learning, self-development, and job mobility. Other important aspects include training in digital skills and new work methodologies, and social sustainability through continual improvement of job quality and employability.

- Natural and human-induced disasters

This is the risk arising from the possible impact on the results of unusual concentrations of claims arising from natural disasters (earthquakes, tsunamis, volcanic eruptions, landslides, electromagnetic storms, etc.) or extreme weather events (flooding, storms, etc.) that lead to an increase in the processing of associated benefits, as well as the resources and capabilities necessary to manage them.

This risk includes natural disasters caused by events caused by climate change. The effects of i) the highest frequency of atmospheric events in Europe, mainly in Iberia, Italy and Germany, with an additional net impact of 115 million euros on the claims recorded in 2022, ii) the earthquake in Turkey at the beginning of the year and the hurricane in Mexico in October 2023 impacted the results of MAPFRE RE and the local insurance companies in an aggregate net amount of 159 million euros.

Some of the countries MAPFRE operates in have high exposure to natural disasters or extreme weather events. Damages caused by natural disasters give rise to the payment of compensation, which, depending on its amount, may have a significant effect on the balance sheet. In addition, MAPFRE has buildings, offices and employees worldwide that may also be affected by the increase in the frequency and intensity of natural disasters.

MAPFRE identifies natural perils as significant criteria when defining its underwriting strategies, and it applies methods based on technical rigor, with an emphasis on risk selection, accumulation control, and adjustment of premiums.

The Company's underwriting of catastrophic risks is based on specialized catastrophe exposure reports, which estimate the magnitude of losses that would occur in the event of a particular type of disaster. The Group also has systems of procedures and limits that provide control over the level of insurance concentration risk.

MAPFRE RE (the Group's reinsurance company) is responsible for advising on and placing reinsurance and retrocession capacity for the Group's catastrophic and severe risks. However, the reinsurance market has tightened, which has caused the cost of catastrophic protection to rise with an almost unprecedented intensity, which in turn necessitates additional control over underwriting and pricing for catastrophic risks.

MAPFRE develops, implements, tests, updates, and certifies business continuity plans, which are designed to ensure the personal safety of its employees and collaborators, the operational resilience of its companies, and its ability to comply with its obligations to its customers and stakeholders. For this purpose, MAPFRE has specific capabilities in place that ensure a consistent and appropriate and continuous response to all of these need, regardless of location.

3.2.2. Emerging risks

Some of the most significant emerging risks that could have a potential impact on the Group over the longer term (5 years) include:

- Climate change. More information:
- Products and services
- Financial instability and crises caused by conflicts and resource scarcity



For more information, please see 3.4. Risk and opportunities arising from climate change, page 53 and 8.2. Additional information notes, Note 1. Emerging risks, page 192

3.3. ESG risks and opportunities

MAPFRE conducts ongoing analysis of factors that have, or could have, an impact on its business should they materialize, in relation to its investment and underwriting activities. These analytics take into consideration environmental, social, and governance (ESG) factors, by incorporating additional information about societal changes and transformations, and about the expectations of the Company's shareholders and the markets.

As a global insurance company, MAPFRE can play an important role by helping society identify sustainable development opportunities in the insurance industry and offering its customers products and services that can facilitate the transition to a low-carbon economy.



For more information, please see [4.5.1.4. Sustainable investment products, page 79](#) and [4.5.2.4. Sustainable underwriting products and services, page 83](#)

Based on our analysis of these ESG factors and how they could affect our business over the short, medium, and long terms, the relationships between these factors and the risk types established by the company are determined. Then, where appropriate, they are added into that typology, to ensure that they will be adequately covered by the prevention and mitigation measures.



For more information, please see [4.2. Materiality: Our priorities, page 61](#) and in [Chapter 8.2 Notes on Additional information, Note 2. Material topics, page 194](#)

3.4. Risks and opportunities arising from climate change

3.4.1. Adapting the business to climate change

The concept of climate resilience means that organizations develop the ability to adapt to respond to the challenge of climate change, better managing transition risks and associated physical risks and taking advantage of related opportunities.

The insurance industry plays an important role in adapting to climate change by acting as a climate risk management tool, which enables society to mitigate losses caused by extreme weather events. In addition, as institutional investors, MAPFRE plays a fundamental role in helping finance the transition to a low-carbon economy.

MAPFRE has declared sustainability as one of its strategic priorities, with a special focus on the fight against climate change, integrating its commitments to align its underwriting, investment and operational portfolios with scenarios compatible with the Paris Agreement and improve climate resilience through execution of a sustainable business model.

We are working on measuring the impact of the different scenarios on our strategy and business, in addition to excluding certain risks from our investment and underwriting portfolio, promoting sustainable finance, creating environmental products and services, raising premiums in certain lines of business, and pushing adaptation measures against the impacts of climate change.



For more information, please see [4.5. Our business and sustainability, page 75](#) and the MAPFRE Group TCFD report at www.mapfre.com/en

In addition, we have established net zero objectives in our investment portfolio (we are members of the Net-Zero Asset Owner Alliance (NZAOA)) and in our underwriting portfolio for 2050. To this end, we have established intermediate neutrality objectives for our operations by 2030 and, in the context of the NZAOA, we have established intermediate decarbonization objectives by 2030.



For more information, please see [4.5.1.3. Metrics and objectives, page 77](#) and [6.2. Our Environmental Footprint Plan, page 154](#)

In addition, due to the nature of MAPFRE's business, it's essential for the Company to have solutions and procedures in place that safeguard people's health and lives, but also to be in a position to resume processes and service provision in order to reduce the impact on clients and the business in the event of a natural disaster.

For this reason, MAPFRE develops, implements, tests, updates and certifies its Business Continuity Plans, which are aimed at guaranteeing, in addition to the personal safety of employees and collaborators, the operational resilience of Group companies, so that they can make good on their obligations to clients and other stakeholders.

MAPFRE has continuity plans in place in all of the countries in which it operates to anticipate the adverse effects of climate change (risks assessed in the Continuity Plan) and thus take appropriate measures to prevent or minimize the damage they may cause, ensuring the maintenance of the services provided to clients.



For more information, please see [8.2. Notes on additional information](#), [Note 10. Cybersecurity and business continuity](#), page [249](#)

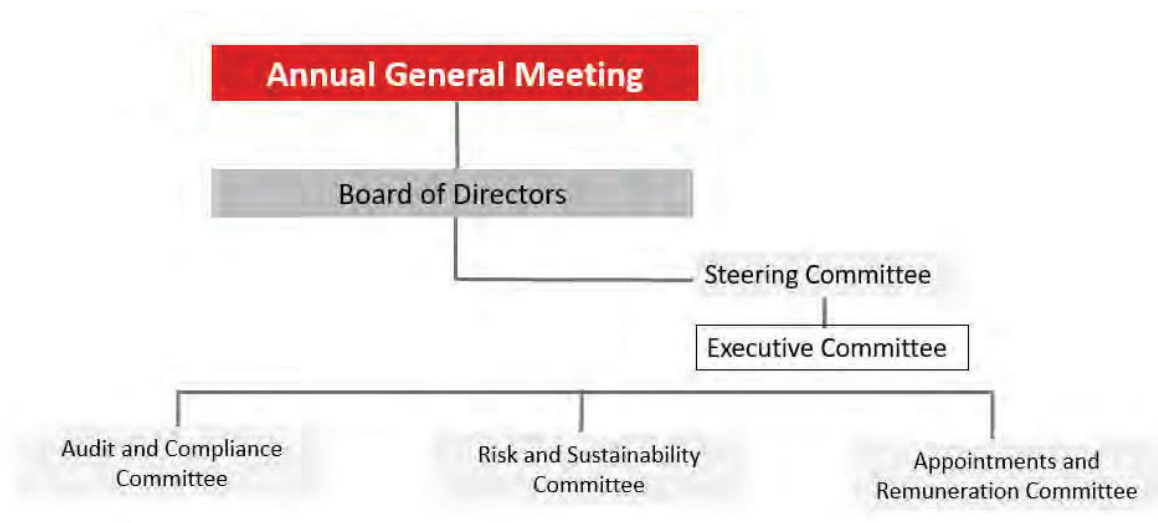
3.4.2. Risk management and opportunities related to climate change (TCFD)

The Group has designed its road map for climate change by adopting in 2021 the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD) report, created by the Financial Stability Board, and thus contribute to generating accurate and objective information on the risks of climate change.

For the third year, we have therefore prepared a report on the company's management of climate change. Through the structure proposed by the TCFD, MAPFRE reports the risks and opportunities of climate change and its integration into the company's business and activities.

Within the objectives of the Sustainability Plan 2022-2024, MAPFRE incorporates the implementation of the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD) and has established an action plan for compliance at the close of 2024.

Governance



The Board of Directors of MAPFRE S.A. is the body in charge of decision-making and supervision of the MAPFRE Group and is responsible for overseeing all of its affiliated entities, being the body responsible for establishing and supervising the Group's sustainability policy and strategy.

The responsibilities of the MAPFRE Board of Directors related to sustainability and, specifically, regarding climate change can be classified into strategic and monitoring functions:

- Strategic functions: approval of the Corporate Sustainability Policy and the Group's sustainability strategy, ensure the effectiveness of the Company's Risk Management system, establishment of the risk profile and tolerance limits, as well as approval of the main risk management strategies and policies, including sustainability and climate change risks.
- Monitoring of objectives: monitoring the development of and compliance with the Group's Sustainability Plan, for which purpose it is regularly informed of the progress and the level of achievement of the Group's commitments included in said Plan; compliance with the limits established in the Risk Appetite Policy, approved by the Board itself, which establishes the level of

risk that the Group is willing to assume. Those risks include catastrophic risks, which could be affected by climate change.

MAPFRE's Board of Directors has a Steering Committee and three delegate committees (Audit and Compliance Committee, Appointments and Remuneration Committee, and Risk and Sustainability Committee) in place and issues the rules of conduct for all of them and for the Executive Committee. The Risk and Sustainability Committee is the body in charge of supporting and advising the Board of Directors in defining and evaluating risk management policies, determining risk appetite and risk strategy, as well as defining and supervising the corporate sustainability policy and sustainability strategy.

Executive responsibilities in terms of sustainability and climate change are distributed among the Executive Committee, the different management committees of the company, the work groups and the areas and departments that assume the different functions to be executed and that enable MAPFRE's objectives in this respect to be met.

Strategy

MAPFRE integrates all considerations on climate change risks within the company's strategy and the development of the Sustainability Plan 2022-2024. Work is being done to adapt financial planning to climate change, both from a risk and an opportunity approach, executing the necessary actions to transform the company into a low-carbon company, as well positioning it to contribute to and strengthen resilience and the Company's ability to adapt to the risks of climate change and climate-related natural disasters.

The company addresses and manages the main climate change risks it faces to give continuity to the business plan, through mitigation actions such as:

- Adequate modeling, due to the effect on the setting of premiums and rates of insurance and reinsurance companies, with the aim of dealing with the increase in natural catastrophes as a consequence of climate change.
- The compilation of internal information related to claims that have been caused by natural risks and market information necessary for the modeling of catastrophe risks, with the aim of carrying out an adequate assessment of climate-related risk.

The Group identifies the risks (physical risks and transition risks) and the opportunities deriving from climate change that may have an impact on the Company. To analyze and evaluate the impact generated by the risks and opportunities derived from climate change, the Company uses different time frames depending on the different risk and opportunity assessment processes implemented. MAPFRE proposes quantitative and qualitative approaches taking into account medium- and long-term horizons in which climate change can develop. It also carries out climate change stress tests in specific cases.

The short-term horizon is used to identify material risks, a process aligned with strategic planning. The medium-term horizon is used to identify emerging risks, whose time horizon goes beyond the strategic planning period. It is also used to assess the transition risk. Long-term horizons are managed in climate change scenarios for physical risk assessment, with time horizons until 2080.

The development and analysis of different climate change scenarios will make it possible to assess possible losses arising from the risks derived from climate change. The objective is to prepare for the consequences of climate change by identifying the associated risks and taking measures to mitigate the resulting impacts.

The management of these risks helps in decision-making in underwriting, acquisition, investment or innovation in products and services, essential for adapting MAPFRE's financial planning process to climate change.

In underwriting, MAPFRE identifies the increase in catastrophic claims or extreme weather events as a result of climate change as one of the risks with a significant impact, which leads to an increase in the loss ratio, as well as the resources and capabilities necessary for its management. This identification allows us to define underwriting strategies, using methods based on technical rigor, highlighting risk selection and the control of accumulation and the suitability of rates.

The company also implements the Sustainable Investment Policy from a dual perspective: “a posteriori” approach (the Risk Committee examines and reviews the ESG score for all portfolios) and “a priori” approach (ESG criteria are integrated into the investigation of possible investments).

MAPFRE offers its clients a wide range of investment products and sustainable insurance products in the different regions in which it operates. In addition, the Company markets other alternative and sustainable investment products, such as the infrastructure fund launched with Abante or investments in renewable energy

Business alignment with the 1.5°C scenario

- Underwriting: MAPFRE incorporates a series of environmental commitments into its underwriting policy so as to align underwriting activities with the Paris Agreement scenario, thereby reinforcing the commitment assumed to be a zero-emissions company by 2050.
- Investment: As defined in the Responsible Investment Framework and in the MAPFRE AM Integration Policy, ESG criteria are integrated into all investment processes, taking into account the criteria defined by the applicable regulations, market trends and applying prudent investment criteria, seeking to create long-term value and incorporating ESG factors in addition to traditional information, reinforcing the commitment made to be a zero-emissions company by 2050. The company reinforced the environmental exclusion commitments over the course of 2022.

Risk management

MAPFRE has implemented internal control processes and an effective risk management system that complies with local regulations and promotes action on risk governance, the identification of emerging risks, along with training and dissemination of a risk culture throughout the organization. The company has a procedure in place designed to mitigate and adapt to the risks deriving from climate change. This procedure is composed of:

- Climate change risk identification process: The Group permanently analyzes those factors, including ESG aspects, which, if they materialize, may have an impact on the business or could have in the short, medium and long term. Based on this analysis, their relationship and inclusion in the risk typology established by the company is determined, and the adoption of prevention and mitigation measures is considered.

Every year, the Corporate Risk area promotes an exercise to identify material risks, making it possible to identify perceived risks, including sustainability and climate change risks that may affect the Group's performance, either throughout the business plan or materialize beyond the same.

MAPFRE has internal control processes and an effective risk management system in place that comply with local regulations and promote action on risk governance, risk identification and assessment, including emerging and sustainability risks. Training and dissemination of the risk culture within the organization is also provided.

Subsequently, materiality analyzes are carried out, which assess the risks, including those deriving from climate change, based on their relevance for participating stakeholders (employees, providers, customers and experts) and in line with the impact that these issues have on MAPFRE. This analysis makes it possible to identify potential risks for the company and establish the appropriate prevention and mitigation measures.

- Risk assessment process related to climate change: The Own Risk Solvency Assessment (ORSA) report, integrated into the risk management system, features mechanisms to identify, measure, monitor, manage and report risks in the short, medium and long term that have been identified by the Group. This process also measures the adequacy of capital resources based on the knowledge of its real solvency needs. Every year, the Corporate Risk area coordinates the preparation of the ORSA report, which is submitted for approval by the Board of Directors.

Currently, a working group has been set up with the objective of implementing a procedure for the identification and prioritization of risks linked to climate change. This process will make it possible to identify the most material combinations of country/exposure/industry/hazard across the Group. In a later phase, different methodologies will be analyzed to calculate the impact of climate change risk scenarios for physical and transition risks for the most relevant combinations. These scenarios and their impact will be considered in the ORSA report.

- Integration of climate change risk into the rest of the general risk categories: The integration of ESG risks into traditional risks is carried out naturally as part of the management and control processes, using the Risk Management System and a taxonomy that incorporates climate change risks. Every year, MAPFRE's Corporate Risk area draws up a risk map for the Group, based on the responses to evaluation questionnaires, with the aim of identifying the material risks that may impact the different companies. These questionnaires collate a perspective on the probability of occurrence and the impact of risks in accordance with the classification of general risk categories, among which risks is climate change.
- Aggregate exposure and losses attributable to catastrophic risk: The Group has available to it specialized analyzes of catastrophic exposure that estimate the scope of losses in the event of a catastrophic event. Stress tests and scenario analyses are conducted periodically so as to show the impact this risk could have for the Group.

Action in the face of natural catastrophes requires adequate forecasting of these events and the correct assessment of the losses they may cause, since they are an integral part of managing an insurance company. The economic impact that the company will have to be able to provision is dependent on this exercise, as is determining the response the company is in a position to give to its customers.

- Managing climate change risks and opportunities: Managing climate change risks is primarily focused on increasing understanding of increased catastrophic hazard from climate change and improving exposure management through:
 - Incorporation of climate change in the decision-making of the business strategy.
 - A detailed knowledge of insureds' risks (such as their geolocation and the characteristics of their assets), in order to ensure the correct coverage is in place and that catastrophic protection is properly selected.
 - Proper management and control of accumulations to optimize the use of capital.
 - Maximum collaboration and transparency between the insured and the insurer to facilitate the best evaluation and pricing.
 - Taking out reinsurance coverage.
 - Application of scenarios for material country/exposure/industry/hazard combinations.

Metrics and goals

Objectives

MAPFRE is aware of the role of the financial sector in contributing to the mitigation and adaptation to

climate change. For this reason, the company develops actions in the different businesses of the Group to contribute to the transition to a low carbon economy, as explained in the accompanying table.

UNDERWRITING	INVESTMENT	OPERATIONAL ASPECT
Net Zero in 2050	Net Zero by 2050	Corporate Environmental Footprint Plan 2021-2030
Expansion of the ESG analysis model to the underwriting portfolios in Spain, Brazil and facultative reinsurance.	Net-Zero Asset Owner Alliance (NZAOA).	Neutrality by 2030. 50% reduction in carbon footprint by 2030*.
	NZAOA framework intermediate objectives for 2030.	100% renewable energy by 2030. Reduction of total energy consumption by 40% by 2030*.
	90% of the investment portfolio to be rated in line with ESG criteria globally by 2024.	
	Reduction of 10% in MAPFRE AM investment portfolio emissions by 2024*.	
*With respect to the baseline year of 2019		

Metrics

At MAPFRE we use various indicators in our business lines to monitor, evaluate and direct climate-related aspects.

In addition to reporting on internal operational metrics, we have expanded the scope of calculating the investment portfolio footprint to other management centers, thanks to which the emissions of 85% of the assets under management of the MAPFRE Group are known. During 2023, we continued to make progress in calculating the carbon footprint of our insurance and reinsurance portfolio.

A detailed list of climate-related indicators can be found in [4.5.1. Integration of ESG aspects into MAPFRE's investment processe, page 75](#) and [4.5.2. Integration of ESG aspects into MAPFRE's underwriting processes, page 81](#) and in [6. Committed to the environment, page 151](#).

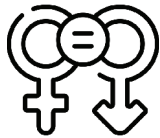
For more information about MAPFRE's activity in relation to the risks and opportunities associated with climate change, please consult the [MAPFRE TCFD 2023](#) Report at <https://www.mapfre.com/en/sustainability/business/>.



4

COMMITTED TO SUSTAINABILITY

4.1. Our Sustainability highlights



0.90%

Gender pay gap



€33.9BN

ESG-qualified
investments



25%

Reduction in the Group's
carbon footprint



10,813

ESG-approved
providers



98%

of financial advisors
trained in ESG Essentials



4,191

Our circular economy
awareness-raising
initiatives reached tow
truck drivers, claim
adjusters and repair
shops



Digital ethical
framework

for the ethical and socially
responsible use of information and
communication technologies



57 tons

of parts recovered from
decommissioned vehicles for reuse

4.2. Materiality: our priorities

The materiality analysis we carry out each year is key to advancing our Strategic Plan 2022–2024 and reinforcing our commitment to sustainability. The results of the analysis identify our main impacts, risks, and opportunities, and when integrated into the company's decision-making and management processes, they shape and guide the Group's strategy to make responsible progress in the right direction. We conduct this analysis in a participatory manner, actively listening to all our stakeholders and business units in the main countries we operate in.

In 2023, we improved our methodology by incorporating the concept of financial materiality, which, together with that of impact materiality used in previous years, enables us to analyze all topics more accurately and determine the most relevant ones. In doing so, we establish priorities for both stakeholders (outward) and MAPFRE (inward).

Our double materiality study was conducted in line with the requirements of the GRI 3: Material Topics standard. To this end, real and potential impacts on the economy, the environment, and people were assessed and integrated, including impacts on human rights.

We developed the double materiality study considering the company's global nature. As such, we analyzed the following impacts across all the organization's activities and business relationships:

- negative and positive
- in the short, medium, and long term
- real and potential
- intentional and unintentional
- reversible and irreversible

In order to identify and address the main stakeholders' concerns, the organization consulted both internal and external sources and all stakeholders identified by MAPFRE.

Materiality analysis

The materiality analysis was conducted globally in the Reinsurance, Global Risks and MAWDY business units and the insurance units in the main countries we operate in (Spain, Brazil, USA, Mexico, Peru, Puerto Rico and Germany), which facilitated us in obtaining a global vision of the Group in a study that covered 87.5 % of its business volume.

Governance and strategic integration

The Sustainability Operating Committee and the Risk and Sustainability Committee, the latter being a delegate body of the Board of Directors, review the materiality process and its results matrix annually and supervise the evolution of material topics. In 2023, once the stakeholder consultation was completed and the double materiality matrix was structured, both committees approved the process and its results. Since its approval, the prioritization of material matters has been integrated into the company's management and decision-making processes, and in turn, its strategy.

4.2.1. Approach, process and methodology

This new double-materiality approach evaluates material topics in relation to two main areas:

- **Financial materiality:** Includes the economic and financial impact of the risks and opportunities associated with the company's activities.
- **Impact materiality:** Considers the impact of the company's activities on the environment and how these impacts affect stakeholders.

This analysis allows us:

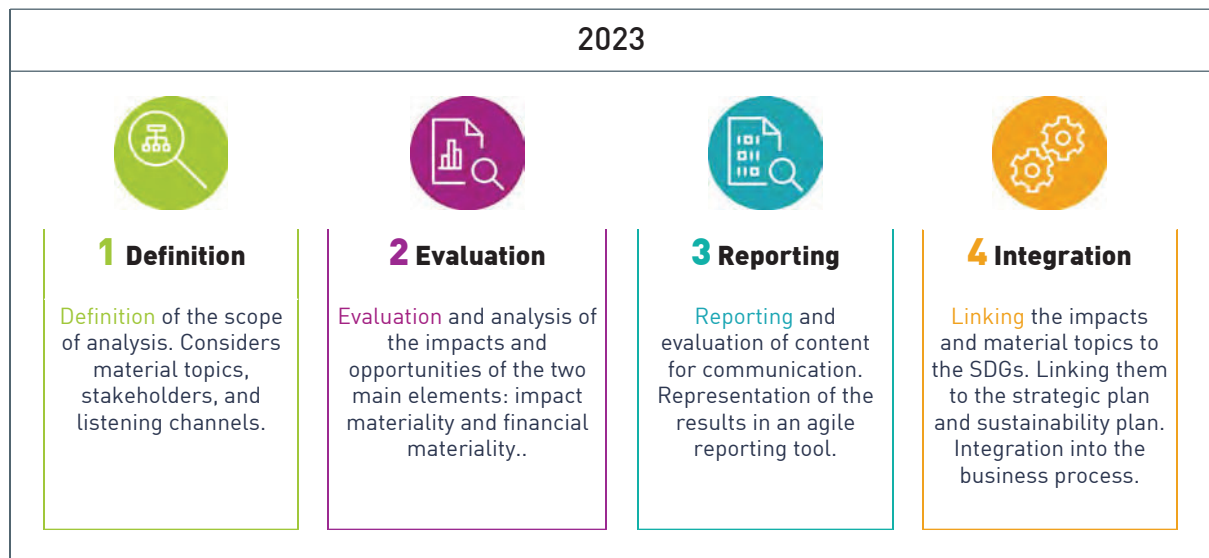
1. To determine stakeholders' concerns, identify initiatives, and establish priorities.
2. To measure the potential financial impact for the business and define both risk control and mitigation measures and initiatives to leverage the opportunities that arise.
3. To help prioritize sustainability initiatives and align them with the Group's strategic initiatives.
4. To identify how each material topic of the materiality analysis impacts the Sustainable Development Goals (SDGs).
5. To use the results in the Group's risk identification processes.



For more information, please see [3. Risk management, page 43](#)

4.2.2. Phases and result: double materiality matrix

PHASES OF THE DOUBLE MATERIALITY STUDY PROCESS



1. **Definition** of the scope of analysis, mainly considering material topics and stakeholders:
 - i. **Material matters:** Identification of a list of material matters based on internal mapping, analysis of regulations and trends, listening to stakeholders, and a comparative analysis of leading insurance company practices.
 - ii. **Stakeholders:** Identification of the most relevant stakeholders for MAPFRE.

- iii. **Listening channels:** definition of the different listening channels tailored to each stakeholder (questionnaires, interviews, focus groups, internal analyses, etc.).
- 2. **Evaluation** of materiality, considering impact materiality and financial materiality:
 - i. **Impact materiality:** Collection of results from the listening channels to assess the relevance of the topics for stakeholders and evaluation of the scope and remediable nature of the negative impacts. Subsequently, the probability of potential impacts and negative impacts that do not affect human rights was also assessed.
 - ii. **Financial materiality:** Assessment of severity and probability of risks and opportunities considering the short, medium, and long term.
- 3. Preparation of the **report** on the study, consolidating the results for impact materiality and financial materiality.
- 4. **Integration** and linking of the results with the strategic plan, the sustainability plan, and the Sustainable Development Goals (SDGs), as well as to prepare information on the Group's sustainability status.

The actions carried out in each phase of the process and the results obtained are detailed here.

Phase 1. Definition of sustainable matters, stakeholders, and listening channels

Taking the sustainability topics analyzed in MAPFRE's 2022 materiality exercise as a starting point, they were complemented by a study of topics from external sources, mainly the European Sustainability Reporting Standards (ESRS) that complement the Corporate Sustainability Reporting Directive (CSRD), the proposal for an EU Directive on Corporate Sustainability Due Diligence, the GRI and Sustainability Accounting Standards Board (SASB) standards, the Task Force on Climate-related Financial Disclosures (TCFD) and CDP recommendations and guidelines, the ISO 50001 and ISO 14001 certifications, The Global Risk Report 2023 published by the World Economic Forum, the CRO Forum's Mind the Sustainability Gap report, the Financial Stability Report December 2022 by European Insurance and Occupational Pensions Authority (EIOPA), and a benchmark for market pairs; as well as internal sources such as the MAPFRE risk matrix.

As a result of the above, a list of twenty-one topics was defined for the 2023 study, grouped into four categories: environmental, social, governance, and sustainable business.

RELATIONSHIP OF THE SUSTAINABILITY ISSUES INCLUDED IN THE DOUBLE MATERIALITY STUDY

Environmental	 Climate Change Adapting the business to climate change Improved control of risks associated with climate change	 Operational efficiency Circular economy and resource management Reduction in resource consumption, reuse, and recycling
	 Nature Biodiversity protection Ensuring projects that guarantee ecosystem conservation	 Energy efficiency Implementing measures for the efficient use of energy
Social	 Human capital Diversity and inclusion Greater presence of different groups through equality policies	 Impact on communities Economic contribution to society Ensuring community growth through responsible payment of taxes
	 Talent management Professional knowledge through talent attraction and retention programs	 Social contribution Increase in direct and indirect generation of employment
	 Health and well-being for employees Improved health and well-being of employees through specific means	 Collaboration with communities Social assistance in communities through volunteering programs
Social	Relationship with customers	
	 Customer orientation and satisfaction Accessibility of communication channels for customers from different groups	 Adapting the business to demographic changes Addressing vulnerable groups with products that meet their needs
		 Customer protection Coverage of customers' risk with products that meet their needs
Governance	 Responsible leadership Good governance and compliance Transparency and ethical and rigorous compliance with obligations to third parties	 Digitalization and good use of technologies Cyber security and privacy Protection of privacy and responsible use of customer and employee data
		 Innovation and digitalization Greater process efficiency and customer interaction with the incorporation of technology
Sustainable business	 ESG products Sustainable products and services Accelerating the transition to a sustainable economy by developing new products	 ESG investments Financial inclusion Protecting more people by developing affordable products, financial education
		 Underwriting based on sustainable criteria Definition of responsible underwriting criteria
		 Sustainable Investments Definition of financing criteria for responsible companies

Stakeholders were identified taking into account those already defined by MAPFRE in its stakeholder-relations strategy, together with an analysis of those identified in external sources.



For more information, please see [5. Committed to stakeholders, page 88](#)

Once the stakeholders were identified, the most appropriate listening channels were specified to tailor the consultation to the needs of each group and facilitate its participation.

1. Online questionnaires to increase outreach.
2. Focus groups involving a group of participants in a discussion focused on a set of issues. The objective is to delve into certain concerns that may be identified in relation to the 21 sustainability topics under study.
3. Interviews with key stakeholders, where more individual interactions are maintained with the objective of collecting first-hand knowledge, information, and perspectives, which allow us to delve more deeply into different sustainability topics.

Phase 2. Evaluation of impact materiality and financial materiality

Stakeholder opinions collected through the questionnaires were used to assess impact materiality, together with those received through the interviews and focus groups.

The results of the responses received to the questionnaire, which is the main listening channel, quantitatively speaking, are as follows:

Stakeholders	No. of answers	As %
Employees	7,230	35.87 %
Customers	5,550	27.53 %
Providers	2,578	12.79 %
Distributors and collaborators	4,741	23.52 %
Society	39	0.19 %
Financial community	17	0.08 %
Bodies and institutions	3	0.01 %
Total	20,158	100 %

After collating the opinions, the severity of each topic was determined, taking the following factors into account:

- Its relevance based on the stakeholders' opinions.
- The geographical scope of its impact, whether positive or negative, as evaluated through an internal analysis.
- The ability to remedy it, in the case of negative impacts.
- The probability of occurrence, for potential impacts.

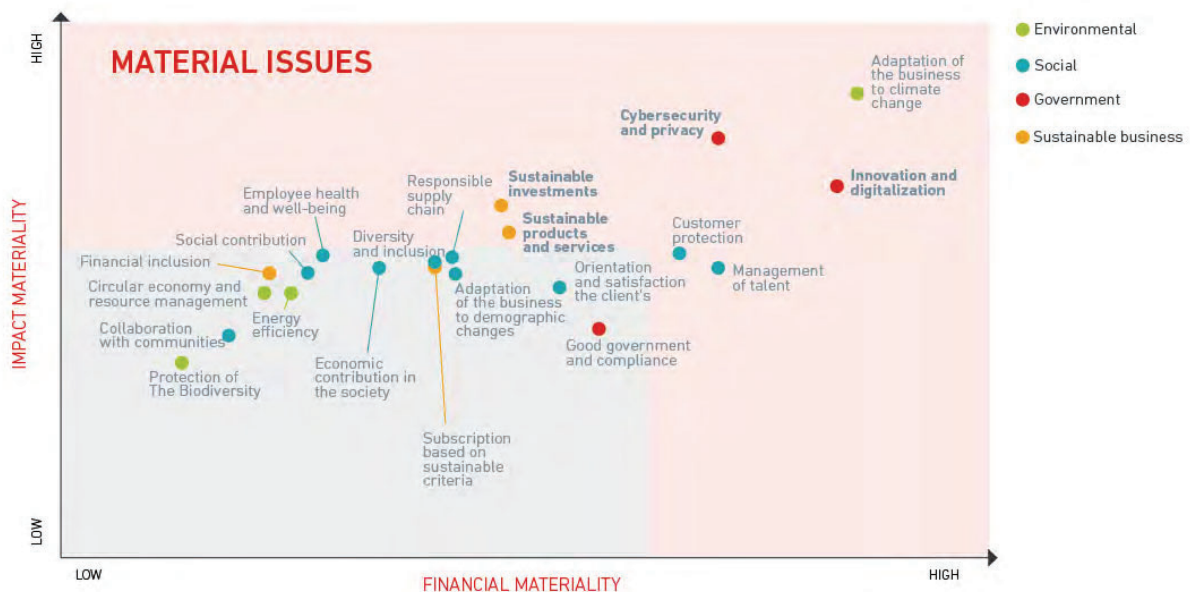
Adding all these criteria together, an impact materiality score was obtained for each of the 21 sustainability matters.

Three sources were used to evaluate financial materiality: the company's risk map, the opportunity analysis included in the TCFD report, and the expert criteria of Corporate Sustainability. These sources, compared with the assessment and perspective of the executives on the Operating Sustainability Committee, allowed the severity of the positive and negative impacts of each

sustainability matter to be estimated in the short, medium, and long term. This evaluation resulted in a financial materiality score for each of the 21 sustainability matters.

Phase 3. Reporting of results

Below is **the 2023 MAPFRE Group double materiality matrix**, based on the consolidation of results from the previous phases, showing the material and non-material topics:



As can be seen, the following seven material themes have been identified:

1. Adaptation of the business to climate change
2. Innovation and digitalization
3. Cybersecurity and privacy
4. Management of talent
5. Customer protection
6. Sustainable investments
7. Sustainable products and services

Changes in relation to the 2022 materiality matrix

The most notable changes are seen in the prioritization of certain topics such as, for example, Good governance and compliance and Orientation and customer satisfaction. These changes are mainly due to the new methodology used that has incorporated the financial materiality axis and new parameters in the evaluation of impact materiality such as scope, the ability to remedy negative impacts and probability.



For more information, please see [8.2. Notes on additional information / Note 2. Material issues, page 194](#)

Phase 4. Integration and linking of results

The accompanying table shows the link between material topics and the Group's strategy, as well as with the Sustainability Plan.

Topic	Connection with elements of the group's strategy	Connection with the Sustainability Plan 2022–2024	Location in this report
Adaptation of the business to climate change	Transformation + Growth and Profitability	Sustainable underwriting + Sustainable investment	3.2. Risk identification 3.4. Risks and opportunities arising from climate change 6.1. Action strategy against climate change 6.2. Our Environmental Footprint Plan
Innovation and digitalization	Transformation + Efficiency and Productivity + Growth and Profitability	Sustainable products and services + Circular Economy + Inclusion	3.2. Risk identification 5.5. Innovation and digitalization in products and services and processes
Cyber security and privacy	Efficiency and Productivity + Transformation	Transparency	3.2. Risk identification 7.3. We promote cybersecurity and protect data privacy
Talent management	Transformation + Efficiency and Productivity + Growth and Profitability	Employment + Inclusion	3.2. Risk identification 5.1. Developing our people
Customer protection	Transformation	Insurance accessibility + Sustainable products and services + Sustainable underwriting + Sustainable investment	3.2. Risk identification 5.3. We protect our clients 5.5. Innovation and digitalization in products and services and processes
Sustainable investments	Transformation + Growth and Profitability	Sustainable investment	3.2. Risk identification 4.5. Our business and sustainability
Sustainable products and services	Transformation + Growth and Profitability	Sustainable products and services + Sustainable underwriting + Sustainable investment	3.2. Risk identification 4.5. Our business and sustainability

4.3. Sustainability strategy

With each passing year, sustainability takes on more importance in our world. What was seen 20 years ago as merely an academic and voluntary exercise is today a key driver of organizational success and a generator of a solid connection with stakeholders.

In its early days, sustainability was limited to the environmental aspect, but global events have demanded increasing attention on the social side. The societies we live in need our collaboration as much as, if not more than, the planet does if they are to be saved and move forward.

Everyone needs to participate in this process and that's why MAPFRE promotes its sustainability efforts under the slogan #PlayingOurPart. Our business is made up of people who attend to people and the social aspect of sustainability permeates every area of our organization.

4.3.1. Strategic sustainability for MAPFRE

A successful sustainability process starts with the commitment of senior management and is integrated into the Company's strategic vision and becomes a determining factor in the Company's purpose. At MAPFRE, integrating sustainability into strategy, business and processes is a continuous and dynamic system that responds to the different risk trends in the current environment.

We firmly believe that change is possible. We want to be part of this transformation and build a fairer, more diverse and inclusive society that ensures equal opportunity for all. We have adopted firm and demanding commitments that we aim to leverage so as to generate a positive social and environmental impact through our natural role as insurers, investors and asset managers. With our global knowledge, experience and presence, we aim to be an engine of sustainable growth for society.

Faced with these global challenges, the response can only be collective. That's why we work in collaboration with government bodies, multilateral organizations and non-governmental organizations to develop products and services that cover the risks we face and allow us to make the most of the opportunities offered by this developing world.

The Sustainability Plan for the years 2022-2024, approved by the Board of Directors, has been defined taking into account the Group's strategy, trends in sustainability, the study of material aspects for MAPFRE and its stakeholders, the 2030 Agenda and new ESG regulations.

This strategy is organized around four axes and twelve lines of action with objectives that aim to generate opportunities for the business, prevent negative impacts and promote positive impacts on the economy, the environment and society.

Axes of the plan



LINES OF ACTION

E Environmental	Environmental footprint management Circular economy
S Social	Employment Inclusion Financial education Insurance accessibility Management value chain
G Governance	Transparency SDG and social footprint
+B Business	Sustainable products Sustainable investment Sustainable underwriting

4.3.2. Key advances in objectives of the Sustainability Plan 2022-2024

During 2023, the second year of the sustainability plan, all countries, business units and corporate

areas made progress in achieving the objectives set down, giving new impetus to the projects and actions defined in the 12 lines of the plan.

- The main countries in which MAPFRE operates (which represent 74.25% of written premiums) will be carbon neutral by 2024, and the other countries will follow suit by 2030. → We have reduced the operational footprint of these countries by 30% against the 2019 baseline and neutralized the footprints for Spain and Portugal.
- By 2024, people with disabilities will comprise at least 3.5% of MAPFRE's workforce worldwide. → The percentage of people with disabilities in the workforce at the close of 2023 stood at 3.9%.
- By 2024, the gender pay gap will be +/-1% globally. → The average adjusted pay gap for 2023 stood at 0.9%.
- 100% of MAPFRE providers in the Homeowners, Automobile, Health and Procurement network are to be approved in line with ESG criteria in the main countries. → In 2023, 9,728 providers were approved in Germany, Brazil, Spain, Mexico, Peru and Puerto Rico, representing 72% of the target providers.
- 90% of the global investment portfolio to be rated in line with ESG criteria by 2024. → 96.6% of the investment portfolios of MAPFRE Asset Management, the United States and Brazil was duly rated as per ESG criteria.

4.3.3. Main achievements of the sustainability plan in 2023

In 2023 we made further progress on the four axes of the strategy, with improvements delivered in reducing energy consumption, recycling batteries, employability and awareness-raising, among others.

Environmental axis

Environmental footprint management line

In 2023, progress was made in the Environmental Footprint Plan 2021-2030 through:

- Reduction in energy consumption
- Installation of solar panels
- Acquisition of renewable energy
- Mobile working
- Use of electric or hybrid vehicles
- Reduction in business travel
- Reduction in paper and water consumption

Progress was also made in aligning MAPFRE's corporate emissions reduction objectives with the science. An analysis was conducted to expand the reporting of Scope 3 categories in line with the GHG protocol. Details of the actions carried out with regard to MAPFRE's environmental footprint management can be found in this report [6. Committed to the environment](#), page [151](#) and in the MAPFRE Group's TCFD Report / 6 Metrics and objectives on the Company's website www.mapfre.com/en

Circular economy line

- **Second Life:** This project recovers, reuses and recycles the batteries of damaged electric vehicles. It has evolved positively with the adaptation of the battery pack used to render assistance with drained

electric vehicle batteries. Further, the effectiveness of converting batteries into energy accumulators has also been demonstrated with their implementation in the CESVIrecambios center in Vicolozano (Ávila, Spain), having saved 75,260.51 kWh in 2023, 12.58 tons of CO₂eq.

- **BATRAW 2022-2026:** CESVIMAP participates in this European research project to automate the maximum utilization of critical minerals from batteries in poor condition or which are at the end of their useful life.
- **Yo Reparo (I repair):** This project revolves around training providers in sustainable repair techniques and methods. In 2023, between Spain, Brazil and the USA, 491 appraisers, 2,160 tow truck drivers and 1,540 workshops were trained in this methodology.
- **Zero Waste Certification:** MAPFRE renewed this certification in the Company's headquarters complex at Majadahonda, while the Corporate University at the Monte del Pilar campus was certified for the first time in 2023, after treating 98.95% of the 380 tons of waste generated. The zero waste model was also implemented in MAPFRE's headquarters building in Mexico.

Social axis

Employment line

Over the course of 2023, we boosted **internal and external employability** through promoting the implementation of development and capacity transformation plans which, in 2023, enabled 71.2% of people to be promoted and generate an employee satisfaction score of 70% (Employee Satisfaction Index). More details of the action taken in this area can be found in [5.1 Developing our people](#), page 90.

Inclusion line

Employment of people with disabilities was once again encouraged, to the extent that people with a disability now make up 3.9% of the workforce worldwide. As far as gender equality goes, the **gender pay gap reduction plan** is progressing satisfactorily in its bid to achieve pay equity and reduce the gender-adjusted pay gap to +/-1% by the end of 2024.

From a client perspective, progress was made in Spain developing **products and services aimed at the senior collective** to enhance their quality of life, impacting some 387,585 people through commercial actions, delivering 82% growth in new production premiums in this group in 2023. In Brazil, the MAPFRE Senior project, Redefining the value of the residential line for the over 60s, was rolled out and was subsequently recognized by the Brazilian Confederation of Insurance Companies.

We created content to **promote financial and insurance education and culture** across different stakeholder groups, which was distributed via social networks, the corporate website and the Economics Café and La Bolsa de Deporte podcasts, among other channels.

A global **Financial Well-Being program** for employees was launched that attracted 3,498 participants up to the end of the year. Workshops and sessions were also held during MAPFRE Sustainability Week, a global event held in all countries, and a number of rapid learning resources and articles were made available on the Intranet and the People app, which were seen by 2,605 employees.

Insurance accessibility line

MAPFRE develops products and services that promote **access to insurance in lower-income segments of the population**. The **MAPFRE na Favela (MAPFRE in the favela) pilot project**, carried out in Brazil in collaboration with the Gerando Falcões not-for-profit, is an example of this. This is a social development ecosystem that operates in the peripheries and favelas of Brazil, and for which three insurance products were created that feature customized services and solutions that meet the demands of residents and small businesses in these communities.

They are aimed at low-income groups and adapted to their needs, both in how they are distributed and in the coverage and services offered. This project facilitates MAPFRE in reinforcing its culture of protection and financial planning, putting into practice another vector of sustainability as a company

that thinks about tomorrow and designs strategies to serve and ensure the inclusion of all target audiences in its sector.

Value chain management line

Over the course of 2023, the internal methodology for evaluating providers in line with ESG criteria was reviewed and updated. The new approval process for business and support providers was launched in Germany, Spain, Brazil, Peru, Puerto Rico and the United States. For more information, please see chapter 5.2.3 Sustainable provider management.



For more information, please see [5.2.3. Sustainable provider management, page 121](#)

Transparency axis

Transparency line

MAPFRE has drawn up an awareness-raising plan with internal and external actions related to topics such as inclusion, sustainable mobility, climate change, the social impact of insurance, sustainable business and digitalization, through which it can properly convey the commitments and actions being executed related to sustainability strategy 2022-2024 to its main stakeholders. With these actions, we drive change toward a sustainable future.

An online course, #PlayingOurPart, directed at all employees around the world, was also launched, which breaks down MAPFRE's sustainability plan, explains the ESG concepts, and details the different actions that the Company is carrying out in these areas. In 2023, 3,317 employees completed the course.

To reinforce transparency, this year the **procedures related to and access to the whistleblower channels were reviewed and updated**, and an ethical digital governance framework was also established. For more information, please see the corporate website: <https://app.mapfre.com/buzones/canaldenuncias/inicio/en.html>

Sustainable Development Goals (SDG) and social footprint line

In 2023, a **methodology to measure the impact of MAPFRE's actions on the SDGs** in the area of people management was developed, published and implemented.

Business axis

MAPFRE is aware of its role as an investor and insurer in mobilizing economic resources that foster a more equal and sustainable world, and aims to develop insurance and financial solutions, services and products that respond to social, environmental and corporate governance risks and opportunities.



For more information, please see [3.3. ESG risks and opportunities, page 52](#) and [4.5 Our business and sustainability, page 75](#).

To further assist in boosting our investment teams's knowledge of sustainability issues, at the close of 2023, a total of 83 MAPFRE professionals (representing 50% of the investment area) had qualified as Certified ESG Analysts (CESGA) and 533 financial advisers (98% of the total) had been certified in ESG Essentials.

4.4. Sustainability governance

MAPFRE's Sustainability Policy establishes the reference framework so that any Group company can develop and promote socially responsible and sustainable behavior that includes MAPFRE's principles and commitments in ESG matters, as well as its strategy related to stakeholders. The effective application of this policy and the monitoring and control of compliance with it are overseen by the Group's Risk and Sustainability Committee, the body in charge of supporting and advising the Board of Directors.

- **The Board of Directors of MAPFRE** is the body responsible for approving the Corporate Sustainability Policy and the Group's sustainability strategy, in addition to monitoring the development of and compliance with the Sustainability Plan, for which purposes it is periodically informed of the progress made and the level of achievement of the Group's commitments included in said Plan. The Board of Directors discussed relevant issues regarding sustainability on five occasions during 2023, with climate change featuring among the topics discussed.
- **The Risk and Sustainability Committee** oversees the Group's sustainability strategy and policy, ensures its application and compliance with it, and monitors incidents, risks, and opportunities related to ESG aspects. This committee met six times in 2023, addressing the different issues related to these matters.



For more information, please see [2.1. Governance structure, page 35](#) and [2.2. Diversity and experience, page 38](#).

- **The Sustainability Operating Committee** is a top-level executive body whose members are appointed by the Executive Committee. Its functions include proposing the sustainability strategy to the Risk and Sustainability Committee, driving the progress of the sustainability plan, and addressing issues relevant to the Group in this area, such as monitoring the risks and opportunities associated with sustainability. This committee met five times to supervise each of the projects in the Sustainability Plan 2022–2024, establish new objectives, identify trends, opportunities, and regulatory requirements related to sustainability, and establish action plans to meet them.
- **Corporate Sustainability** is responsible for supervising and supporting the implementation of the plan, for designing the sustainability plan, and for monitoring new regulations and their impact on the Company. It also participates in internal committees and external forums to develop issues related to sustainability.



Sustainability governance model

4.5. Our business and sustainability

In order to achieve the global objectives set down in the 2030 Agenda, each company must tackle and take ownership of shared challenges, integrating them into their business. At MAPFRE, we make demanding and unequivocal public commitments on social and environmental matters, developing products and services aligned with them, and we commit ourselves to socially responsible investing and sustainable underwriting.

MAPFRE's business model and strategy are an example of how the company tackles global sustainability challenges, manages ESG risks and opportunities, and innovates in the development of insurance products and solutions that benefit customers and the communities we operate in.

ESG risks are naturally integrated into our business processes, providing long-term solutions. ESG risk and opportunity management helps in decision-making in areas such as underwriting, investment, innovation in products and services, and provision of services, all key to consolidating trust with stakeholders.

4.5.1. Integration of ESG aspects into MAPFRE's investment processes

4.5.1.1. Governance and strategy

In relation to investment processes, since 2017, MAPFRE has adhered to the UN Principles for Responsible Investment (PRI) and has a global framework in place for action pertaining to responsible investment, updated in 2023, which is conditioned by the PRI. The Responsible Investment framework is available for inspection at the following link: <https://www.mapfre.com/media/Marco-de-Inversion-Responsable-2023-US.pdf>

The United Nations PRI, which aim to reflect the growing relevance of ESG issues in investment processes, coexist with the obligation assumed by the company as a custodian of client savings and investments and ensuring the strength of its own balance sheet. Prudent investment criteria are therefore applied, seeking long-term value creation and incorporating ESG factors alongside traditional information.

MAPFRE has an Investment Policy in place that was approved by the MAPFRE S.A. Board of Directors, applicable to all insurance and reinsurance companies, and which features a series of policies that complement this commitment to sustainable investment:

- Policy on the Exercising of Voting Rights.
- Policy on the Integration of Sustainability Risks.
- Engagement Policy.
- PIAS due diligence (Statement on Due Diligence policies in relation to Main Adverse Incidents).

The Corporate Investment Area acts as the guarantor of compliance with the established responsible investment principles at the organization, and must report annually on fulfillment of same to the Sustainability Committee. The Risk Committees of the different management centers regularly analyze the composition of managed portfolios, their ESG evaluations, and any disputes that may arise from the application of the exclusion causes approved by MAPFRE, as well as the carbon footprint of the investment portfolio.

Environmental and human rights commitments in investment

The Company maintains its environmental commitments in the investment business, playing our part to further the transition to a low-carbon economy and thus reinforcing our commitment to being a zero-emission company by 2050. These commitments were approved by the Board of Directors in 2019. Para más detalle sobre los compromisos del grupo MAPFRE en inversión: <https://www.mapfre.com/media/COMPROMISOS-AMBIENTALESINVERSION-Y-SUSCRIPCION.pdf>

In 2023, the company fully complied with the environmental commitments previously established in 2019 and updated in 2022.

4.5.1.2. ESG risk and opportunity management

In order to properly monitor and manage ESG risks in investments, MAPFRE has its own analysis framework in place that is reviewed periodically to incorporate best practices in this area. The investment team at each Management Center is responsible for implementing the methodologies included in the framework as they seek out opportunities and minimize risks.

With regard to sustainability strategies, MAPFRE is in favor of transversally applying an approach of integration and a policy of long-term shareholder involvement through the exercise of voting rights, which applies to all the assets it manages.

As defined in the Responsible Investment Framework and in the MAPFRE AM Integration Policy, ESG criteria are integrated into all investment processes, both in own and third-party portfolios. This is done considering the aspects defined by applicable regulations and market trends, among other things, along with the transversal approach applied to all products managed by MAPFRE AM, based on a dual focus: (1) Best in class with a minimum rating and (2) an exclusion policy aligned with the environmental and social commitments assumed by the MAPFRE Group.

However, MAPFRE AM applies specific approaches per product if they have specific sustainability criteria, as is the case with the two funds that fall under Article 8 of the Sustainable Finance Disclosure Regulation (SFDR), the MAPFRE AM Inclusión Responsable and MAPFRE AM Capital Responsable funds.

Exclusion criteria focused mainly on environmental issues and human rights, which promote the achievement of the aforementioned objectives, are also incorporated into investment decision-making and sustainability risk management.

Furthermore, progress is being made in establishing dialog processes with companies as a mechanism to influence their performance in terms of sustainability. To this end, a working group has been created at MAPFRE AM where a procedure has been established and work is being done on defining specific lines of action.

MAPFRE AM exercises its fiduciary duties responsibly, including the exercising of voting rights on all securities in its portfolios, which is the main instrument through which it engages with companies. The manner in which it votes is decided in accordance with the voting policy and guidelines defined by the management company. Participation in Annual General Meetings through voting is carried out in a manner that is consistent with the investment policy and objectives, as well as with the general principles of transparency and good governance, after analyzing the Board's proposals on the agenda and any other proposals submitted by other shareholders.

For this purpose, all publicly available information is availed of. In addition, when analyzing the most important securities in the portfolios and collective investment institutions, the recommendations of a voting advisor are taken into account.

MAPFRE AM pays special attention to the agenda item on non-financial reporting and diversity, where companies explain their performance on environmental, social, workforce, provider, and community matters, as well as other stakeholder matters.

For resolutions related to social and environmental aspects, an internal analysis is conducted so as to act in line with MAPFRE AM's sustainable and responsible investment policies and to protect the interest of shareholders/customers. MAPFRE AM pays close attention to voting on resolutions related to social and environmental aspects in products that are managed under sustainability criteria.

As far as voting goes, MAPFRE AM aims to influence a company's governance and help promote greater transparency and better performance in terms of sustainability. With regard to dialog, the objective is to open direct lines of communication, individually or collectively, with companies, which allows it to contribute to better sustainability performance.

During fiscal 2023, the Voting Report and the MAPFRE AM Engagement Activity Report were published within the legal timeframes stipulated. In addition, and given the characteristics of the MAPFRE Inclusión Responsable and MAPFRE AM Capital Responsable funds, a specific engagement report for both funds was prepared and published.

- MAPFRE AM Report on Exercise of the Voting Policy 2022
https://www.mapfre.am/media/EN_Annual_Report_Voting_Rights_122022.pdf
- MAPFRE AM 2022 Engagement Activity Report
https://www.mapfre.am/media/EN_MAPFRE-AM_Engagement_activity_Report_2022.pdf
- MAPFRE AM Capital Responsable 2022 Engagement Report
<https://www.mapfre.es/ahorro-inversion/inversion/mapfre-am-capital-responsible-fund/>
- MAPFRE AM Inclusión Responsable 2022 Engagement Report
<https://www.mapfre.es/ahorro-inversion/inversion/mapfre-am-inclusion-responsible-fund/>

Likewise, MAPFRE AM extends the philosophy of socially responsible investment to the Group's entire balance sheet.

Real estate investment is fully aligned with these principles and the governance system described above. Additionally, specific strategies have been defined to ensure compliance with the objectives set down, within the framework of the Sustainability Plan and the Corporate Environmental Footprint Plan 2021-2030 (the latter develops specific aspects of the former).



For more information, please see 6. Committed to the environment, page 151.

4.5.1.3. Metrics and objectives

Applying the commitments of the Sustainability Risk Integration Policy, as at fiscal year-end, 96% of the investment portfolio managed by MAPFRE AM was analyzed in line with ESG parameters, corresponding to an investment of more than 33.94 billion euros. Of the total portfolio, more than 96% of the assets have an ESG rating, of which 91% have a high rating, above the minimum required threshold established by the company.

In 2023, in fulfillment of the commitments established in the Sustainability Plan 2022-2024, portfolios in Brazil and the United States were analyzed, corresponding to an investment of more than 39.14 billion euros. Of this total volume, 96.6% have an ESG rating, with 82.5% above the minimum required threshold established by the Company.

With respect to actions related to MAPFRE's real estate investment, the sustainable building certification initiative is worth highlighting. During 2023, three new LEED certifications were obtained, meaning the Company now holds 16 such certifications globally. This initiative aims to certify at least 50% of the total floor area of standalone buildings owned by MAPFRE by 2030.

Measuring the carbon footprint of our investment portfolio

MAPFRE supports the transition toward a low-carbon and climate-friendly economy, in line with the Paris climate objectives. The company therefore wants to ensure that its activity and associated emissions help to reduce global warming.

Considering the environmental impact of its investments is an integral part of MAPFRE's strategy to reduce its carbon footprint in all of its activities and areas of influence, including those related to its asset portfolio.

As a sign of this commitment, we have carried out our first climate impact measurement on the MAPFRE AM investment portfolio in order to establish decarbonization objectives and guide our decision-making.

To calculate the carbon footprint of its investment portfolio, MAPFRE AM uses a proprietary methodology based on the Partnership for Carbon Accounting Financials (PCAF) methodology, measuring the emissions of the portfolio of equities, corporate debt, and government fixed income. In this way, the company identifies the risks and opportunities that its investments may entail in relation to the sustainable development of the business. For more information on the methodology used to calculate the carbon footprint of the investment portfolio, please see <https://www.mapfre.am/en/>

MAPFRE AM	2023	2022	2021	2019 (baseline)
Total carbon footprint (tCO₂e)	3,671,197.86	3,354,390.96	4,266,833.45	5,434,315.95
Carbon footprint per €m invested (tCO₂e/€million)	137.67	138.71	153.47	211.54

In 2023, due to the company's commitment to becoming a net-zero company by 2050, within the framework of the Net-Zero Asset Owner Alliance (NZAOA), the scope of the carbon footprint of the investment portfolio (equity and corporate debt and government fixed income) was expanded. Along with the greenhouse gas emissions from the MAPFRE AM portfolio reported previously, portfolio emissions from the other management centers included in the Group's balance sheet are added.

The calculation methodology used to calculate the emissions from the asset portfolio has also been reviewed. The new calculation methodology for the Carbon Footprint used by MAPFRE is based on that developed by Partnership for Carbon Accounting Financials (PCAF). The modifications made to the calculations reported in the previous year involved:

- (1) the incorporation of financial companies;
- (2) the modification of the attribution factor for the sovereign aspect, in line with the PCAF update;
- (3) the incorporation of third-party management funds, and
- (4) the transparency of structured products.

As such, the only assets that will not be taken into account under the methodology are derivatives.

This has led to an increase in the scope of covered assets from 68% to 85% in the calculation of the Group's carbon footprint.

MAPFRE Group	2023	2022 (baseline)
Total carbon footprint (tCO ₂ e)	4,113,456.43	4,127,326.63
Equities + Corporate fixed income (tCO ₂ e)	775,663.29	902,048.74
Fixed income (Sovereign + Supra + Agencies) (tCO ₂ e)	262,950.89	244,155.61
Other (tCO ₂ e/€million)	708,284.25	783,722.28
Carbon footprint per €m invested (tCO ₂ e/€million)	103.13	113.97
Equities + Corporate fixed income (tCO ₂ e/€million)	65.71	81.53
Fixed income (Sovereign + Supra + Agencies) (tCO ₂ e/€million)	114.91	122.3
Other (tCO ₂ e/€million)	157.66	219.51

In line with its commitment to the United Nations 2030 Agenda, in 2023 MAPFRE once again measured the impact of the balance sheet portfolios on the Sustainable Development Goals, using the methodology developed in 2019 with the University of Siena. Work continues to expand the methodology and integrate it with the other tools used in investing under ESG criteria.

The Sustainability Plan 2022–2024 established the following objectives:

- Rating of 90% of the investment portfolio in line with ESG criteria globally by 2024. At the end of 2023, more than 96% of portfolios had been rated as per ESG criteria.
- A reduction in emissions from the MAPFRE AM investment portfolio of 10% by the end of 2024 (2019 baseline over the relative indicator: tCO₂e/€ million). As at the end of 2023, the reduction in GHG emissions in MAPFRE AM's investment portfolio was 35%.

In addition, as part of our commitment to becoming a net zero company in 2050, MAPFRE joined the Net-Zero Asset Owner Alliance, defining intermediate objectives to align our portfolios with the 1.5° C scenario¹⁰.

- To reduce the greenhouse gas emissions intensity (Scope 1 and 2) of the Group's investment portfolio (corporate fixed income and equity) by 43% by 2030, using 2022 as a baseline.
- To increase investment in solutions that favor the transition to a low-carbon economy.
- To establish active dialog with at least 20 companies with the highest greenhouse gas emissions

4.5.1.4. Sustainable investment products

MAPFRE is committed to developing a range of sustainable products that complement existing products.

MAPFRE AM, MAPFRE's asset manager, has two sustainable funds on the market, both of which carry the SRI label promoted by the French Ministry of Finance, and which are categorized as Article 8 funds under the new European SFDR. They also take into account Main Adverse Incidents.



For more information, please see [8.2. Notes on additional information / Note 3. Sustainable products, page 198](#).

Specifically, the MAPFRE AM Inclusión Responsable fund, which is classified as a Socially Responsible Investment, invests in European equity markets. The fund uses a novel methodology that seeks to identify financially profitable companies that are also committed to integrating people with disabilities into the labor market. The fund's ultimate purpose is to make a positive impact on this community's social integration, while also generating high profitability within a long-term time frame. The MAPFRE AM Capital Responsable fund benefits from high returns produced on the equity market assuming a low risk profile. The fund invests in assets that meet the ESG criteria for Socially Responsible

¹⁰ These new intermediate objectives defined within the framework of the NZAOA will replace the objective previously defined in the Sustainability Plan 2022–2024, namely the reduction of emissions from MAPFRE AM's investment portfolio by 10% by the end of 2024 (baseline 2019 on the relative indicator: tCO₂e/€million), which is concluded.

Investment, aiming to contribute to the growth and sustainable development of our society while generating attractive returns.

In addition, as a sign of this commitment, the Company has other sustainable investment products available, such as the infrastructure fund launched with Abante or investments in renewable energy made in partnership with Iberdrola.

In 2023, MAPFRE launched the first biomethane mutual fund in Europe (MAPFRE Energías Renovables II), with the objective of investing in the construction and development of between 20 and 25 production biomethane plants in Spain in five years. This fund is the first MAPFRE fund to be classified as Article 9 according to the recent Sustainable Finance Disclosure Regulation (SFDR).



For more information, please see [8.2. Notes on additional information / Note 3. Sustainable products](#), page 198 and MAPFRE Group TCFD report: www.mapfre.com/en

MAPFRE has placed special emphasis on providing communication and information on sustainable funds to (current and potential) specialist clients and society in a different way, in line with the values that these funds, responsible investment and its contribution to sustainable development represent to the Company. Specific informational content is generated through interviews, participation in conferences and events, reference articles in specialist media and value-added videos on the MAPFRE corporate website (www.mapfre.com/en) and in the MAPFRE AM website (<https://www.mapfre.am.com/en>).

In addition, since 2019, MAPFRE has been part of Spainsif (a benchmark meeting platform for sustainable and responsible investment in Spain) and is also a member of its management board.

4.5.1.5. Asset alignment according to the EU Taxonomy

The EU taxonomy for sustainable activities is a classification system that establishes a list of economic activities that are environmentally sustainable, including in relation to adaptation to climate change. In accordance with the European Taxonomy Regulation 2020/852, concerning the establishment of a framework to facilitate the classification of sustainable investments, Insurance and Reinsurance companies shall inform the market of eligibility and alignment indicators linked to their Investments/Assets on balance sheet.

An economic activity is deemed environmentally sustainable when it is included in the corresponding sectors of activity and meets three requirements: (1) it makes a substantial contribution to at least one of the six environmental objectives identified by the regulations (climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition toward a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems); (2) it does not cause harm to any of the other objectives (DNSH (Do No Significant Harm) principle); and (3) it complies with minimum social safeguards.

Regulatory Context

Delegated Regulation (EU) 2021/2178 details the considerations, as well as the typology of assets to be considered in the calculation of KPIs, of the EU taxonomy.

In accordance with Article 7 of Delegated Regulation (EU) 2021/2178, the following clarifications are made in relation to the perimeter of assets to be considered in KPIs:

- a. Exposures to central administrations, central banks, and supranational issuers will be excluded from the calculation of the numerator and denominator of KPIs of financial companies.
- b. Derivatives will be excluded from the numerator of key performance indicators of financial companies
- c. Exposures of companies that are not required to publish non-financial information in accordance

with Article 19a or 29a of Directive 2013/34/EU (Non-Financial Reporting Directive (NFRD)) will be excluded from the numerator of KPIs of financial companies.

Based on the type of assets on the balance sheet of the MAPFRE Group, whose significant activity is insurance and reinsurance, we have marked those impacting on:

- i. Denominator: assets to be considered within the perimeter of the taxonomy's indicator for covered assets.
- ii. Numerator: assets to be considered and analyzed in order to understand whether or not they are aligned with the taxonomy.

Quantitative information

In order to comply with the provisions of Delegated Regulation (EU) 2021/2178 and amendments thereto (published in June and November 2023), the main results reported in relation to the EU taxonomy of quantitative tables are:

- i. Non-eligible assets (amounting to €18,343,060,623.76 and representing 74.74% in relation to covered assets)
- ii. Eligible but not aligned assets (amounting to €2,749,465,885.67 and representing 11.20% in relation to covered assets)
- iii. Aligned assets (amounting to €3,450,723,490.57 and representing 14.06% in relation to covered assets)

The sum of these three indicators results in the total assets covered.

The KPIs of investment activities/assets and the tables of information to be reported to the market are detailed in [8.2. Notes on additional information / Note 4. Alignment of the Taxonomy as per the EU, page 199](#).

Qualitative information

In accordance with Annex XI of Delegated Regulation (EU) 2021/2178, in addition to the reporting of quantitative data, a qualitative explanation of the information is detailed in [8.2. Notes on additional information / Note 4. Alignment of the Taxonomy as per the EU, page 199](#), to support the understanding of the results: in it, it details contextual supporting information for the quantitative indicators, including the scope of assets and activities covered by the indicators; information on data sources and their limitations; an explanation of the nature and objectives of taxonomy-aligned economic activities and their evolution over time; a description of compliance with the Taxonomy Regulation in the company's business strategy, product design processes, and engagement with clients and counterparties; additional or complementary information to support the company's strategies and the weight of the financing of taxonomy-aligned economic activities in its overall activity.

4.5.2. Integration of ESG aspects into MAPFRE's underwriting processes

4.5.2.1. Governance and strategy

In 2012, MAPFRE signed up to and adopted the Principles for Sustainable Insurance (PSI) (<https://www.unepfi.org/psi/signatory-companies/>) promoted by the United Nations Environment Programme Finance Initiative (UNEP FI), committing itself to integrating ESG issues into its decision-making for the underwriting processes of the Group's insurance operations.

This commitment is articulated in the Underwriting Policy, approved by the Board of Directors of MAPFRE S.A., applicable to all insurance and reinsurance companies, and aligned with the corporate business strategy. In addition to a Global Business Committee that meets monthly, MAPFRE has an

Underwriting Policy Committee in place that meets weekly and is, among other functions, responsible for the correct application of this policy and analyzes and proposes operational exclusion rules on ESG matters.

Environmental commitments in underwriting

The MAPFRE Group maintains its environmental commitments in the insurance and reinsurance underwriting business, playing our part to further the transition to a low-carbon economy and reinforcing our commitment to be a zero-emission company by 2050. These commitments have been approved by the Board of Directors.

In 2023, the company fulfilled its previous commitments regarding coal, oil and gas and has not approved any exceptions in this area. More details on the MAPFRE Group's environmental commitments in underwriting are available here: <https://www.mapfre.com/media/ENVIRONMENTAL-COMMITMENTS-IN-INVESTMENT-AND-UNDERWRITING.pdf>

4.5.2.2. Managing ESG risks and opportunities

MAPFRE constantly analyzes factors that could impact the business should they materialize. This analysis considers ESG factors, as these enable additional information to be gathered on social movements and transformations, as well as the expectations of stakeholders and the market that may affect the organization.

A proper analysis of ESG factors, and how they might affect the business in the short, medium and long term, shows their relationship to the company and possible inclusion in the list of risks drawn up by the company and related adoption of prevention and mitigation measures.

MAPFRE has developed an internal ESG evaluation model, which makes use of specialized tools that evaluate and quantify the ESG impact of the activity carried out by a business group, taking into account the sector and countries it operates in. This methodology has been implemented in the global risks business, in the business operations of Spain and Brazil, and in the facultative reinsurance business.

The model assigns a reputational risk level to the business group, which is linked to the level of authorization required to underwrite transactions, such that the approval of the Management Committee of each country or business unit may be required and, where appropriate, the additional authorization of the CEO. In this case, if the transaction is authorized, with the corresponding mitigation measures, the Group Sustainability Office is informed and a plan of mitigation measures for said risk may be required.

Natural disaster management

Acting appropriately in the face of natural disasters necessitates adequate forecasting of these events and a correct assessment of the losses they can suppose, both of which are essential aspects of managing an insurance company. The economic impact that the company will end up absorbing and the manner in which it can respond to its clients depend on this, and correctly managing this is a key aspect of its operational management.

The Reinsurance Unit is entrusted with various tasks related to exposure control and catastrophic risk management of the Group, as well as providing adequate reinsurance coverage to each of the companies individually and the Group as a whole.

MAPFRE's framework for catastrophic risk management includes several functions:

- Accumulation control: addressing all catastrophic exposures that the companies face and that may be affected by a natural disaster. In this area, the ExpoCat tool was implemented at corporate level in 2021 for the reporting and geo-referencing of MAPFRE companies' catastrophic exposures for their P&C portfolios, which are also mapped on various dashboards to enhance control and streamline information management. The data include characteristics of the exposed assets that

can make them more resilient to the impact of catastrophic risks, such as the year and type of construction or height.

- Catastrophic risk modeling: knowing all the information about exposures, estimating probabilistic loss scenarios to calculate the possible financial impact of natural disasters. Climate change can be an incremental factor in catastrophic risk depending on the type of scenario and the time horizon. As such, it should be included in these estimates to the extent that the predictive models used allow for this variable to be incorporated. The ExpoCat tool allows companies to formulate deterministic loss scenarios with precise maps in the event of a catastrophic event, identifying potentially affected exposures and allowing for more agile decision-making. The Board of Directors of MAPFRE S.A. establishes the risk level that the Group is prepared to assume in order to meet its business objectives without any significant deviations, even in adverse situations. This strategy enables MAPFRE to manage risk and adapt its financial planning process to climate change.
- Design of the appropriate reinsurance protections to cover the risks that MAPFRE does not wish to retain and to ensure that catastrophic events do not compromise the Group's solvency or liquidity.
- Supervision and management of the credit risk that the Group is exposed to through reinsurance placements, as well as the liquidity risk that it could be exposed to.
- Continuity plans: in the case of a catastrophic event, MAPFRE's ability to continue serving its clients is of paramount importance. The Company's business continuity plans are developed, implemented, tested, updated and certified, and are aimed at guaranteeing, in addition to the personal safety of employees and collaborators, the operational resilience of its companies; thus fulfilling its obligations to clients and other stakeholders.

To carry out these actions, MAPFRE has specific capabilities that allow for a consistent and adequate response to requirements at any time and in any location. The activation of the plans makes it possible for each company to resume its operations in a period of time that does not compromise its continuity and that facilitates the provision of services required by clients, making these operations resilient.



To learn more about the economic impact caused by natural disasters, please consult the Consolidated Management Report 2023 / Relevant economic and corporate events on the Company's website www.mapfre.com/en

4.5.2.3. Metrics and objectives

Until 2023, the ESG analysis tool had served to offer scoring for global risks clients, clients from Spain and Brazil and facultative reinsurance clients.

In accordance with the ESG risk analysis model, at the end of 2023, 90% of the underwriting portfolios mentioned above have been analyzed under ESG criteria.

In 2022, MAPFRE set itself the objective of being a net-zero company in its insurance and reinsurance underwriting portfolios by 2050. This commitment has made MAPFRE even more demanding when it comes to sustainability, such that the company is working to establish, in the short term, underwriting criteria to make a significant impact in terms of emissions while defining decarbonization commitments with its most relevant clients, and promoting agreements and developing products and services that promote the reduction of greenhouse gas emissions in its portfolio.

4.5.2.4. Sustainable underwriting products and services

Sustainable innovation is an important business opportunity, which is why MAPFRE continues working to design sustainable solutions, analyzing market options and pivoting toward new business models and solutions that arise from digital and technological changes. It does so with the ultimate aim of offering the best solutions and services to current and future customers while contributing to the fair transition to a low-carbon economy and a more inclusive and equal society.

MAPFRE's experience as an insurance company enables it to manage risks and develop solutions for a sustainable future, adding value through dialog with stakeholders and sharing its experience to improve general awareness of risk and mitigation in the sector.

- a. Environmental products and services: insurance products or services aimed at specifically adapting and/or mitigating an environmental risk or opportunity and/or related to climate change.
 - i. Climate change mitigation
 - ii. Adaptation to climate change
 - iii. Transition to a circular economy
 - iv. Pollution prevention and control
 - v. Restoration of biodiversity and ecosystems
- b. Social products and services: insurance products or services aimed at specifically covering the basic needs of the population, products or services related to the protection of life, health and education in disadvantaged communities and/or low-income groups (those earning minimum wage or less), as well as aspects related to the protection of human rights, non-discrimination, inclusion and diversity.
 - i. Microinsurance
 - ii. Insurance for seniors
 - iii. Insurance for other vulnerable groups
- c. Good governance products and services: products that aim to protect businesses from one of the biggest vulnerabilities of today, namely cyberattacks.

Sustainable underwriting products and services	2023	
	No. of policies insured	Written premiums
Environmental products and services	3,197,914	1,033,654,759.74
Social products and services	13,418	23,338,040.44
Good governance products and services	12,729,699	338,422,074.05
Total	15,941,031	1,395,414,874.22



For more information, please see 8.2 Notes on additional information / Note 3. Sustainable products, page 198

4.5.2.5. Premium alignment according to the EU Taxonomy

The EU Taxonomy for sustainable activities is a classification system that establishes a list of economic activities that are environmentally sustainable, including in relation to adaptation to climate change. In accordance with the European Taxonomy Regulation 2020/852, concerning the establishment of a framework to facilitate the classification of sustainable investments, Insurance and Reinsurance companies shall inform the market of eligibility and alignment indicators linked to their Non-Life Underwriting/Reinsurance business.

An economic activity is deemed environmentally sustainable when it is included in the corresponding sectors of activity and meets three requirements: (1) it makes a substantial contribution to at least one of the six environmental objectives identified by the regulations (climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition

to a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems); (2) it does not cause harm to any of the other objectives (DNSH (Do No Significant Harm) principle); and (3) it complies with minimum social safeguards.

Regulatory Context

Delegated Regulation (EU) 2021/2139 defines the activities that contribute to mitigating and adapting to climate change. In addition, it establishes the technical selection criteria to determine the conditions under which a specific economic activity can be considered as substantially contributing to climate change mitigation or adaptation. Only the aspects related to insurance, specified in Article 10 of Annex II, Financial and Insurance Activities, will be applicable from this delegated regulation.

The lines of business considered in the study are those indicated in point 10.1. Non-Life insurance: underwriting of climate-related risks:

- Medical expense insurance
- Income protection insurance
- Workers' compensation insurance
- Third-party liability automobile insurance
- Other automobile insurance
- Marine, aviation, and transport insurance
- Fire and other damage to property insurance
- Assistance insurance

Quantitative information

In order to comply with the provisions of Delegated Regulation (EU) 2021/2178 and amendments thereto (published in June 2023), insurance companies must report the following indicators of their Non-Life underwriting and reinsurance activities:

Economic activity	Total insurance revenue year t (2)	Proportion of insurance revenue, year t (3)	Proportion of insurance revenue, year t-1(4)	Climate change mitigation (5)	Water and marine resources (6)	Circular economy (7)	Pollution (8)	Biodiversity and ecosystems (9)	Minimum coverage (10)
	Euros	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
A.1. Non-Life insurance and reinsurance underwriting taxonomy-aligned activities (environmentally sustainable)	465,971,550.62	2.62 %	from fiscal year 2024	Y	Y	Y	Y	Y	Y
A.1.1. Of which reinsured	0.00	— %	from fiscal year 2024	Y	Y	Y	Y	Y	Y
A.1.2. Of which stemming from reinsurance activities	0.00	— %	from fiscal year 2024	Y	Y	Y	Y	Y	Y
A.1.2.1 Of which reinsured (retrocession)	0.00	— %	from fiscal year 2024	Y	Y	Y	Y	Y	Y
A.2 Non-Life insurance and reinsurance taxonomy-eligible but not environmentally sustainable activities (non-taxonomy-aligned activities)	836,821,828.48	4.705 %	from fiscal year 2024						
B. Non-Life insurance and reinsurance taxonomy non-eligible activities	16,481,358,455.26	92.674 %	from fiscal year 2024						
Total (A.1+A.2+B)	17,784,151,834.37	100 %	100 %						

With regard to the scope defined for calculating the indicators, the MAPFRE Group has established, following a decision taken by the Sustainability Operating Committee, to report, as they are considered material in this area, the data corresponding to companies that represent more than 95% of the attributable result under the International Financial Reporting Standard adopted by the European Union (IFRS-EU 4) at the close of September 2023.

As such, the data reflected in the Taxonomy correspond to this previously defined scope, not taking into account 100% of the total Non-Life revenue of the MAPFRE Group reflected in the Group's consolidated annual accounts (26,897.08 million euros) published under IFRS-EU 17 on Insurance Contracts.

In the coming years, the scope for calculating the indicators will gradually be extended to cover 100% of MAPFRE Group revenue.

EU Regulation 2021/2178 details the indicators to be developed by insurance and reinsurance companies. To calculate these indicators, it was necessary to extract information from the insurance activity that differs from Life insurance and from the reinsurance activity.

Qualitative information

In accordance with Annex XI of Delegated Regulation (EU) 2021/2178, in addition to the reporting of quantitative data, a qualitative explanation of the information is detailed in [Note 4. Alignment of the Taxonomy as per the EU](#), page 199 to support the understanding of the results: In it, it details contextual supporting information for the quantitative indicators, including the scope of assets and activities covered by the indicators; information on data sources and their limitations; an explanation of the nature and objectives of taxonomy-aligned economic activities and their evolution over time; a description of compliance with the Taxonomy Regulation in the company's business strategy, product design processes, and engagement with customers and counterparties; additional or complementary

information to support the company's strategies and the weight of the financing of taxonomy-aligned economic activities in its overall activity.



5

COMMITTED TO STAKEHOLDERS

Profitable growth cannot be understood only from a financial point of view. We are a committed company that also aspires to create and distribute value for all stakeholders.

MAPFRE's strategy with its various stakeholders revolves around developing long-term, trust-based relationships built on commitment and dialog that have their roots in integrity, responsibility and transparency, contributing to the sustainable value creation model that the Group pursues, acting in accordance with the provisions of the MAPFRE Code of Ethics and Conduct and the MAPFRE Sustainability Policy.

The following image shows MAPFRE's connections with its main stakeholders.



This chapter is dedicated to highlighting the most relevant aspects of the strategy and management with different stakeholders: employees, clients and policyholders, distributors, intermediaries and collaborators, providers and shareholders.

5.1. Developing our people

MAPFRE is a global company that is built and sustained by 30,873 people, day after day. All of them are at the heart of our people management strategy, the core pillars of which are development, promotion and well-being.

To fully realize their development, promotion and well-being, we work in line with:

- Strategic business needs.
- Actively listening to our employees.
- A workplace of well-being, with an inclusive and diverse environment that allows people to express themselves freely.
- Developing capabilities through continuous learning, self-development, and mobility.
- Providing training in digital capabilities and new work methodologies.
- Promoting social sustainability through constant improvement in the quality of employment and employability.

With MAPFRE's commitment to people, our company is a place where the time each person invests is meaningful. Working with these values helps to further our transition to a more open, more digital, and more transformative company.

This dimension is complemented by the People and Organization 2023 report, verified and published on the corporate website <https://www.mapfre.com/en/talent>.

MAPFRE *Where your time is meaningful*

Total workforce	2023	2022
Workforce at December	30,873	31,293
Average workforce	30,920	32,187



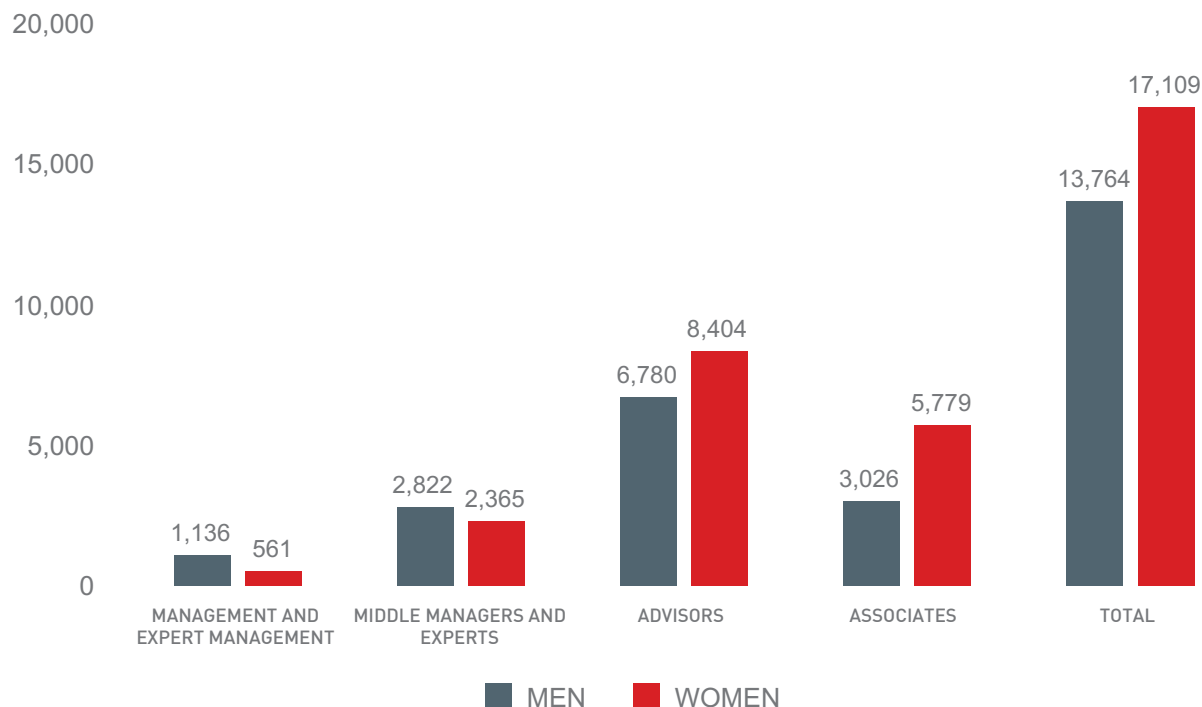
Total number of employees per employment contract/work schedule/gender (as per the MAPFRE Group structure: Regional Areas, Business Units and Central Services)

Organizational distribution	Permanent				Temporary				Total	
	Full-time		Part-time		Full-time		Part-time			
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Corporate Areas / Central Services	793	625	0	3	5	8	0	0	798	636
IBERIA	4,539	4,945	88	383	96	124	13	44	4,736	5,496
BRAZIL	1,885	2,997	3	2	1	7	0	0	1,889	3,006
LATAM SOUTH- CENTER	2,890	3,538	47	92	133	158	87	143	3,157	3,931
MEXICO	906	908	0	0	16	17	0	0	922	925
NORTH AMERICA	974	1,564	3	32	0	1	0	0	977	1,597
EMEA	943	941	31	230	68	78	16	28	1,058	1,277
REINSURANCE	226	234	0	3	1	4	0	0	227	241
TOTAL	13,156	15,752	172	745	320	397	116	215	13,764	17,109

Average number of employees per employment contract/work schedule/gender (as per the MAPFRE Group structure: Regional Areas, Business Units, and Central Services)

Organizational distribution	Permanent				Temporary				Total	
	Full-time		Part-time		Full-time		Part-time			
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Corporate Areas / Central Services	776	618	0	3	5	6	0	0	781	627
IBERIA	4,540	4,922	90	389	109	134	14	38	4,753	5,483
BRAZIL	1,880	3,052	4	2	3	6	3	0	1,890	3,060
LATAM SOUTH- CENTER	2,889	3,546	53	106	129	137	58	106	3,129	3,895
MEXICO	929	902	0	0	13	16	0	0	942	918
NORTH AMERICA	983	1,600	3	34	0	2	0	0	986	1,636
EMEA	871	877	117	313	65	80	13	22	1,066	1,292
REINSURANCE	222	229	0	6	1	4	0	0	223	239
TOTAL	13,090	15,746	267	853	325	385	88	166	13,770	17,150

NUMBER OF EMPLOYEES BY JOB POSITION LEVEL AS OF DECEMBER 2023



5.1.1. Talent

Good talent management is key in any company. It reflects a true commitment to customers, employees, shareholders, providers, and society in general. At MAPFRE, we ensure that employees have the necessary knowledge and skills to guarantee the best service and products, in compliance with our standards of both quality and sustainability. And we don't just consider the current scenario, but also take a medium and long-term outlook.

The future employability of our professionals and the constant updating of their capabilities are of paramount importance. As such, we invest in development plans that provide them with this critical knowledge to better face the new challenges of an ever-changing environment. We have a promotion, mobility, and selection policy in place that is aimed at strengthening employees' commitment to MAPFRE's values and to developing people with global skills and capabilities, properly identifying and training current and future leaders. We believe it is vital to focus on future coverage both internally and externally. We have numerous initiatives in progress so that the countries we operate in can develop the skills we need within our professional ecosystem. This is demonstrated by our interns plan and our permanent, two-way, active connection with universities and business schools.

We have a Capability Transformation plan in place, the main objective of which is to identify and develop the necessary knowledge required by the business in the short and medium term, in addition to improving employability with development plans, career plans, training itineraries, upskilling and reskilling plans, and retention plans.

5.1.1.1. Development plans

MAPFRE has a global transformation model in place. The company has identified 60 job groupings based on their corresponding knowledge, which are broken down by the different technical and management career levels. Among them, 64 strategic profiles have been identified in 38 of these groups. In addition, each country annually defines job position coverage matrices and versatility matrices, which derive from global and local development plans, upskilling and reskilling plans, and external recruitment plans.

Specifically, given its critical role in the company's transformation, a targeted global project was carried out to transform the capabilities of the Technology, Operations, Data, and Security functions. Among them, 25 profiles were identified, and development plans were proposed for upskilling and reskilling to cover them, which will be executed in 2024

In 2023, 2,209 employees occupied strategic profiles in the organization, each with a personalized development plan. The unwanted staff turnover of these profiles in 2023 was 7%.

Development of Technical Function

As of 2023, we have a global technical function development plan in operation, with 13 international career managers and local plans in place in 31 countries, involving 4,315 employees from the technical function. This year, this group participated in the Global Training Program for Technical Managers, whose objectives were to expand MAPFRE's global vision, strengthen our culture, and further strengthen our technical knowledge.

To ensure coverage of this function's critical profiles in all countries, the needs of this function were updated this year, identifying 23 strategic profiles in the Health, Automobile, Life, and Business lines.

This year, the actuary trainee plan was developed further with the addition of 14 actuaries, who joined the 53 successful candidates from previous years.

MAPFRE has designed career plans for specific functions, such as underwriters, claims handlers, sales representatives, and internal auditors, among others. In 2023, 4,521 people participated in these plans.

The technical progression plan has been deployed globally, growing from 1,076 employees in technical career job positions (specialists, experts, management associates, and expert managers) to 1,856 in the last two years.

All countries have succession plans in place up to the third organizational level. These plans employ a common methodology that defines immediate, short-term and medium-term replacement, as well as the professional road maps in order to prepare potential successors.

In 2023, the internal vacancy coverage rate was 37.3%, with an aspirational target to be reached by the end of this strategic cycle of 45%. The internal promotion rate was 71.2%, and the total undesired turnover was 7.6%.

In 2023, 1,758 vacancies were published on the internal website, which were viewed by 1,002,368 people.

5.1.1.2. Self-development

MAPFRE offers employees a comprehensive training catalog to assist with their active development. In 2023, 11,379 employees accessed this catalog, and 85,974 signed up for training programs. The organization launched an automated learning recommendations engine in 2023 that uses algorithms to recommend courses to employees based on their interests and learning activity. Recommendations were made to 27,872 employees. In 2023, the number of self-learning hours increased by 39%.

This year, a feature that allows employees to evaluate their knowledge, also allowing their managers to evaluate them and give them feedback, was deployed to 6,942 employees in different countries (Mexico, Peru, Spain, Brazil, Chile, and Puerto Rico).

This feature has been made available to 28,072 employees from 38 countries in the Individual Development Plan so that both the employee, his or her supervisor, and the HR teams can include development actions (training, mentoring, project participation, among others) in order to set goals and facilitate their achievement.

5.1.1.3. Training and knowledge management

MAPFRE promotes employee learning through its Corporate University, and all training activities are designed in accordance with its business strategy and objectives. The Corporate University has 16 schools, 13 knowledge rooms, and an InnoLAB, and is present in all countries in which MAPFRE operates. In addition to mandatory content and knowledge for all employees (such as content related to legal requirements, occupational risk prevention, corporate policies and culture), technical content is developed to enhance employees' skills in their respective positions. Skills training is also promoted, with a special focus on leadership, languages and digital skills.

The following corporate development programs were held throughout 2023, with participants from all countries:

1. Global Development & Leadership Program (18 employees)
1. Global Women's Leadership Program (15 employees)
1. Executive Avanza Program (18 employees)

This year, training was given to 100% of the workforce through 984,622 training hours, representing an average of 31.84 training hours per employee.

Job Position Level	Hours of training	
	Men	Women
Management and expert management	39,040	22,581
Middle management and experts	95,020	77,119
Advisors	218,505	250,320
Associates	91,756	190,281
TOTAL	444,321	540,301

- Technical and sales training represents 81% of the total training provided and is fully aligned with our business needs.
- The company invested 353.3 euros on average per employee.
- The company conducted 134 technical and transversal programs with a global scope.
- The company conducted 36 prevention programs and anti-harassment procedures and 5,950 enrollments were recorded for these programs by 5,082 employees.

- The company conducted 145 anti-corruption programs and 44,275 enrollments were recorded for this content by 18,255 employees.
- The rollout of The Firewall Mindset cybersecurity training, launched in 2021, continued in 2023, and a total of 19,322 employees worldwide had completed this content by the end of the year. In addition, the Global Cybersecurity Program, focused on MAPFRE's Technology and Security groups, was carried out, which consisted of a common, transversal module for everyone plus a specific module relating to the function performed by each employee in these groups. Sessions in the first module were attended by 1,593 people, and sessions in the second module were attended by 2,525 people.
- The company held 126 employee training programs on occupational health and safety (general training in this area and specific training on occupational risks and hazardous activities or situations) and saw a total of 11,948 enrollments by 7,485 employees for these programs.

The main training-related indicators are detailed in the accompanying table.

Training Indicators	2023	2022	2021
Investment in training	€10,907,192	€10,052,146	€8,120,763
Average investment per employee	€353.30	€327.34	€251.00
Total training hours	984,622	961,416	991,210
No. of training hours per employee	31.8	30.4	30
Total training attendances	374,635	309,648	384,095
% of workforce trained	100 %	100 %	100 %

Attendance at training activities by job position level and gender are broken down in the accompanying table.

Job Position Level	2023		2022		2021	
	Men	Women	Men	Women	Men	Women
Management and expert management	13,148	6,944	8,399	4,227	11,173	5,713
Middle management and experts	38,068	30,671	25,036	21,209	29,995	23,248
Advisors	79,765	93,006	71,236	90,813	94,638	115,508
Associates	37,736	75,297	28,753	59,975	31,919	71,901
TOTAL	168,717	205,918	133,424	176,224	167,725	216,370

- To evaluate the transfer of knowledge to the job position worldwide in 2023, 2,135 questionnaires were completed by employee supervisors attending the programs, with 88% of responses indicating a rating of at least 4 out of 6 (high or very high level of transfer).
- A MAPFRE Culture online program has been deployed globally, with the main objective being to enable MAPFRE Group employees and collaborators around the world to understand and internalize MAPFRE's purpose. In 2023, 23,430 employees from all over the world were invited to complete this program.

In addition to the training described in this section, specific training on topics such as good governance, risks, and sustainability can be consulted in the following sections of this report: [3.1.3. Risk training](#), page 47; [4.3.3. Main achievements of the sustainability plan in 2023](#), page 70; [5.1.5.2. Disability](#), page 111; [7.2.2. Respect for human rights](#), page 176; [7.2.3.1. Preventing all forms of corruption](#), page 178; [7.3. We promote cybersecurity and protect data privacy](#), page 181; as well as, in Note 1. Training on material topics, from the People and Organization Report 2023 on the Company's website www.mapfre.com/en, and in the TCFD Report 2023 / 2.5. Employee climate change training programs www.mapfre.com/en.

5.1.1.4. Mentoring programs

Throughout 2023, the company continued implementing the traditional and digital mentoring program as a way of developing, collaborating and transmitting knowledge among teams. In traditional mentoring processes, the mentor transmits his/her knowledge, experience and culture to the mentee. There were 120 mentors and 145 mentees from 8 countries in 2023.

In digital mentoring, the mentor (digital profile) supports the mentee in developing digital skills and using technological tools, collaborative platforms and social networks, as well as in acquiring knowledge on digital trends. In 2023, the company had 80 digital mentors and 348 mentees from 4 countries.

5.1.1.5. Knowledge management

MAPFRE has a global knowledge management technology platform called Eureka, where all employees can connect to share knowledge and best practices. It is an active platform that brings together knowledge of the entire organization in a single space. Currently, more than 4,000 pieces of knowledge have been contributed from the company's 15 areas of knowledge, and more than 1,380 employees worldwide have been identified as Knowledge Leaders, as they are the ones who mainly disseminate it.

5.1.1.6. Universities Plan

MAPFRE focuses on continuous and permanent collaboration with the world of education at global level through our Universities Plan: MAPFRE with Universities.

The organization has 473 agreements in place with universities, business schools, and academic institutions around the world, with the objective of disseminating the insurance culture, developing young talent, and sharing knowledge.

The plan works globally through three main pillars:

- Promoting knowledge of the insurance industry and the MAPFRE Culture. In 2023, 66 global sessions on insurance activity and its social impact were delivered.
- Developing young talent: MAPFRE actively participated in 126 job forums worldwide to publicize the employer brand and announce vacancies.

MAPFRE's Grow with Us Intern Plan aims to offer students the opportunity to acquire knowledge and skills at MAPFRE, to build their professional career, and to continue their personal and professional training. In 2023, over 900 students in 26 countries completed internships at MAPFRE.

- We share and add knowledge through a two-way relationship of collaboration, innovation, and knowledge transfer:

We provide universities and students with knowledge through sessions, webinars, master classes, and the MAPFRE Business Game.

MAPFRE executives and employees took part in 82 presentations and sessions.

5.1.1.7. Functional and geographic mobility

At MAPFRE, transfers and relocation are essential elements of employee development and employability. In 2023, 14.9% of employees were transferred, representing 4,183 employees.

There are different types of mobility, such as hierarchical mobility (between different hierarchical levels), functional mobility (between different functions), role, scope, and temporary mobility, as well as national and international geographical mobility.

As a result of geographic mobility in international careers, global mobility and temporary transfers, 67 employees were relocated, and 17 countries received professionals from 18 other countries. This has enriched strategic development, project implementation, and innovation.

Currently, 230 executives and employees work outside their country of origin.

5.1.1.8. Leadership

A Leadership Plan has been deployed worldwide to the organization's nearly 5,000 leaders, helping them to develop the six characteristics of the MAPFRE leader: digital leader, values leader, strategic leader, transparent leader, learning leader, and knowledge leader. It also aims to help them lead in a changing environment through new ways of working. To this end, the plan is deployed across four lines:

- External environment
- MAPFRE context
- Team development
- Leader's own development

One year after its launch, 94% of leaders have participated in the Leadership Plan, with 80% of them having completed the self-diagnosis and 90% of that group have now chosen their learning route.

Meanwhile, in order to improve the evaluation and development of leaders in 2023, a questionnaire was incorporated into the evaluation to assess 3 key factors of leaders: their strategic vision, ability to achieve results, and leadership of people.

With regard to training the company's top management, a specific program called Transformational Leadership has been designed for 53 CEOs and members of management committees.

5.1.1.9. Performance evaluation

MAPFRE has a standardized, 360° global performance evaluation process in place, made available to 98% of the workforce, which features a global platform that facilitates the evaluation of employees in all countries, through a process that ensures agility and continuous feedback, both qualitatively and quantitatively, between all profiles and levels and at every stage of the performance process.

Specifically, objectives and goals continued to be defined via Management by Objectives throughout the year, availing of continuous feedback. The process ends with a final assessment that includes a 360° evaluation (with a multi-source format: self-evaluation, assessments by the employee's manager and peers, as well as clients and collaborators), and an overall evaluation of both performance and potential (and the risk and impact of loss). This assessment evaluates employees in both their individual performance and the achievement of objectives as part of a team or in the scope of a project, allowing their teamwork skills to be assessed.

The process culminates with feedback, where development expectations are discussed. New functionalities and upgrades were implemented in the process in 2023, such as Team Rater, allowing a group of people to be evaluated simultaneously. In 2023, a total of 27,552 employees participated in the process, representing 98% of the workforce.

5.1.1.10. Strategy for attracting new talent

Through external recruitment, we anticipate our company's needs for the talent and capabilities required internally at all times. This recruitment is carried out through employer branding, providers and external channels, social networks, and agreements with universities.

We have an external recruitment model in place, as well as a defined strategy for social networks and to measure the impact of our investment in this type of channel.

MAPFRE's external recruitment model enables us to identify the points to improve in each stage of the process

 REQUIREMENTS	 SOURCES	 CHANNELS	 BRANDING	 MARKETING	 SELECTION AND INCORPORATION
Identify those digital profiles most sought after by MAPFRE	Identify and activate the most appropriate sources for each profile	Conduct selection process, using the most effective channel	Promote employer branding to boost attractiveness of our brand among target groups	Activate specific content for particular audiences	Rigorously select profiles, focusing on the candidates' experience
What do we need?	What allies can we count on?	Where are they?	How do we attract them?	How do we communicate with them?	How do we choose the best ones?

Depending on our external recruitment needs, we use different sources and capture channels. The objectives we prioritize are personalization and search agility. A total of 60,403 candidates who are interested in working with us registered on the Work at MAPFRE global site, while employees nominated 376 candidates through the referral plan.

This year, an enterprise agreement was signed with LinkedIn to reinforce our visibility and boost our impact and profile capture strategy. As a result, MAPFRE has recruitment licenses and can publish unlimited job offers, which has helped boost the number of applications received from 154,880 to 618,705, while our follower count rose from 611,604 to 759,880.

We have also improved our recruitment across several indicators such as Influenced hires (profiles incorporated that were influenced to a degree by some of the employment marketing actions carried out) from 18.5% in 2022 to 26.1% in 2023, and Job and Life pages view (views of MAPFRE's career page and specific employer branding page) from 136,100 in 2022 to 219,800 in 2023.

New agreements were activated with recruitment and selection consultants to back up the external and global recruitment of strategic profiles, with a special focus on core insurance functions (actuarial and underwriting) and on the critical functions of transforming technology, security, and data.

To attract and retain the talent we need, we must verbalize and effectively communicate our value proposition for employees and our differentiating attributes. To this end, we created the claim MAPFRE, WHERE YOUR TIME IS MEANINGFUL, which refers to people's desire to invest their time in something worthwhile, that makes us happy. When it comes to choosing where to invest our professional time, we want to do it somewhere that has a clear purpose, and we want to know that our work has meaning.



MAPFRE *Where your time is meaningful*

EVERY MINUTE YOU INVEST AT MAPFRE BECOMES MEANINGFUL BECAUSE...

<p>WE ARE TALENT</p> <p>With us, you can be yourself, applying your talent wherever you choose.</p>	<p>WE ARE COMMITMENT</p> <p>We are committed to society and also to you; to working together each day to make the world a better place.</p>	<p>WE INNOVATE WITH PURPOSE</p> <p>Our open, collaborative environment allows us to provide innovative solutions that improve people's lives.</p>
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jobs.mapfre.com

MAPFRE *Where your time is meaningful*

5.1.2. Flexibility and agility

MAPFRE is an agile and flexible organization that is committed to new ways of working and understands that communication, collaboration, knowledge management, access to information and improved productivity are essential for business and people development. We have formulas and products in place that enable us to deliver flexibility, agility, and organizational efficiency, such as the Project-Based Management Model, Digital Workplace, and Hybrid Work Model, which, combined with new technologies, allow us to add value to our people and our organization.

5.1.2.1. Organization

To understand the needs of the business and adapt our organizational structure in the countries, we employ a global methodology called the Workforce Evolution Protocol, which allows us to identify the relationship between the people engaged in a specific activity and the evolution of that activity and business type. We work with a global workforce planning methodology that brings business needs closer to the required capabilities and allows us to adapt more flexibly.

In order to promote a more efficient organizational structure and more agile decision-making at MAPFRE, we aim to optimize the number of employees with existing managerial positions, understanding managerial positions as those held by people who manage other employees. The hierarchical index at the close of 2023 was 16.5%.

5.1.2.2. New ways of working

The deployment of collaborative tools used to implement our new ways of working now covers 26,557 employees in 37 countries. This includes email, audio and videoconference, chat and teamwork solutions, personal and group task management, document and knowledge managers, among others.

To ensure the effectiveness of change management, we set up an internal website to host tips, news, best practices, and common inquiries related to our productivity tools and scenarios. As part of the adoption strategy, employees have been provided with a tool that provides weekly information on their work habits (time spent on meetings, focus and concentration, channels used to communicate, frequent network of contacts, etc.) so that they can reflect on them and take corrective action.

Combined with metrics, surveys and focus groups are used to detect elements that hinder adoption and which can serve as the basis for training and/or communication campaigns aimed at enhancing adoption of new habits and more intensive use of tools available.

Workstation digitalization, which allows employees to work from any location, stood at 85.87% for 2023.

5.1.2.3. Project-based management

The project-based management model aims to personalize certain people management processes for the group involved in projects: specific training, work methodologies, responsibilities and roles of the different members of the project work team, as well as evaluation of activities associated with the project.

The model has been deployed in 7 countries, with a total of 501 projects and 1,475 employees assigned, and since the start of the project in 2021, a total of 6,783 employees have received project-related training.

5.1.2.4. Global hybrid remote work model

MAPFRE has a global, flexible hybrid work model in place that combines in-person work and remote work. This model combines different work modalities: in-person work, remote work some days a week and remote working every day of the week. To date, 16 countries have implemented a local hybrid work model.

At MAPFRE, 18,423 employees avail of flexible working systems.

5.1.2.5. Regulatory Policy on Telematics Code

The Telematic Code is an instrument that details how MAPFRE professionals should use the computer and telematic media put at their disposal.

This code regulates digital rights in the workplace, such as digital disconnection, privacy in the use of digital devices and video surveillance, as well as sound recording and geolocation systems.

As of 2023, the Telematics Code has been implemented in all MAPFRE countries.

5.1.2.6. Digital Disconnection Regulatory Policy

The Policy regulating the digital disconnection of MAPFRE employees, which establishes a culture of respect for the time of others, expressly recognizes the right of workers to disconnect from the work and communication tools provided by the company outside working hours by establishing express measures for the exercising of this right. Such measures regulate the hours during 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. To ensure its proper implementation and to promote a rest-friendly culture, the policy is complemented by a change management plan accompanied by awareness campaigns related to disconnection and rest, reasonable use of technological means and awareness of respect for personal rest time.

On a regular basis, news and videos related to these new ways of working are published on the Corporate Intranet, aimed at raising awareness among the workforce about the use of technological resources.

5.1.3. Remuneration, benefits and recognition

MAPFRE establishes appropriate and competitive remuneration based on function/job position, merit and performance. This remuneration is based on applicable regulations while guaranteeing equality and nondiscrimination. The remuneration model focuses on productivity and the generation of added value, with flexibility to adapt to the different groups and circumstances of an increasingly demanding talent market.

MAPFRE has a transparent Compensation Policy, which is known to all employees, whereby remuneration is a source of motivation and satisfaction that allows the objectives set to be achieved and the strategy to be met within the framework of the company's long-term interests. This policy also promotes appropriate and efficient risk management by discouraging both the acceptance of risks that exceed the company's tolerance limits, including sustainability risks (environmental, social, and governance) and conflicts of interest. It gives specific treatment to the remuneration of the management groups and those with special impact on the company's risk profile.

The remuneration of each person is adjusted to each country and environment, and more than 23 countries have comparison systems through market surveys that make it possible to offer and maintain the most appropriate remuneration for the functions performed and the professional career.

Other components in addition to fixed remuneration are variable remuneration, recognition programs, social benefits and specific supplements applied by the function.

MAPFRE has different modalities of variable remuneration: annual target-based remuneration, medium and long-term incentives, commissions and bonuses. This year, 26,931 people are working under annual variable remuneration systems, representing 87.23% of the global workforce. And 306 people have multi-year systems in 25 countries.

Recognition

MAPFRE has various global and local recognition programs. These programs recognize collaborators for their contribution to implementing the company's strategy, achievement of extraordinary results, resolution of significant events, innovative contributions, professional careers at MAPFRE, and application of the company's behaviors and values. In 2023, 19,990 employees in 19 countries participated in the different local and global recognition programs, and more than 5,400 employees were recognized in the different programs.

Benefits

MAPFRE offers employees social benefits, which are part of their "emotional salary": these are products and services that the company pays its employees to ensure their well-being, providing assistance tailored to their personal and family needs at all times. These benefits are defined and managed in each country. The benefits are offered to employees regardless of whether their contract is permanent or temporary and their workday is full-time or part-time. The amount allocated in 2023 to social benefits was 183.85 million euros.

Type of social benefit	
Health insurance	94.9%
Retirement and pension plans and savings insurance	69.6%
Life insurance	96.2%
Insurance discounts	69.6%
Length of service awards	29.9%
Grants for the education of children of employees at all stages of the education cycle	34.2%
Newborn child bonus	3.3%
Meal vouchers	92.3%
Loans	15.3%

In addition to the aforementioned benefits, other benefits are granted that help employees meet various needs: disability/incapacity coverage, employee education grants, aid for spouses and children with disabilities, Christmas gifts, awards, salary advances, shareholder participation etc.

MAPFRE pays special attention to promoting social protection systems for employees, incentivizing long-term savings, thereby guaranteeing a retirement supplement through the different plans in force.

Financial assistance is also provided to employees for special situations, usually resulting from health problems. In 2023, this assistance amounted to 572 thousand euros. Financial assistance was also given to retired employees in the amount of 1.1 million euros, of which 1,101,282 euros are bonuses for retiree health insurance.

5.1.3.1. Objectives-based model

In order to convey and align each person with the strategic goals, MAPFRE has a global objectives-based management model in place that determines the weight of the different categories of objectives (those applying to MAPFRE as a whole and those applicable to region/country/business, area/department) for each job position level, assigning each a weighting based on the responsibility of the job position.

Job positions linked to the sales area have their own objectives system, enabling MAPFRE to direct 100% of its workforce to objectives-based management. In 2023, we reduced the weight of individual objectives, placing greater weight on group objectives, thus fostering greater employee loyalty to the company. MAPFRE will continue to develop this global objectives-based management model through other specific systems adapted to the activity carried out, such as project bonds and OKRs, which respond to new methodologies and work environments.

There is a matrix of objectives weights as per hierarchical level in place, which applies a greater weight to company objectives for more senior hierarchical levels, and objectives more closely related to the function for lower hierarchical levels.

5.1.3.2. Stock-based flexible remuneration plans in Spain

As it did in 2023, MAPFRE launched a new flexible Remuneration Plan for MAPFRE Group employees in Spain for 2024, with the aim of boosting their connection to the company's strategy and future earnings.

The plan, similar to the previous one, offers the possibility of voluntarily allocating an annual amount of remuneration to the purchase of MAPFRE S.A. shares (between 300 and 12,000 euros per year). These shares will be issued monthly throughout 2024, free of charges for the employee, through MAPFRE Inversión.

The shares received will give full right to participate as shareholders in the future dividend of the company, and to the application of the corresponding tax benefit (except for the Basque region).

Although this edition, like the previous one, does not include the issuing of additional shares, applicants for the new Plan numbered 1,805, equivalent to 17% of the workforce in Spain], which continues to reflect a high level of employee confidence in MAPFRE's future.

In May 2023, and in relation to the 2022 Share Remuneration Plan, MAPFRE delivered free shares to each employee in proportion to those acquired and held until March 31 of the same year, within the limits provided for under that plan.

5.1.3.3. Equal pay

To make good on the commitments set down in its Sustainability Plan 2022–2024, MAPFRE has committed to reducing its pay gap to +/-1% by 2024.

The calculation methodology used to determine the pay gap, verified in 2018 by the consulting firm Ernst & Young (EY), continued to be applied in 2023. It considers various factors to create comparison groups or clusters, obtaining more accurate remuneration comparisons based on the functions and responsibilities assigned to each job position.

The formula for calculating this type of gap is the following:

$$\text{Equal Pay Gap} = \sum_{n=1}^N \left(\frac{\text{Gender Pay Gap each cluster} \times \text{Number of employees in the cluster}}{\text{Total number of employees analyzed}} \right)$$

In general, MAPFRE Group companies took several actions to reduce the pay gap, including:

- Pay analysis of company hires.
- Analysis with special focus on promotions.
- Ongoing review of the Job Map in order to verify the correct positioning of workers.
- Budget allocation to make appropriate adjustments to remuneration.
- Awareness-raising and information actions aimed at supervisors on the pay gap in general and, in particular, on cases detected in their respective areas that need to be addressed.
- Creation of pay gap dashboards and calculators with advanced analytics tools and data display for faster and more efficient monitoring.

The Group's global adjusted gap, considering 99% of the workforce (excluding BRASILSEG and Funespaña), is shown in the accompanying table.

Indicator	Difference between men and women (%)
Average adjusted pay gap in fixed remuneration	1.36
Median adjusted pay gap in fixed remuneration	0.90
Average adjusted pay gap in variable remuneration	1.83
Median adjusted pay gap in variable remuneration	2.33



For more information on the pay gap, please see 8.2. Notes on additional information / Note 5.2. Information on remuneration, page 220

5.1.3.4. Collective bargaining

Collective bargaining is an instrument for regulating the financial conditions, social benefits, and other working conditions of MAPFRE employees.

Since collective bargaining is not structured in the same way in all countries, MAPFRE does not have a collective agreement applicable in several countries because the legal, social, or industry conditions that would facilitate this do not exist. As a result, 62% of MAPFRE employees are covered by collective agreements in 10 countries.

It should be noted that the coverage of the workforce under collective agreements that MAPFRE has in the countries listed below is significant, as detailed in the accompanying table.

COUNTRY	% of employees covered by a collective agreement
ARGENTINA	78%
BRAZIL	100%
SPAIN	100%
PORTUGAL	98%
ITALY	98%
MALTA	88%
URUGUAY	99%
VENEZUELA	99%
TUNISIA	99%
FRANCE	100%

The main collective bargaining agreements reached between MAPFRE and the workers' legal representatives in 2023 are detailed below.

- In Spain, the IV Equality Plan, the Trade Union Rights Agreement and the MAPFRE Insurance Group Teleworking Agreement.
- In Uruguay, there was an addendum to the Collective Agreement.
- Collective Agreements were negotiated in Peru and Brazil.
- In Argentina, the sector's salary agreements and updates to compensation for teleworking expenses.

In total, 57 agreements were signed with the workers' legal representatives during 2023.

5.1.4. Health and Well-being

At MAPFRE, people are our main asset, and taking care of their physical and mental health, safety and well-being is our top priority. MAPFRE has undertaken to provide safe and healthy workplaces, safeguarding the right that everyone has with regard to protecting their health and integrity, even outside of the work environment. The Company is also committed to integrating the prevention of occupational risks and the promotion of health and well-being in all of the company's activities and decisions, at all levels of the organization. Furthermore, it follows an occupational health and safety management system, the Healthy Company Management Model, based on ISO 45001, with a global scope and local implementation through actions adapted to the reality of each country, based on a process of continuous improvement, which extends to the main stakeholders.

MAPFRE has policies in place approved by the MAPFRE Board of Directors that underpin safety, health and well-being: Code of Ethics and Conduct; Policy on Health, Well-Being and Occupational Risk Prevention; Corporate Sustainability Policy; and the Diversity and Equal Opportunities Policy.

The identification and prioritization of the most relevant aspects (risks and opportunities) within the organization has enabled us to establish a Healthy Company Strategy for the period 2022–2024. This serves as a basis on which we can define global and local actions and objectives, quantified through annual planning, that address health and safety risks in the workplace and thereby ensure continuous improvement. The general objectives of our Healthy Company strategy are as follows:

- To consolidate a work environment that protects the health, safety, and well-being of everyone involved with MAPFRE, so they can perform their work under the best physical, psychological, and social conditions possible.
- To foster and protect the physical and mental health and well-being of all people who work at MAPFRE and their families, both in their personal lives and at work.
- To minimize occupational risks in order to prevent accidents at work and occupational disease, while also helping to reduce absenteeism for health-related reasons.
- To contribute to MAPFRE's commitment to the Sustainable Development Goals, especially SDG 3 Good Health and Well-Being, which is one that the company has prioritized.
- To improve MAPFRE's positioning as a healthy company.

Within this strategy, mental health and cardiovascular health have been prioritized, and quantified objectives have been set down for absenteeism. Other Healthy Company indicators have also been defined, which are monitored as part of the regular activity of local teams, to ensure continuous improvement and proper monitoring of performance in the People and Organization Report 2023 / Safety, Health and Well-Being. Every year, all this information is compiled to produce a Healthy Company report, which is presented to the MAPFRE Risk and Sustainability Committee.

MAPFRE ensures regular health screening to identify and eliminate hazards and minimize employee health risks. Occupational Risk Prevention Technicians and the company's Medical Services carry out periodic risk assessments (psychosocial, health, safety, ergonomics, and others from outside our own facilities, such as those deriving from remote working and travel), along with research and analysis of workplace accidents, occupational illnesses and/or incidents, as well as absenteeism for other health reasons. The main objective is to understand the causes of health-related ill effects in order to plan and organize the necessary preventive measures to eliminate or minimize risks and reduce absenteeism. To date, 28 countries have procedures in place to investigate work-related injuries, illnesses, and incidents.

This regular health screening takes into account all the particularities of people (physical, mental or sensory disability, maternity, pregnancy, especially sensitive workers, etc.), as well as medical, psychological, and health care assistance not related to work, through MAPFRE's own medical services or external services contracted by the Company.

To promote the physical and mental well-being of our employees, action is taken in all countries to analyze the main causes of occupational stress, identifying effective solutions and establishing corrective measures that improve the organization of work, promote work-life balance, and enhance people's well-being.

The various measures taken to prevent stress at work, improve the mental health and psychological well-being of workers, and reduce psychosocial risk factors include:

- Psychosocial risk assessments.

- Psychological assistance services provided through company professionals or external professionals.
- Mental Well-being content hosted in a dedicated space on the Intranet and available to all employees.
- Webinars on stress management
- Stress management training courses, such as the Global Stress Prevention Training Program.
- Celebration of World Mental Health Day.
- Measurement of the work environment, linked to well-being in the workplace, satisfaction with work done, sense of purpose, happiness and stress.

MAPFRE provides all employees with continuous training in health and safety at work and provides non-work-related medical, psychological and health care services through its own medical services or external services contracted by the company.

The company has Health and Safety Committees in place that meet regularly with the company's management, workers' representatives specializing in occupational risk prevention and the company's Occupational Risk Prevention professionals as guest advisors. A total of 27,673 employees (90% of the workforce) are represented on these committees. Some of the main issues discussed include:

- Performing occupational risk assessments at the workplaces.
- Specific studies of certain job positions.
- Analysis of work leave and absenteeism.
- Employees returning after long-term work absences.
- Evacuation and emergency control plans.
- Health monitoring plans.
- Frequency and content of medical examinations for employees.
- Occupational health and safety management systems.

5.1.4.1. Workplace absenteeism

In 2023, health-related absences from work absenteeism were monitored, recording a total of 203 cases of work accidents with medical leave, with falls, minor bumps and accidents on the way to work being the main reasons for the resulting leave. There was one death due to a work-related accident as a result of a cardiovascular incident. The number of days lost due to absenteeism resulting from non-work accidents and common illnesses was 227,383. Thus, the severity index was 0.16 (0.18 men and 0.15 women) and the frequency index was 3.95 (4.36 men and 3.62 women).

In order to ensure continual improvement, MAPFRE targeted a health-related absenteeism ratio of less than 3.2 as its main quantified objective in terms of Health and Safety for 2023. The absenteeism ratio in 2023 was 3.10, which entails a reduction of 0.10 points on the target. For 2024, we have maintained our target of less than 3.2.

ABSENTEEISM DATA (1,2,3)	2023			2022			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of occupational accidents*	100	103	203	92	93	185	102	86	188
Number of occupational illnesses	0	5	5	0	4	4	2	1	3
Number of employee fatalities due to occupational accidents	1	0	1	1	0	1	0	0	0
Number of employee fatalities due to occupational illness	0	0	0	0	0	0	0	0	0
Total number of lost workdays due to absence caused by non-occupational accidents and common illnesses	70,984	156,400	227,383	64,069	154,097	218,166	85,794	146,393	232,187

1. Recordable occupational injuries are reported, not differentiating those cases with major consequences.

2. Hours worked are theoretical hours.

3. Includes accidents on the way to and from work.

ABSENTEEISM RATES	2023			2022			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Occupational accident incidence rate	726.48	600.9	656.83	659.88	527.18	585.76	691.99	471.03	569.73
Occupational illness incidence rate	0	29.17	16.18	0	22.67	12.67	13.57	5.48	9.09
Employment absenteeism rate	0.12	0.11	0.12	0.07	0.09	0.08	0.11	0.06	0.09
Occupational accident frequency rate	29.41	24.37	26.62	27.51	21.93	24.39	28.75	19.37	23.53
Occupational illness frequency rate	0	1.18	0.66	0	0.94	0.53	0.56	0.23	0.38
Lost workday rate	1.22	1.12	1.17	0.73	0.86	0.85	1.14	0.63	0.86
Occupational accident fatalities	0.29	0	0.13	0.3	0	0.13	0	0	0
Occupational illness fatalities	0	0	0	0	0	0	0	0	0
Frequency index	4.36	3.62	3.95	4.08	3.25	3.62	4.27	2.87	3.49
Severity index	0.18	0.15	0.16	0.11	0.13	0.12	0.16	0.09	0.12
Absenteeism ratio	2.21	3.81	3.1	1.99	3.73	2.96	2.53	3.36	2.99



For more information, please 8.2. Notes on additional information / Note 5.3. Occupational accident data: calculation methods, page 227

The effectiveness of the measures, goals, objectives and indicators used to assess progress in safety, health and well-being are included in the Health and Well-being section of the People and Organization report 2023 on the Company's website www.mapfre.com/en.

5.1.4.2. Work-life balance measures

To take the best possible care of its people, MAPFRE has numerous measures in place that allow for a better balance between personal, family, and work life, with the objective of increasing their satisfaction and commitment to the company, all of which underpins a reciprocal commitment.

Work-life balance measures	No. of employees benefiting
Flexible work schedule	18,423
Part-time work arrangements	1,248
Reduced workday	1,381
Teleworking	19,866
Paid leave	13,763
Unpaid leave	2,201
Maternity-paternity leave	992
Sabbaticals for study/family purposes	75
Employee reintegration program following a protracted leave of absence	64

MAPFRE holds the Equality in the Company certification, granted by the Spanish Ministry of Equality, and the FRC (Family-friendly Company) seal from Fundación MásFamilia. We are certified as one of the Top Employers Spain 2023, we have a Sexual and Psychological Harassment Protocol in place that was agreed with the workers' legal representatives, and we have signed up to the European Diversity Charter of Fundación Diversidad.

In 2023, MAPFRE's 4th Equality Plan in Spain was signed, which affects 10,094 workers. It covers a wide range of measures that address the subjects of access to employment, training, promotion, remuneration, communication, co-responsibility for ensuring a suitable work-life balance, domestic violence, prevention of sexual harassment and gender discrimination, and occupational health from a gender-based perspective. It includes the following new features:

- Creation of a specific action protocol for the prevention of sexual and gender-based harassment.
- Adaptation to new data reporting obligations broken down by gender.
- A commitment on the part of MAPFRE to continue with training and awareness-raising on equality and unconscious biases.
- Creation of a specific communication section containing measures for victims of gender-based violence.
- A survey of the entire workforce to assess the effectiveness of the plan and the areas for improvement.

5.1.4.3. Maternity and paternity leave

Employees have various measures in place to support maternity/paternity, nursing, and care for minor children, in accordance with the legislation in force in each country and beyond the provisions of the law.

MAPFRE offers an average of 119 days of paid parental leave (maternity/paternity) for the primary caregiver by law and an average of 5 days beyond the law. For non-primary caregivers, it offers an average of 35 days of paid parental leave (maternity/paternity) by law and an average of 2 days beyond the law.

Worldwide, 66.7% of women use nursing rooms in the workplace, and 78% avail of other special measures during the nursing period, such as special flexi-time leave or reduced working hours.

In addition, 51.2% of employees enjoyed paid leave for family care, in addition to parental leave, to offer more support to families with dependents who have physical or mental health problems that require additional care.

Leave and reincorporation due to maternity/paternity:

Fully 95.1% of men, women and 79.7% of women who enjoyed maternity and paternity leave returned to work in 2023, giving a total return rate of 86.9%.

In addition, 83.2% of men and 85.9% of women who enjoyed maternity or paternity leave during 2022 remain on staff, which represents a total retention rate of 84.7%.

	2023	
	Men	Women
No. of employees entitled to maternity-paternity leave	13,684	17,109
% of employees entitled to maternity-paternity leave	99.4%	100%
Total number of employees who have taken maternity/paternity leave	466	526
Number of employees who have returned to work after maternity-paternity leave in the current year	443	419
Number of employees who, after taking leave, have permanently left the company in the current year	11	44
Total number of employees who have returned to work after ending maternity-paternity leave and who were still employed 12 months after returning to work	377	517
Return to work rate ¹	95.1%	79.7%
Retention rate ²	83.2%	85.9%

¹ Return to work rate: (No. of employees who returned to work after maternity or paternity leave/No. of employees who should return to work after maternity or paternity leave) x100.

² Retention rate: (No. of employees retained 12 months after returning to work after maternity or paternity leave/Total no. of employees who returned from maternity or paternity leave in the previous period(s)) x100.

5.1.5. Diversity, equality and inclusion

We live in a diverse, egalitarian, and inclusive society, which is precisely why we understand that these aspects need to be visible and have to have the opportunity to thrive in the Company, so that we remain closely connected to society and provide the best service to our clients. More than mere areas to manage, these elements present an opportunity for sustainable growth.

MAPFRE is a diverse, egalitarian, and inclusive company with a Global Diversity and Equal Opportunity Policy in place that was approved by the Board of Directors on July 23, 2015. It also has a Diversity, Inclusion, and Equity Strategy called Inclusion for Sustainable Growth.

This strategy is global and implemented in all countries that MAPFRE operates in. It comprises global and local actions that are tailored to the social needs of each country, all of which are collectively aimed at achieving the objectives set down with regard to various areas of diversity: gender, disability, generational, sexual orientation, racial, and cultural.

According to MAPFRE's Diversity, Inclusion, and Equity Strategy for the period 2022 to 2024, the objectives are as follows:

- To promote an inclusive work environment for everyone working in the company, regardless of gender, disability, age, sexual orientation, origin, nationality, beliefs, etc.
- To position MAPFRE as an inclusive company in terms of diversity, equality, and inclusion.

5.1.5.1. Gender diversity

MAPFRE's objective for 2024 is to have women hold more than 40% of leadership job positions and 35% of management job positions, and to eliminate the pay gap (with a margin of +/- 1%).

According to MAPFRE's Diversity, Inclusion, and Equity Strategy 2022–2024, the specific gender diversity objectives are as follows:

- To increase the number of women in leadership positions, especially at the management level.
- To correct the pay gap in groups where it is found.

MAPFRE has a global catalog of measures on gender diversity, which address the following areas:

- Talent development.
- Remuneration.
- Well-being.
- Awareness raising.
- Leadership.

	2023	2022	2021
Percentage of women in job positions of responsibility*	42.50%	42.00%	41.60%
Number of women in job positions of responsibility*	2,926	2,761	2,620
Percentage of women in management positions	33.10%	31.70%	31.30%
Number of women in management positions	561	532	519

*Management positions: management and middle management

Main equality data for 2023

- 54.8% of new hires were women.
- 104 women hold senior management positions or positions on boards of directors. The Board of Directors of MAPFRE S.A. includes 7 women among its members, representing 46.7% of its members as at 12/31/2023. In its Director Selection policy, MAPFRE committed to having women fill at least 40% of the seats on the Board of Directors from 2022.
- 28.7% of employees in job positions considered as Top Management are women, while women hold 44.8% of those job positions considered Junior Management.
- 43.5% of leadership positions in business areas are held by women.
- 31.3%¹¹ of STEM (Science, Technology, Engineering, Math) positions are held by women.

In Spain, MAPFRE has had the MAPFRE Insurance Group Equality Plan in place since 2010, duly agreed upon with the workers' legal representatives. It promotes the principle of equal treatment and opportunities in the workplace, reflecting measures aimed at enshrining equal rights, responsibilities, and opportunities and avoiding any type of occupational discrimination between women and men.

MAPFRE has women's leadership networks in Mexico, the United States, Brazil, Peru, Turkey, and Spain to promote female leadership. These are inclusive spaces for dialog aimed at promoting initiatives on gender diversity. Their main aim is to promote initiatives that contribute to advancing equality in the company and, specifically, to increase the presence of women in leadership positions in which they are under-represented and to give visibility to the female talent in our company.

¹¹ Data calculated on the total number of IT employees.

MAPFRE policies

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



In support of

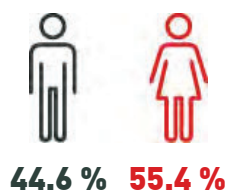
WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

2023 data

7 Women hold seven seats on the Boards of Directors of MAPFRE S.A., accounting for 46.7% of members	104 Women hold Senior Management positions or seats on Boards of Directors	33.1% Women account for 33.1% of management positions	42.5 % Women hold 42.5% of job positions of responsibility	28.7% Women hold 28.7% of Top Management job positions
44.8 % Women hold 44.8% of Junior Management job positions	43.5% Women hold 43.5% of the management positions in business areas	31.3%* Women hold 31.3% of STEM (Science, Technology, Engineering, Math)	50.8% Women accounted for 50.8% of promotions	54.8% of new hires in 2023 were women

*Data calculated based on the total number of IT employees.



Job position level		
Management and expert management	1.8 %	3.7 %
Middle managers and experts	7.7%	9.1 %
Advisers	27.2 %	22 %
Associates	18.07 %	9.8 %

Generations

Veterans	0.1 %	0,1%
Baby Boomers	5.3 %	6.2 %
Generation X	21.9 %	17.8 %
Generation Y	18.3 %	14.1 %
Generation Z	9.8 %	6.4 %



5.1.5.2. Disability

MAPFRE has committed to having people with disabilities make up 3.5% of its workforce by 2024. At the end of 2023, the percentage of people with a disability working in the company was 3.9%.

We continue to work on improving the universal accessibility for all people with disabilities in accordance with the principle of equal opportunities and nondiscrimination. To this end, we have a global disability program in place, implemented in all countries we operate in, which contains measures to promote and ensure the true inclusion and integration of these people in the company.

As set down in MAPFRE's Diversity, Inclusion, and Equity Strategy for 2022–2024, the specific objectives in the area of diversity are:

- To increase the number of people with disabilities in the company and ensure that their employment is high-quality and sustainable over time.
- To improve the quality of life of people with disabilities, especially our employees and their families, guaranteeing universal accessibility in the labor environment.

Since 2021, MAPFRE has been part of the International Labor Organization's International Business and Disability Network. This network aims to help make corporate employment policies and practices more inclusive of people with disabilities worldwide and increase awareness of the positive relationship between disability inclusion and business growth.

	2023		2022	
	No.	%	No.	%
People with a disability on the workforce*	1,090	3.9 %	992	3.5 %

*Not including data for Funespaña and BRASILSEG employees.

In order to consolidate a culture of respect for people among employees and foster behavior that favors disability and inclusion, the following actions have been taken:

- During 2023, 7,621 employees from around the world completed the Seeing without Labels course, which forms part of the MAPFRE Global Disability Program.
- 224 volunteering activities were carried out to improve the quality of life of people with disabilities.
- 21 awareness-raising talks and activities were held in our work centers.
- 49 news items were published on the Intranet.
- The International Day of Persons with Disabilities was celebrated to boost visibility of people with disabilities.

The following actions were taken to encourage the integration of people with disabilities in the workplace and to promote inclusive work environments:

- In 2023, 88 people with disabilities joined the workforce, including BRASILSEG.
- With the aim of offering job opportunities, 7 people with disabilities completed internships at MAPFRE.
- Donations totaling 171,150.42 euros were made to centers that support the inclusion of people with disabilities in the workplace.
- We help to generate indirect jobs by procuring services or products from companies that employ people with disabilities. We allocated 46,072.95 euros to special employment centers or companies with similar characteristics in 2023.

In order to improve the quality of life of people with disabilities and their families, we guarantee the principle of universal accessibility, promote accessible mobility, and use inclusive language to ensure that communication reaches everyone in the organization.

5.1.5.3. Sexual orientation diversity

At MAPFRE, we are committed to respecting and protecting human rights. We work to promote and foster an inclusive and respectful work environment that values people's talent, regardless of their identity, gender expression, or sexual orientation.

We are a signatory of the United Nations Standards of Conduct for Business in relation to LGBTI equality. These standards 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.

Moreover, MAPFRE in Spain is a member of 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.

5.1.5.4. Cultural diversity

We are a diverse company. At MAPFRE, we promote an inclusive work environment where everyone is respected regardless of their culture, origin, ideology, religion, etc. We have 81 different nationalities in our workforce, which enriches the company's diversity, creativity, and innovation. We promote international mobility; in 2023, 67 employees changed their job position to another country. These employees originate from 18 countries and have been sent to 17 countries. It should also be noted that 81.9% of Senior Management and executives working in Group companies are natives of the country in which they operate.

Nationality	% of employees by nationality over the total number of employees	% of managers over the total number of managers
Spanish	35%	41%
Brazilian	16%	7%
Mexican	6%	3%
Peruvian	5%	6%
Dominican	3%	2%
Colombian	3%	3%
Argentinian	3%	3%
Turkish	2%	4%
Italian	2%	2%
American	1%	2%

(Including Funespaña employees.)

5.1.5.5. Generational diversity

In accordance with MAPFRE's Diversity, Inclusion, and Equity Strategy 2022–2024, MAPFRE favors the collaboration of people from different generations, considering their different perspectives boosts our ability to offer the best service to our customers.

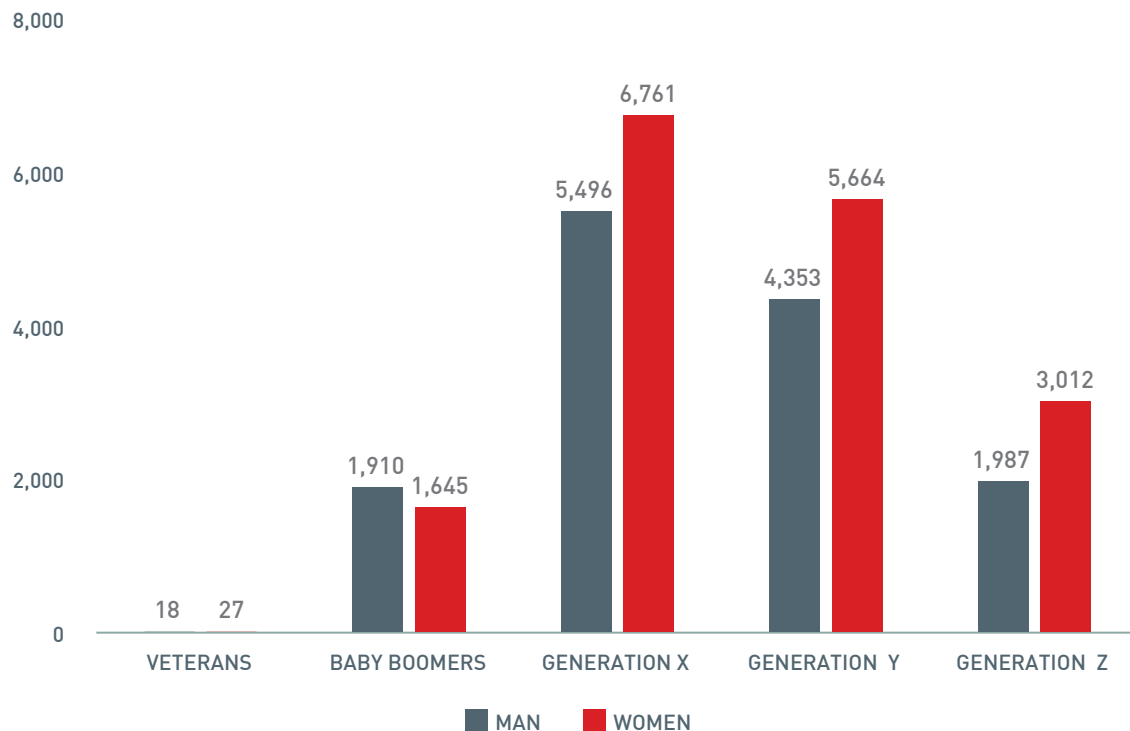
Each year, we carry out a measurement to identify whether there is any gap or discrimination by age in promotions and, if so, implement actions to correct this.

- 5.4% of those promoted are Veterans and Baby boomers (those born up to 1967)
- 42.7% of those promoted are Generation X (those born from 1968 to 1981)
- 37.2% of those promoted are Generation Y (those born from 1982 to 1993)
- 14.7% of those promoted are Generation Z (those born from 1994 onward)

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. We were the only publicly quoted company in Spain to be rated as "transparent" in the 2022 edition of Senior Career and Talent, a report that analyzes the level of transparency and good governance of public companies in Spain in the management of talent over the age of 50.

Five different generations work together at MAPFRE. This enriches intergenerational exchange, transmission of knowledge and values, and innovation.

GENERATIONAL DIVERSITY



(Including Funespaña employees.)

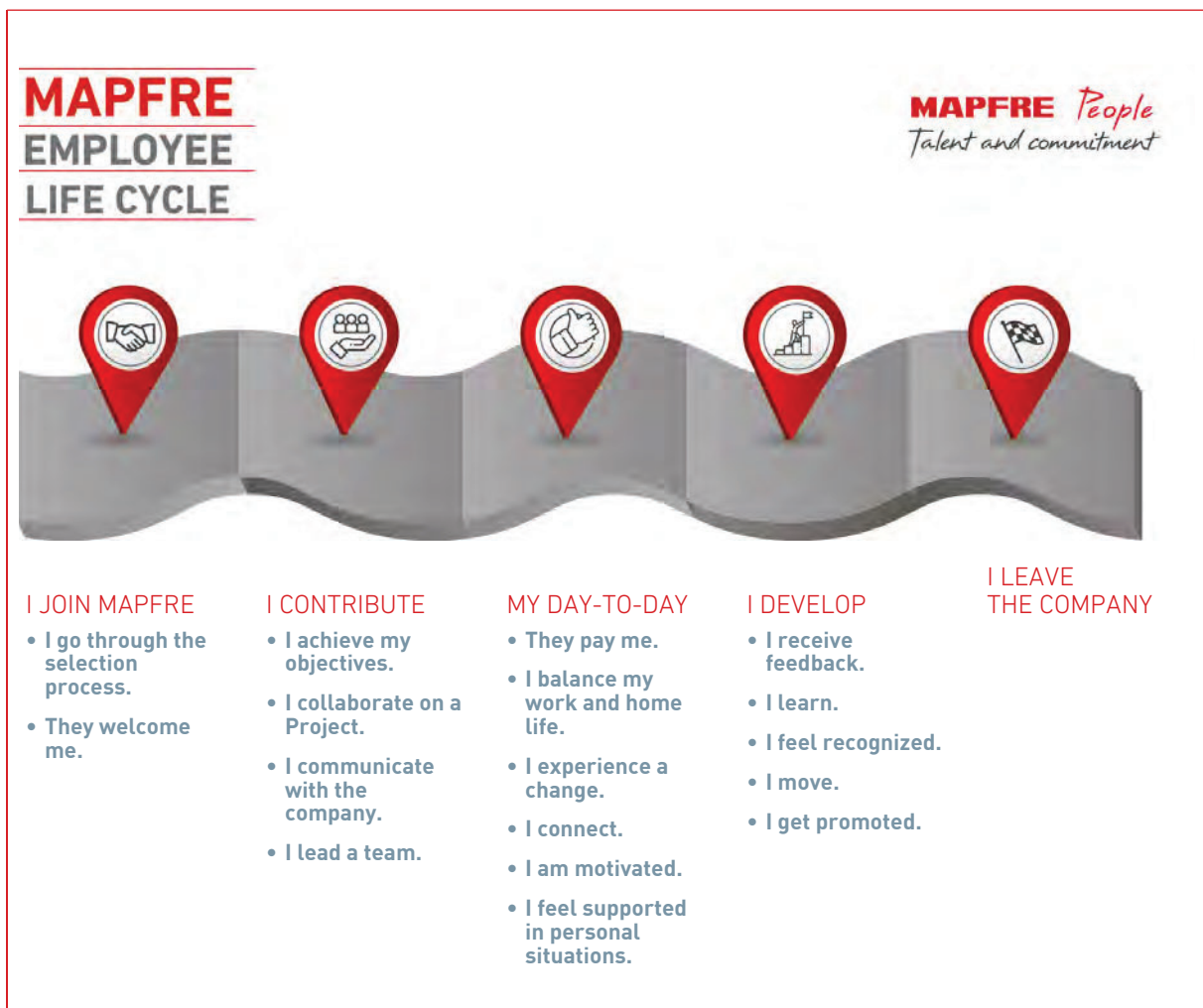
Veterans (up to 1955); Baby Boomers (from 1956 to 1967); Generation X (from 1968 to 1981); Generation Y (from 1982 to 1993); Generation Z (from 1994 onward).

In Spain, we launched the Ageing Project, an initiative that aims to work on specific programs for senior workers, taking into account three fundamental lines: promoting Senior Talent, flexible working conditions, and preparing for retirement.

5.1.6. The voice of MAPFRE people

MAPFRE has an active listening and experience measurement model in place that promotes employee participation, enabling them to participate directly in decision-making on the issues that affect them. This model takes the form of an ongoing measurement of the employee life cycle, identifying the different moments of employee interaction with the company from before they join the company up to the moment they leave, complemented by the continuous measurement of employee satisfaction and commitment.

- Listening and participation groups that make up a representative sample of the workforce with specific groups (young people, senior profiles, strategic profiles, expatriates, new recruits, recent promotions, etc.). These groups allow us to explore moments of truth when they may require a different experience or treatment to that applicable to the employees as a whole.
- Transactional eNPS® questionnaires. This measurement is performed using short questionnaires that complement the listening carried out in focus groups.



The voice of employees is also measured through the recommendation, satisfaction and commitment survey, which is conducted twice a year.

- Company recommendation: Relational eNPS®: measures how likely employees are to recommend MAPFRE as a good company to work for. A total of 86% of employees work in countries with either a very high recommendation score (above 20 points) or an excellent recommendation score (above 40 points).
- Level 1 and level 2 root causes: the main reasons why an employee recommends MAPFRE as a company to work for, to a lesser or greater extent. The reasons for the recommendation are as follows:

The conditions and benefits that MAPFRE offers us	Development possibilities
Job stability	Improvement in employability as a professional
Social benefits	Promotional possibilities

- Commitment: The ESI Index (Employee Satisfaction Index) is 70%, which corresponds to the percentage of employees who rated their satisfaction with these ten variables with an average score of between 8 and 10: knowledge of objectives, pride in the work performed, recognition for the work performed, contribution to the company, receipt of quality feedback, development opportunities, collaboration, work tools, care for people, pride in the social footprint.

In 2023, the commitment index stood at 70, meeting the target of 70 established for the year.

Commitment index by gender	
Men	74
Women	71
Other	41
Prefer not to declare	50

Commitment index by age group	
25 or under	73
From 26 to 37	72
From 38 to 49	71
From 50 to 64	73
Over 65	87
Prefer not to declare	52

Commitment index by job position level	
Advisors	72
Associates	68
Middle management and experts	80
Management and expert management	89
Prefer not to declare	58

- **Management Recommendation Index: Leader Index** This measures the likelihood of employees recommending their supervisors. In 2023, on a recommendation scale from 0 to 10, 62% of employees gave a score of 9 or 10.

The coverage of this measurement is more than 97.5% of employees.

- **Satisfaction:** The satisfaction index was 68%, which reflects the number of employees who responded with a score of between 8 and 10 for their current level of satisfaction with the company.
- **Reputation:** The employees gave MAPFRE's reputation a score of 8.3 out of 10.

Our measurement model also allows us to understand the work environment through a series of issues that the Global Well-being Movement links to well-being in the workplace. These include satisfaction with the work done, sense of purpose, employee happiness, and stress, and we regularly consult our employees about them.

Satisfaction with the work done	3.7
Happy at work	3.4
Work-related stress	3.4
Sense of purpose	3.9
Connection with MAPFRE's purpose	3.7
Feeling of contributing to MAPFRE's purpose	4.0

Scored out of 5

Continuous listening to the voice of our people is also facilitated through the ongoing conversation that leaders have with their teams, as well as through formal and informal meetings of management bodies with employees and other listening, participation, innovation and co-creation initiatives promoted by the company. The information compiled on the employee experience through this constant listening is centralized and used anonymously via dashboards, thereby allowing the employee's voice to be integrated into decision-making and the results of the listening process to be shared with the entire organization in an open manner.

5.1.6.1. Legal representation of workers

In addition to the above mechanisms, MAPFRE maintains a permanent and direct dialog with its workforce, reporting information on all relevant aspects, listening to its opinions and requesting its active participation through different channels.

One of these channels is undoubtedly the legal representation of workers (unions, business committees, etc.). Therefore, in countries where such representation exists, communication on issues concerning labor relations is channeled through it.

MAPFRE guarantees and respects the freedom of union, association and collective bargaining of its employees, although it should be noted that the election of legal representatives is a right that corresponds voluntarily to the workforce itself.

Currently, 51% of the workforce is represented by workers' legal representatives. In Argentina, Germany, Brazil, Spain, France, Malta, Tunisia and Venezuela, union affiliation ranges from 45% and 100%.

The relationship between the company and the legal representation of workers is conducted through the following channels:

- Within the company's participation bodies with the workers' legal representatives and formal commissions.
- Periodic meetings agreed by both parties.
- Direct contact via telephone or email.
- Teams channels for exchanging information.

In addition, workers' legal representation communicates with employees through specific email accounts or intranet spaces, visits to work centers and spaces for meetings or assemblies that the company provides for communication and dialog with employees.

5.2. We generate business for our providers

MAPFRE aims to ensure ethical and socially responsible conduct on the part of all providers that provide a service, either to the Group or directly to our customers while maintaining an adequate level of service provision quality and high internal control standards in all stages of the process.

To this end, the Company has a procurement standard in place that aims to establish financial, environmental, social, and governance (ESG) criteria, as well as mandatory principles that must be respected in any procurement the Company engages in.

The Group's Code of Ethics and Conduct features a specific section for providers and collaborating companies that determines the framework within which the relationship must be developed.

The Group works with approximately 125,000 providers who bill more than 4.5 billion euros annually. Providers are classified into two categories:

- Service providers (those who render services deriving from insurance contracts or services offered by Group insurance companies or their subsidiaries to customers).
- Support or general providers (those that have any MAPFRE Group company as their end client, for activities such as supply management, consulting, printing, etc.).

To strengthen its relationship with providers and provide better customer service, MAPFRE offers various materials, training dossiers, action procedures, tools, and online or in-person courses, which facilitate their work and provide knowledge on various topics, such as legislative changes, technological developments, as well as other relevant issues in the field of sustainability.

5.2.1. Service Providers Operating Management Model

Service providers are an extension of the company in its dealings with the customer. In view of their importance, the company has a Provider Management Operating Model in place, which is an updated version of the Brand Ambassador Model, for the Automobile and P&C lines of business. Execution of this model revolves around defining the different processes, procedures, and operations that establish best practices, always in accordance with the prevailing legislation in each country, thereby complying with the legal requirements corresponding to our services.

The Provider Management Operating Model comprises a set of general principles, applied worldwide, that define the management model, which are:

- Technical rigor
- Orientation and optimization of customer contact
- Vocation for service
- Operational efficiency
- Risk control and internal control
- Innovation and continuous improvement
- Corporate Sustainability Policy

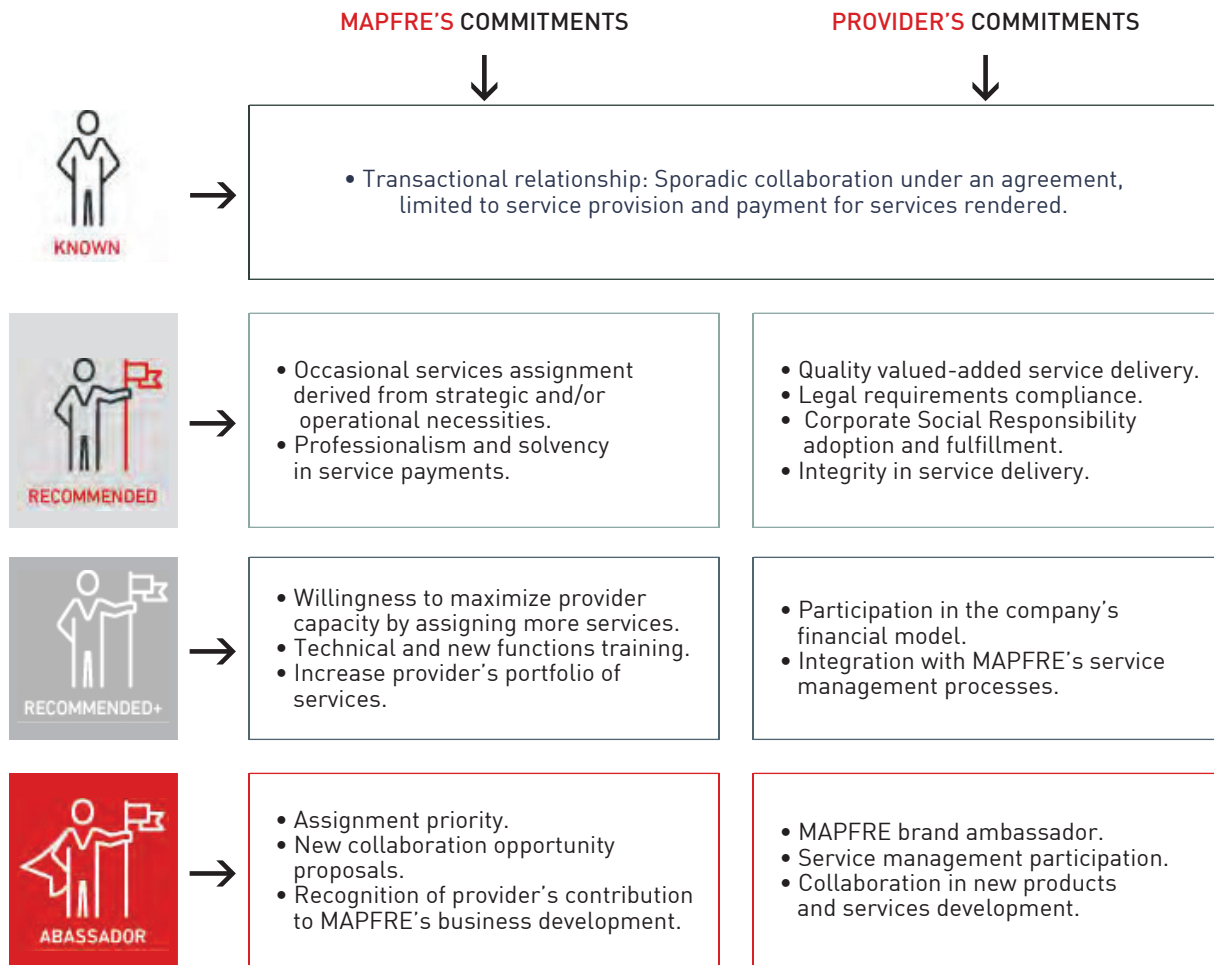
We have established a shared contribution system that facilitates constant feedback between MAPFRE and its providers, so that any deepening of the relationship under this model implies establishing new and more demanding commitments on both sides. These commitments make it possible to establish different categories of providers, depending on the degree of loyalty. The highest exponent is the “Brand Ambassador,” whose members reach the most demanding standards of service and professionalism.

Brand Ambassadors are fully committed to MAPFRE, participating in the economic model, advocating for the MAPFRE brand, and contributing their knowledge and experience to the design of new products and services.

To date, the Provider Management Operating Model has been deployed in 19 countries in five regions for the Insurance unit the company's insurance unit, as well as in Mexico and Colombia for the Assistance business unit (MAWDY).

In order to meet the established target, the following functions are performed: setting up the right processes, designing the most appropriate structures, ensuring compliance with regulations and general rules, monitoring the results of the countries/regions, and defining and implementing an operational internal control model.

It should be noted that the specific Spare Parts Management Model was reinforced in 2023. This model establishes guidelines for proper management and action in the procurement of spare parts, a fundamental element in vehicle repair. It benefits everyone: customers, providers, and the company itself. It allows us to be more efficient, generate financial savings, and most importantly, improve the quality perceived by the customer. This model has been deployed in five countries: Colombia, Brazil, Ecuador, Paraguay, and Mexico



5.2.2. Support Providers Global Procurement Model

The procurement strategy is defined centrally and is implemented in a decentralized manner by each country through its procurement group, which have the authority to enter into contracts.

The procurement model is devised on the basis of five fundamental aspects:

- Rules and Procedures:** General Procurement Rules and Procedures, in addition to the local procedures of each country/organization with local specificities.
- Function Governance:** Centralized strategy defined by Corporate Procurement and executed autonomously by the different countries and organizations.
- Procurement Process:** Defined globally but adapted to the peculiarities and size of the organizations.
- Organizational Structure:** Specialized and professional procurement teams with support from Corporate Procurement.
- Procurement System:** Global procurement system (SAP) with consolidated information at group level (covering companies and countries that account for more than 90% of the expenditure in the area). The evolution of the global procurement system (ARIBA) for procurement management is currently being implemented as a five-year project.

5.2.3. Sustainable provider management

Sustainable provider management is a critical issue for MAPFRE, and executing on it successfully involves a multitude of policies, processes, and procedures established by the Company.

This comprehensive approach is based on control and supervision measures, as well as promoting training and awareness-raising among providers to encourage provider conduct that aligns with MAPFRE's principles of action, ensuring that the company's sustainable management standards are met. In addition, mitigation and repair plans are developed for exceptional cases, based on the Company's responsibility to remedy negative incidents that may occur in its supply chain.

Since 2019, MAPFRE has had an ESG approval methodology for providers in place. This process includes, in addition to assessing the provider's sustainability practices, training and awareness-raising related to human rights and the 2030 Agenda.

Aware of its responsibility for its supply chain amid a dynamic, ever-changing environment, MAPFRE seeks to continuously improve its provider approval process, creating more capacity to supervise its main business and support providers and developing a platform to drive the change toward a value chain underpinned by a more sustainable business model.

Over the course of 2023, this new process was deployed in Spain, Brazil, Mexico, Germany, Peru, and Puerto Rico. The process will be rolled out further to the United States in 2024, and the next countries to implement the new ESG provider approval methodology will be defined.

5.2.3.1. ESG approval process

The new provider approval process prioritizes the areas of action with the greatest impact, establishing a segmentation of providers based on an understanding of ESG risks and the adverse impacts detected when processing the information collated. At the same time, it helps to guide providers in their improvement process as they develop their own measures to drive sustainability through prevention and mitigation plans. The process developed by MAPFRE is based on the following principles:

- a. **Integrity:** the process considers the ESG dimensions, as well as business needs and their critical elements. The process facilitates not just the prevention of potential or real adverse effects on people, the environment, or the economy that could arise in the MAPFRE supply chain, but also contemplates how to mitigate same, or when applicable, repair of same by the provider in question.
- b. **Dynamism:** the methodology addresses the dynamic reality of ESG behaviors using a third party to regularly capture public incidents at company, economic sector, and geographic level.
- c. **Simplification:** the methodology provides for the possibility of including fast-track approval methods for providers who hold sustainability certifications or outstanding ESG evaluations. Furthermore, the level of detail of the information requested or the number of questions differs for those providers with a lower capacity to influence systemic adverse impacts such as independent or self-employed professionals versus large enterprises or business groups.

The project's initial objective is to approve providers based on a threshold that eliminates those that have a sporadic relationship with the company. The following criteria have been established for a provider to be included in the approval process:

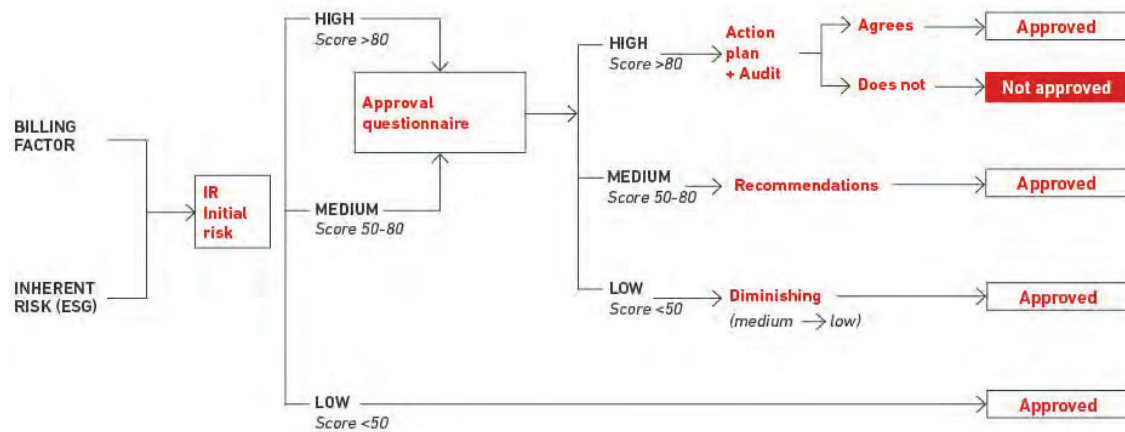
- **Support Providers:** all providers included in Tier1 (95% of billing) of each country.
- **Service Providers:** all providers from the preferred network defined in the Provider Management Operating Model for the Automobile and Homeowners lines of business, as well as Health providers who make up 80% of the billing for this line of business.

The approval methodology comprises two main phases: in the first phase, the Providers' Initial Risk




(IR) is calculated based on business elements (billing, service, etc.) and data related to ESG matters, disputes, and incidents taken from a specialized third party. In the second phase, based on that initial risk, the Approval Process itself is carried out by calculating the Actual Risk (AR), supported by a self-completed and audited questionnaire, filled out only by providers whose Initial Risk is classified as Medium or High (as per a Gaussian Distribution of Risk).

Based on their responses to the questionnaire, backed by their practices, points are deducted, and we can identify providers that would be approved for having reduced their risk levels to medium or low. For any providers that remain high risk, action plans are defined to close the gaps.

ESG PROVIDER APPROVAL FLOWCHART



The following ESG risk factors are analyzed in the approval process

AREA	ESG MATTERS
 ENVIRONMENTAL FOOTPRINT	Climate change, greenhouse gas emissions, and global pollution
	Impacts on countries, ecosystems, and biodiversity
	Environment and waste (general)
	Soil and water contamination (underground)
	Water use and availability
	Other environmental issues
 SOCIAL AND LABOR FOOTPRINT	Impact on the community
	Human Rights violations and corporate complicity
	Consumer interests and product safety
	Influence of governance
	Child labor
	Employment discrimination
	Forced work
	Freedom of association and collective bargaining
	Occupational health and safety issues
	Poor employment conditions
 CORPORATE GOVERNANCE	Corruption and fraud
	Taxes
	Market distortion and competition
	Questions relating to executive remuneration

2023 ESG approval results

For the purposes of our results, due to the update of the approval methodology, MAPFRE is considered to have started from scratch this year. The following table shows the number of approved providers in 2023 compared to the immediately preceding period, when the previous approval method was still in force, as well as the target for 2024.

No. of providers approved	2019-2022	2023	2024*
Support	2,680	776	1,534
Business	4,502	10,037	13,468

*Estimated

The results achieved at the end of 2023, using the new methodology, are shown in the tables below

Support

2023 approvals	Providers Tier 1	% of providers approved Tier 1	% of billing
Brazil	227	97.4	74.5
Spain	391	100	88.5
Peru	158	98.8	83.8

In addition to the three countries where support providers began to be approved using the new methodology, we continue to approve support providers using the old method in Honduras, Guatemala, Ecuador, Paraguay, and Argentina.

Business

2023 approvals	Preferred network providers	% of providers approved	% of billing
Germany	25	100	95
Spain	8,175	99	49.7
Mexico	1,030	92	12.3
Peru	259	94	28.9
Puerto Rico	548	77	7.8

5.2.3.2. Other provider ESG supervision, audit and control processes

In addition to the supervision and control work conducted within the framework of ESG approval, MAPFRE acts in other ways to contribute to transferring and ensuring that the behavior of providers is aligned with MAPFRE's values, policies and standards.

Environmental aspects

During the internal audit process associated with the ISO 14001 and ISO 50001 certifications, we verified compliance with all industrial and environmental safety regulations for general facility maintenance (carried out by an external provider) in 11 MAPFRE buildings located in Spain.

The audit was conducted by a specialist third party, with the participation of the technical supervisor of the corresponding maintenance company.

Information security

MAPFRE employs a methodology to manage the third-party information security risk to ensure that providers comply with MAPFRE's standards in this area.

Following the implemented methodology, throughout the 2023 financial year, the security protocols of 78 different providers was evaluated, having been applied in more than 344 tender processes.

Additionally, a specific process is being carried out to evaluate the level of security of the providers that currently provide us with critical services in Spain, in which 17 providers have been included. Expansion has begun in companies located in other countries, beginning with an analysis of 25 providers in LATAM.

Fraud and anti-corruption

As part of the management of support providers, a corruption audit was conducted in 2023 at the highest governance layer to ensure that none of the ultimate beneficiaries are involved in legal proceedings, have sanctions registered against them, or are blacklisted for related matters. A total of 56 providers representing 75 % of MAPFRE S.A.'s billing were analyzed. In no case, among the ultimate beneficiaries of the companies involved, both individuals and companies, no negative evidence or sanctions were found in matters of corruption.

Specific activity controls for service providers

MAPFRE Spain conducts regular controls on providers in the Homeowners (repairers) and Automobile lines (towing vehicles and repair shops). These controls involve questionnaires, requests for evidence and physical visits to check that all requirements are being implemented, as well as mitigation and repair actions in the event of deviations. The main matters assessed are technical and service quality issues, occupational risk prevention, the fight against fraud and compliance with fiscal and labor regulations. The main data for 2023 is as follows:

- Property/Homeowner: more than 529 providers reviewed (11.4 % of the portfolio), 13 providers removed due to failure to provide the required information.

- b. Towing vehicles and passenger transportation: 241 providers reviewed, 19 deviations found, of which 17 were resolved with action plans or significant improvements.

5.3. Protecting our clients

The customer is the focus of all MAPFRE interventions, and the customer experience is the basic pillar that has marked the transformation of all operating and business processes.

5.3.1. Key client and intermediary data

QUANTITATIVE INFORMATION AVAILABLE ON PRIVATE AND ENTERPRISE CUSTOMERS 2023

Clients	
Private	28,935,057
Enterprise	1,314,392
Total	30,249,449


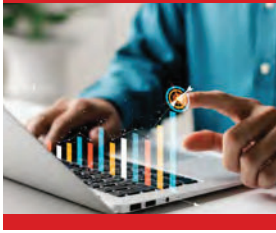


QUANTITATIVE INFORMATION ON OFFICES AND INTERMEDIARIES 2023

Offices		Intermediaries	
Direct	590	IBERIA	16,532
Delegate	4,151	LATAM SOUTH-CENTER	22,931
BANCASSURANCE*	7,541	BRAZIL	20,630
Total	12,282	MEXICO	11,704
		NORTH AMERICA	6,331
		EMEA	2,872
		Total	81,000

*Figure refers to exclusive agreements

5.3.2. Foundations of the Customer Experience

In 2023, changes in consumer habits and behavior were exacerbated after being accelerated by the end of the pandemic (COVID-19) and the inflationary environment. It is imperative that we adapt to changes in our customers' lifestyle. To do so, new technologies offer numerous possibilities with the use of Artificial Intelligence, allowing us to hyper-personalize our customer interactions, create insurance offers that are tailored to each individual's needs, and generate personality-based experiences with our brand.

New lifestyles	New technologies and data	New competitive environment	Regulation
			
The client has different expectations of their relationship with insurance and demands that it adapts to their needs.	The proliferation of data and access to technology are accelerating the digitalization of the sector.	Reduced barriers to entry mean that insurance is no longer the exclusive preserve of insurers.	Regulatory changes impact on leveraging trends and the use of information and technology.
Population aging	Data everywhere	IT companies that distribute insurance	Ownership and use of customer data. Data Privacy
New consumption needs (sustainability, short-term return, etc.)	Open, flexible and decentralized architectures (blockchain)	Increase in insurance embedded in the purchase of products and services	Regulations that impact distribution.
New technologies and data	Generative AI across the value chain	Other industries distributing insurance	ESG-oriented regulation

Measuring the NPS® (Net Promoter Score) customer satisfaction level remains the basis for designing and implementing actions to improve our customers' experience and exceed their expectations at the different touchpoints.

In the dynamic new environment we find ourselves, building customer loyalty is of paramount importance. To this end, the Group focuses on customer retention as soon as the first policy is sold. This involves offering value propositions that are personalized to each profile, thereby boosting loyalty.

The overall objective is for customers to feel that MAPFRE is their trusted insurance company, and making good on this demands excellence in all of our interactions with them. Defining and implementing a governance model that orchestrates and standardizes all communications has been a fundamental element in this process.

We continue working on improving the quality of our customer data in every country we operate in. In addition, in 2023, we placed special emphasis on identifying new customers and those that generate the most business for MAPFRE, through the adaptation of sales agreements.

Another important area we worked on was managing our customers' consent to support and drive transformation at MAPFRE, enabling us to exploit data while adapting to the changes in privacy and data protection (GDPR).

We cooperated with all countries to determine the degree of client orientation at MAPFRE, establishing a road map for the coming years based on the current situation of each country and its market positioning.

In short, by deploying a customer-centered strategy, we can raise their level of satisfaction with the brand and strengthen their links with it, generating value for the business by boosting sales and customer loyalty.

5.3.3. Our products

At MAPFRE we have a wide portfolio of products and services covering every need that private or enterprise customers have in the various countries we operate in. Every one of our products is adapted to the market and legislation where it is distributed, so the same insurance product or service may vary depending on the market characteristics.

In all products, underwriting and pricing criteria are contingent solely on aspects related to risk profiles, which in no case take into account elements that may be subject to discriminatory treatment toward people.

5.3.3.1. Insurance for private customers

Automobile insurance

These insurance products offers different types of coverage for all types of vehicles: third-party liability, own vehicle damage, mobility guarantees, and personal assistance, etc. To deliver the best customer service, we operate a wide network of providers and collaborating companies, comprising workshops, appraisers, tow truck services, attorneys, etc. in all the countries we operate in.

At MAPFRE, we monitor and put the main trends in auto insurance worldwide into practice, such as a premium calculations based on driving style or distance traveled, driver assistance systems; insurance for electric vehicles and insurance for personal and shared mobility vehicles, policies for leasing or renting vehicles and for pay-as-you-drive car sharing platforms. Some of these products are already being offered in certain markets, in response to consumer demand. When offering these types of products, in some cases, information is obtained directly from the connected car in real time.

Homeowner's insurance

There are various types of homeowner's policies available, from the basic policy for essential risks to the most comprehensive, with additional coverage and services. Among the new features added to homeowner's insurance are coverages for the repair of appliances, a handyman repair service, computer assistance, and devices that detect water leaks.

Health insurance

With this policy, the insured party can access covered medical services through the different types of insurance available: reimbursement of medical expenses, healthcare assistance, compensation, dental, serious illnesses, and international health insurance. These MAPFRE services are provided through an extensive network of healthcare providers.

The latest trend in health insurance is preventive care, which includes medical check-ups to detect risk factors, video consultations, digitalized care services and chronic disease management. This trend, together with the aging population, are aspects where MAPFRE has been developing new capacities to meet new customer needs, as well as a hub in the health ecosystem, where SAVIA stands out.

Life insurance

Life insurance protects families against unexpected events in its risk modality and is an important financial planning tool in the savings modality.

MAPFRE complements its offer of differentiated Life insurance solutions with specific pension plan solutions in the 22 countries where it operates directly in this business.

In 2023, together with Banco Santander, we launched a reverse mortgage product in Spain, and in Brazil we added the precision oncology medical service to our individual risk products. Both initiatives are examples of innovative solutions to safeguard the well-being of our customers.

Mutual funds

In some countries, MAPFRE manages and markets mutual funds as a financial instrument that is

complementary to the management of its customers' savings and investments.

Other insurance for individuals

MAPFRE also offers a portfolio of products that adapts to the different life circumstances of individuals, completing its offer with condominium insurance, travel insurance, burial insurance, pet insurance, personal accident insurance, recreational boat insurance, and insurance for phones or electronic devices, among others.

5.3.3.2. Enterprise insurance

Business insurance

This product range provides protection for the various assets that belong to companies as well as their income statement and third-party liability. They are designed especially for small and medium-sized companies and for industries ranging from manufacturing to public and private services.

Business multirisk insurance:

This product range provides protection for the various assets that belong to companies as well as their income statement and third party liability. They are designed especially for small and medium-sized companies and in industries ranging from manufacturing to public and **private**.

Other insurance for businesses:

In addition, MAPFRE has other products for companies, such as transport and aviation (both for goods and ship hulls), construction and assembly, business interruption, machine breakdown, credit and surety, agricultural operations, automobile fleets and cyber-risks, among others.

Moreover, companies also have protection needs for their employees and collaborators, and MAPFRE offers a range of products and services for these groups, such as life and disability products, health, accidents, burial, company pension commitments, international employee benefit programs, as well as other group life savings insurance.

It's important to highlight the insurance and services of the Assistance Unit (MAWDY), related to areas such as roadside assistance, travel, health, homeowners, vehicles and the protection of purchases and goods.

5.3.4. Distribution channels

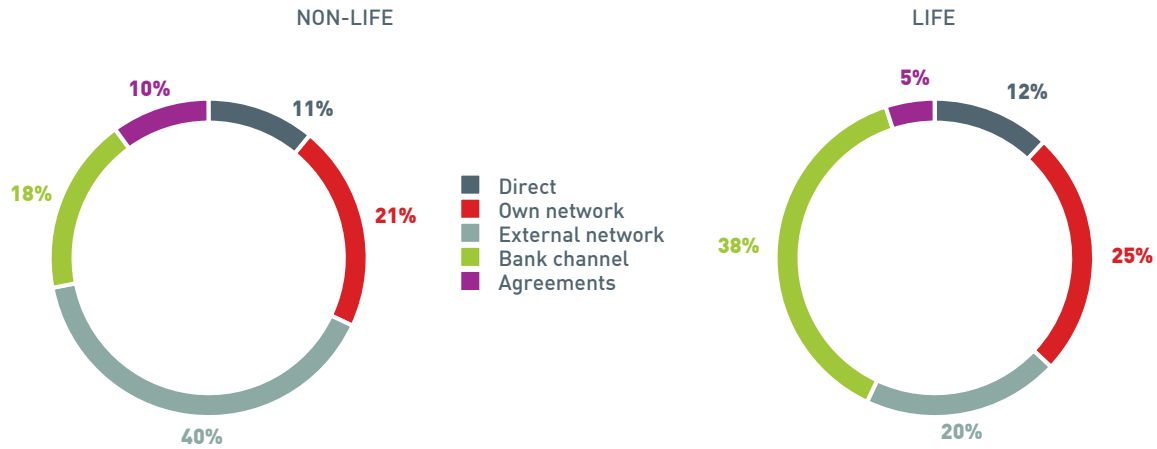
At MAPFRE, we're committed to multichannel distribution, prioritizing the most relevant channels in each country.

This enables us to achieve a balanced distribution between the Life and Non-Life businesses, with the exception of Bancassurance (in Life) and External Networks (in Non-Life).

To strengthen the Life business, projects have been launched to generate value for distributor clients, highlighting the creation of a specific multi-country network for this business in six markets in Latin America.

Continuous action is carried out across all channels to ensure maximum efficiency in the sale of products and transparency to consumer clients. These initiatives include training, detailed product information on company websites, and exhaustive information in brochures, terms and conditions, and welcome packs.

WEIGHT BY DISTRIBUTOR



Exclusive networks

These networks are the benchmark distributor in Spain and are also very important in other countries, such as Paraguay, Portugal, Uruguay, Malta, Turkey, and Peru.

In 2023, we worked to strengthen these networks with a focus on efficiency and productivity.

Non-exclusive agency network

Over the course of 2023, we prioritized the implementation of our strategic pillars with global brokers with a focus on LATAM. Our strategy is based on the following four pillars:

- Improving the relationship model in the countries focused on profitable growth.
- Optimizing our business knowledge of global brokers.
- Increasing MAPFRE's participation in broker portfolios.
- Optimizing the structures that interact with brokers to achieve a technical and sales balance.

Over the last three years, we have grown net written premiums with global brokers by 20.8%, matching their own level of revenue growth in the market. Our penetration in LATAM represents approximately 8% of premium volume of the six main brokers we work with across the region. Our strategy will help increase our share in lines of business based on MAPFRE's risk appetite.

From the perspective of local brokers and independent agents, given the importance of understanding their needs and our operational position in the markets with respect to our competitors, in 2023 we implemented the NPS[®] survey in additional operations: Spain, Mexico, and Central America.

We also worked on tools to increase the productivity of Agency Networks in several countries in 2023, notably Brazil, Mexico, and Peru, which now makes it possible to:

- Be more agile and efficient in the use of our commercial resources.
- Give greater visibility to the quality of production.
- Work with a unified vision of the business contributed.

The foregoing aspects are executed while adapting to the circumstances of each country.

Bancassurance

The most notable exclusive agreements in place are with Banco Santander and Bankinter in Spain, Banco do Brasil in Brazil, Bank of Valletta in Malta, and BHD in the Dominican Republic. Furthermore, in 2023 we worked on new agreements, such as LAFISE, and on strengthening existing ones, approving an important growth plan in Banco BHD.

Distribution agreements

The distribution of insurance through agreements is accelerating, and although MAPFRE already has extensive experience in this channel, it's important to understand and take advantage of the sales, technical, and technological trends that are taking place. To this end, we are working to identify a scalable model that is easy to replicate in the countries, allowing us to increase our participation in tenders, have more contact with potential partners, and sign and leverage agreements.

Distribution agreements contribute 9.8% of MAPFRE's premiums, and the market is expected to continue evolving to the point that such agreements will represent approximately 30% of total premiums.

5.3.4.1. Omnichannel capacity in the relationship with customers

With a solid structure consisting of 39 contact centers, our company continues to stand out by offering customers, providers and other value chain users an incomparable set of technical and human capabilities. We are committed to facilitating and enriching communications that span all stages of the customer relationship with high levels of quality. Proof of this is the implementation during 2023 of the new comprehensive contact center cloud management platform in Spain, the United States and MAWDY.

Continuous growth is being recorded in the business units in the countries where MAPFRE operates, where new promotion and transformation strategies are generating significant expansion across the digital channels. Customer interactions in our contact centers through platforms such as WhatsApp, Telegram, and Facebook Messenger are experiencing a significant increase, managed by a qualified team that offers an efficient, effective service tailored to the latest technologies. We are at the forefront, providing innovative solutions to meet our customers' changing demands in the digital world, such as compliance with optimal quality standards, adapted to the service offered through new channels, as well as a constant measurement of the customer experience. One example is the implementation of a ROPO (Research Online, Purchase Offline) model in Puerto Rico that adapts to our customers' preferences when selecting a channel to search for information and make their purchase.

These keys have been essential to provide faster and more accessible service from our contact centers. Contacts through non-telephone channels represented 18% of total incoming interactions with customers and providers in 2023.

Despite the growth of digital channels, the telephone channel remains crucial among our customers' contact preferences. For this reason, we continue to implement operational programs and models designed to boost the quality and agility of our service in order to exceed our customers' expectations. Our excellent global contact center model, which is constantly evolving, and creation of additional specific models allows us to incorporate the best management practices.

Furthermore, implementing new technological tools for contact management has been key in strengthening the customer relationship. We have more customer information, regardless of the interaction channel. This omnichannel strategy has enabled us to dynamically adapt our service models to offer more personalized and efficient experiences.

2023 data by regional area

Region	% compliance with service level KPIs		
	2021	2022	2023
IBERIA	94%	91%	93%
LATAM SOUTH-CENTER	87%	88%	91%
BRAZIL	94%	95%	95%
MEXICO	93%	95%	92%
NORTH AMERICA	98%	97%	98%
EMEA	90%	92%	83%
TOTAL	92%	92%	92%

With regard to the Customer Self-Service Model, we continue to evolve with the objective of offering a growing set of functionalities to business units while encouraging their use in all countries. In 2023, we implemented a chatbot for customer self-service in Chile and a virtual assistant on the MAPFRE Spain website. We also developed a hybrid agent-chatbot model on the WhatsApp customer service channel that could be implemented in other countries. As a result of these implementations, customer contacts through self-service sites grew 40% in 2023, confirming the growth trend of recent years. We also continue to improve other models within our Self-Service Ecosystem, such as the Provider Self-Service online platform, generating a product that is more suited to local needs. This basic product has functionalities that provide us with more information on the services requested from providers in order to proactively inform customers of the status of these services.

In addition to self-service platforms, MAPFRE continues to increase its presence in digital channels and media, which are highly demanded by customers, such as the addition of virtual assistants in WhatsApp that help manage simpler contacts. In 2023, customer contact management via virtual assistants increased by 35%.

The customer contact digitalization indicator was up by 7.6 percentage points (compared to 2022) thanks to an increase in virtual assistants and traffic on self-service portals.

At MAPFRE, we drive process transformation by implementing technological solutions that result in competitive advantages that in turn increase efficiency and quality. These solutions include technologies based on machine learning. For example, we have used cognitive image processing to implement vehicle self-inspection and claims assessment, we developed a tool for digital verification in the Automobile business line in Spain (for the pre-owned car market), and have automated processes for email and document processing.

In addition, the evolution, modernization, and application of core markets is necessary to take advantage of digitalization and automation. The new cloud-based insurance platform in aaS (as a Service) mode is already a reality and will continue to broaden its functional coverage, users, and usage by countries in the coming years.

The main advantages of these types of solutions are reduced operating times, reduced operational load, increased capacity, and enhanced customer experience.

Service centers (global information)

Service center	No.	Countries
Claims handling and rapid payment centers*	37	7
Automobile service centers*	34	1
Automobile diagnostic units*	1	1
Number of repair shops*	7	2
Number of repair shops with agreements for the repair of vehicles	12,772	24
Healthcare polyclinics*	21	4
Dental clinics*	4	1
Clinics with signed agreements	11,204	14
No. of healthcare professionals with whom agreements are in place	26,327	11
Research and development centers	4	4

*Owned and operated by MAPFRE

5.3.4.2. Digital business

MAPFRE continues to operate through three digital business brands: MAPFRE, Verti, and Savia. At the close of 2023, digital business growth was 7.1%. During this period, we managed to increase the value of existing digital capabilities, gaining maturity in the processes and operations of digital capture, online pricing, digital customer management, and advanced fraud detection, among others. New scalable digital capabilities were also provided to the Group, mainly focused on improving digital acquisition and sales, developing new digital distribution channels with a focus on digital partners, and improving profitability. Special attention was paid to the exploitation and activation of digital data and customer knowledge as transversal themes, as well as to the application of digital business logic to the rest of the Group's structure and models.

The main lines of action where progress was made in 2023, structured into three strategic focuses, were as follows:

Promotion of disciplined digital business growth

- We improved attraction and conversion by developing the Contact Center ROPO multichannel corporate solution (telephone, chat, and messaging/WhatsApp) piloted in Puerto Rico, and management of digital leads via WhatsApp for Life sales advisers, piloted in Brazil. We also developed a new corporate solution for the mass generation of personalized web pages for offices and sales networks, as well as an office search tool for our sales portals.
- In order to strengthen new distribution channels, we focused on the management and development of digital partners, continuing to improve the model already implemented in eight countries with specific upgrades, such as user experience improvements for agreements in Brazil, or the implementation of dashboards for managing agreements in Mexico and Peru. We also worked on its implementation in three new countries (Germany, Italy, and Puerto Rico).
- We strengthened the adoption of best practices for direct retention in the Group, together with the Clients area, carrying out specific analyses in terms of strategy, market, and implemented capabilities. Based on the above, we generated a detailed action plan with a basic transversal component for improving measurement and data-based decision-making.
- We continue to comprehensively manage the price comparison business, with the construction of a related tool and its analysis and execution in five countries, Spain (both in MAPFRE and Verti), Italy, Germany, Mexico and Brazil. In addition, we have made progress in leveraging data from the multi-tariff project in Brazil.

Consolidating new foundations of digital business

- We improved the management of the digital journey of users and customers based on the continuous optimization of the digital user experience. We have a digital design system that allows us to define new digital assets and update those already developed, ensuring compliance with brand

guardianship best practices and the application of an advanced and tested digital experience, generating internal efficiencies. We deployed a new platform for testing and personalization of digital processes, for direct management by the Business teams to optimize results at different points of the customer's digital journey.

- We developed digital Automobile insurance quote processes via WhatsApp.

Developing the digital analytical model

- During 2023, the solutions necessary to maintain digital activity measurement models were deployed throughout the Group ahead of the widespread disappearance of cookies in 2024.
- We continued to strengthen digital business capabilities for advanced analytics and data by developing pilots for the Customer Data Platform (CDP), which allows for data to be organized through different points of contact, customizing actions, and channels. In addition, we deployed predictive digital business models in Spain and Germany, based on a selective advertising purchase solution in search engines that considers the online calculation of the customer's value.
- We strengthened the measurement of digital business and data-based decision-making through the digital business result in the different countries and established actions for monthly monitoring in 2024 in a standardized manner. We also improved the activation and exploitation of digital business management indicators in Spain, Brazil, USA, Mexico, Germany, Peru and Puerto Rico, which will allow for a more objective allocation of resources.

5.3.5. Customer satisfaction

Improving the quality perceived by our customers and other stakeholders is a top priority for MAPFRE. Since 2015, global models have been defined to help us understand the experience of the different types of customers.

The global models for measuring customer experience are made up of homogeneous elements for all countries and businesses, and they use tools to prioritize the measures with the greatest impact on customer perception of quality. By doing so, we can identify the company's strengths and areas for improvement.

The MAPFRE Quality Observatory is responsible for defining the models and carrying out comprehensive measurements of the client experience. This observatory guarantees that the results obtained are statistically representative and objectively reflect the level of customer experience for the entire Group. It also carries out diagnostics based on the results of the measurements, assisting with the decision-making process in the different business areas.

These measurements are taken through surveys of internal and external clients in all the countries and businesses in which MAPFRE operates, covering the insurance, reinsurance, global risks and assistance services lines. They are based on the NPS[®] methodology, which measures customer perception through their likelihood of recommending the company to their friends or family members. This indicator also allows us to measure the customer's objective perception of the company and willingness to renew, recommend, and cross-sell.

The first customer experience measurement model to be defined was relational NPS[®], which measures the level of perception of a representative sample of MAPFRE customers and those of its main competitors in each country and line of business.

In 2023, another relational NPS[®] measurement wave was carried out, involving a representative sample of MAPFRE's portfolio. This wave, with more than 75,000 respondents, covered 18 countries and lines of business. Approximately 88 companies were analyzed around the world. Comparing the results of MAPFRE companies in recent years shows that the percentage of businesses whose NPS[®] exceeds the market average is detailed in the accompanying table.

2020	2021	2022	2023	OBL 2023	Goal 2024
82.3%	88.74%	87.42%	92.94 %	>= 70%	>= 70%

The degree of coverage weighted by the percentage of Group Non-Life premiums was as follows:

2020	2021	2022	2023
80.5 %	79.9 %	80.7 %	74.52 %

To complement these measurements of relational NPS[®], the Quality Observatory defined a Global Model for transactional NPS[®], which allows MAPFRE to determine customer perception in real time after interacting with us. This model is already deployed in Brazil, Spain, the United States, Puerto Rico, Mexico, Peru, Chile, Panama, Costa Rica, Nicaragua, Honduras, Salvador, Guatemala, Dominican Republic, Germany and at MAWDY in Italy.

When analyzing the results of the measurements in the relational and transactional NPS[®] programs, the distributor client has been observed to play an important role in the end client's experience. Therefore, it is essential to determine this group's perception of MAPFRE. To meet this objective, in 2022, the Global Distributor Client Relational NPS[®] model was defined; and in 2023, the broker's experience with MAPFRE and its competitors in Brazil, Spain, Mexico, and the Dominican Republic was measured. Specifically, the perception of the brokers who collaborate with MAPFRE in aspects such as their relationship with the company, the levers of success, the support and advice offered by the company in the sale of policies and how the policy was used by the end customer were assessed.

Based on the results obtained in the surveys, the Corporate Business Area coordinates all transformation actions and plans aimed at improving perceived quality (relational and/or transactional). Through these plans, and thanks to the information gathered in the surveys, MAPFRE is able to better understand its customers and adapt processes to their needs, focusing on weaknesses as well as strengths. All of this work will enable us to not only improve the NPS[®], but also to reduce social, economic, and personal risks derived from an unsatisfactory perception of MAPFRE's service. In addition, by boosting these strengths, we can attract a new portfolio of clients through the power of recommendation by MAPFRE promoters.

In order to continue learning about our different client types, in 2023 we defined a global framework to understand the enterprise-level client, starting with small and medium-sized enterprises, describing the issues we were interested in learning more about, at what point to measure the customer experience, and what roles or positions should be surveyed.

Also in 2023, the Quality Observatory conducted the sixth measurement of internal customer experience (eNPS[®]) and of the experience of cedants and brokers of the reinsurance services provided by MAPFRE RE. For the third time, it also carried out a survey on the perception of MAPFRE Global Risks' service to the Group companies with which it interacts.

At MAPFRE RE, the NPS[®] of external clients (cedants and brokers) remains at positive and stable values, showing an increase in their general level of satisfaction. As for internal clients (Group companies MAPFRE RE provides reinsurance cover to), very high levels of satisfaction have been recorded since 2020.

The perception of the Group companies regarding the service provided to them by MAPFRE Global Risks improved significantly in the second wave, although the trend cannot yet be analyzed because it was measured for the first time in 2023.

In addition, further improvement will enable us to provide our customers with a product and service offering that is fully adapted to their needs.

More than 260 people at MAPFRE are assigned to quality control and monitoring throughout the world, and several companies hold quality certifications. Renewing these certifications requires that these companies must maintain high customer service standards.

MAPFRE holds ISO 9001 certification in Spain and Turkey, while MAWDY holds the same quality certification in Chile, Colombia, Dominican Republic, Ecuador, Italy, Mexico, and Uruguay.

5.3.5.1. Provision of services and case file volume managed

At MAPFRE, through our service providers, we give our best every day to offer the highest possible levels of service by innovating, adapting to the needs of our customers and being there when they need us.

The Group works with around 116,000 service providers or specific providers (those who perform services deriving from insurance contracts or services offered by MAPFRE's insurance companies or their subsidiaries to their customers).

With these providers, MAPFRE guarantees service provision where and when our policyholders demand it, complying with high levels of quality (execution time, arrival time, repair quality, information conveyed during the execution of the services, guarantees for the work carried out, etc.) that are required of all providers that form part of the MAPFRE network.

Given the importance of service providers to MAPFRE's relationship with its customers, we use a specific management model based on service quality, breadth of services and a value proposition, which, from the combination of the different levels of commitment to the provider, results in the following categorization of providers: Known, Recommended, Recommended+, and Brand Ambassador.



For more information, please see the infographic [Provider category defined by MAPFRE and mutual commitments](#), in section 5.2.1. [Service Providers Operating Management Model](#), page 118

Taking into account these service benefits, and in cases where it's necessary to financially compensate the customers for the occurrence of the covered events, MAPFRE disbursed a total of 16.362 billion euros in 2023.

The accompanying table details the total benefits paid by regional area of the insurance unit (excluding MAPFRE RE and MAWDY).

Benefits paid- Insurance Unit (thousand euros)			
Region	2021	2022	2023
IBERIA	6,460,807	5,822,244	6,443,491
LATAM SOUTH-CENTER	1,202,224	2,177,377	1,916,882
BRAZIL	1,767,496	2,195,211	1,851,486
MEXICO	727,544	621,385	1,498,219
NORTH AMERICA	1,235,469	1,672,942	1,599,473
EMEA	1,015,067	1,077,259	1,218,613
Total	12,408,608	13,566,418	14,528,164

	2021	2022	2023
% of countries where MAPFRE customer satisfaction in repairing the vehicle in the repair shop is better vs. competitors' clients	56%	63%	38.5%

5.3.5.2. Grievances and complaints

MAPFRE ensures that its customers in any country in the world where it operates in direct insurance have an internal channel available to them for the extra-judicial defense of their rights deriving from the contracts they have entered into, and promotes the internal implementation of bodies to protect customers' rights.

Information related to grievances and complaints is incorporated into the 360° customer data internal reporting and operational model. There is a specific repository that stores all details relating to grievances and complaints along with all other customers interactions. The most relevant data includes details of the request initiated by the customer, the contact method used, the primary reason for the request, the policy to which it refers (if applicable), the status of the grievance or complaint and the date it was raised.

In Spain, MAPFRE has an Insured Party Defense Counsel in place, a pioneering institution created in 1984, which is complemented by the Complaints Division that was created in 2003. The latter body is charged with processing and resolving grievances and complaints made by users against the Group companies that adhere to the Customer Defense Regulations.

The main figures regarding grievances and complaints processed in the Group in 2023 are shown in the accompanying table.

KEY FIGURES ON GRIEVANCES AND COMPLAINTS PROCESSED IN THE GROUP

Grievances and resolutions
2023



99.15%

Resolution index

VOLUME

- Pending from previous year
- Inadmissible
- Accepted

RESOLVED

- Other solutions
- Rejected
- Not accepted for processing
- Considered

VOLUME



RESOLVED



5.4. We create value for our shareholders

5.4.1. The value of communication

In the current environment and within the strategic framework of digital transformation, MAPFRE continues to commit to multichannel communication, leveraging the combination of virtual media and in-person contact to ensure fluid communication with its shareholders, analysts and investors. In this context, the senior management was actively involved in the conferences, meetings and presentations of results that took place throughout the year. Initiatives carried out over the course of 2023 include:

- In-person presentation of annual results, with the presence of the CEO, as well as post-results group meetings with analysts and investors both in Madrid and in London, led by members of the management team. Online group meetings were also organized, both before and after the publication of results.
- Within the framework of the “MAPFRE SHAREHOLDERS. A Unique Value” program, two hybrid meetings (in-person in Madrid/online) were held, plus two exclusively in-person meetings in Barcelona and Bilbao, with non-institutional shareholders, one of them led by the company's Chief Financial Officer (CFO) and two by the Corporate Director of Capital Markets & Treasurer. In addition to reviewing the company's financial results, the third quarter meeting also featured training on insurance industry concepts so as to improve the participants' understanding of same.
- In addition, numerous virtual and face-to-face meetings with investors and analysts were held over the course of the year, and the company participated in 24 conferences organized by financial institutions, resuming in-person activity in most of them and in the others virtually. Other members of the senior management team were also present at many of these events.
- In line with the company's strategic focus on sustainability and the growing importance of sustainability-related issues in society, specific requests for ESG information from investors were dealt with, in collaboration with MAPFRE S.A.'s Group Head of Sustainability.

A summary of the communication activity with shareholders, investors and analysts in 2023 is presented in the accompanying table.

Relationship Channel	No. of actions	No. of participants
Conferences, meetings and interaction with institutional investors and analysts	278	443
Meetings with non-institutional shareholders	282	638
TOTAL CONTACTS	560	1,081

With the clear objective of continuing to improve communication with our stakeholders and continuing to increase the quality and clarity of the information reported, the following actions have been implemented:

- Continuous improvement in the accessibility of the information offered in the “Shareholders and investors” section of the corporate website, with the incorporation of information about the new IFRS.
- Sending of alerts to shareholders belonging to the “MAPFRE SHAREHOLDERS. A Unique Value”

program on relevant information communicated to the market and specific events for this group, as well as the weekly Financial Newsletter in collaboration with Corporate Communication.

- Sending of alerts to analysts and investors to keep them promptly informed of any relevant information that could be of interest to them.

Quarterly publication of the infographic on the website with up-to-date information on MAPFRE, earnings results and main corporate news events continued throughout the year.

MAPFRE's shareholders and investors have various communication channels available to them that facilitate fluid contact with the company, both through the corporate website and specific phone lines and email addresses.

Relationship channel	No. of interactions
Shareholder telephone number (toll-free in Spain)	833
Mailbox on corporate website and email addresses (IR@mapfre.com and oficinadelaccionista@mapfre.com)	615
Electronic shareholder forum	201

5.4.2. Loyalty program

As part of the "MAPFRE SHAREHOLDERS - A Unique Value" program, we are committed to strengthening our relationship with these stakeholders. For this reason, in addition to the dividend and ongoing communication with our shareholders, we have a loyalty program in place which, in collaboration with Club MAPFRE, enables shareholders with at least 1,000 shares to benefit from the advantages of this program, which include a wide variety of offers and services related to:

- Simple ways to save money every day.
- Tax, health, automobile and home services.
- Entertainment offers and a calendar of MAPFRE social and cultural activities.
- Up-to-date and direct information about MAPFRE.
- Access to news about MAPFRE and exclusive shareholder promotions.

5.4.3. Creation of sustainable value

The Dividend Policy establishes that shareholder remuneration must be linked to the company's profit, solvency, liquidity and investment plans and aligned with the interests of all its shareholders. In addition, the objectives set down for the 2022-2024 three-year period include the creation of sustainable value and adequate shareholder remuneration.

5.5. Innovation and digitalization in products and services and processes

Innovation is an integral part of MAPFRE's strategy, business model and culture and is reflected in our philosophical framework. Innovation is what makes it possible to develop new products and solutions that are aligned with customer needs and respond to new market trends and environmental and social aspects.

MAPFRE Open Innovation (MOi) is MAPFRE's strategic commitment to boost customer-centered transformation. With it, we aim to foster innovation carried out by and for people. Created as an open innovation platform, MOi uses partnerships with other stakeholders and emerging technologies to make a positive impact on our business and on society. Accelerating the creation of value for MAPFRE is just as important to MOi as contributing to the progress toward a more prosperous, just and egalitarian society. Since 2019, more than three million customers have benefited from solutions originating in this model, both in terms of insurance operations (taking out policies or consuming benefits) and relational and aspirational aspects, addressing major social issues such as the democratization of medical care, support for the independence of our elderly and services designed with a gender perspective. In addition, we have analyzed proposals from more than 2,500 startups, of which more than 50 have gone through our acceleration and adoption programs, consolidating our relationship with entrepreneurs in the insurance industry and our benchmark role in the insurtech environment.

We have managed to attract the interest and attention of best-in-class projects, signing agreements with some of the most valuable startups and top insurtech solutions in the market. As part of our commitment to venture capital investment associated with the insurance sector, MAPFRE participates as the main investor in the Alma Mundi Insurtech Fund venture capital funds managed by Mundi Ventures. Fund I, with 100 million euros, has already entered the divestment phase. Fund II, with an initial close of 172 million euros and a projected size of 250 million euros, was launched in early 2022 and has already executed 17 investments, and is regarded as one of the best insurtech investment funds in Europe.

In 2023, we invested more effort and resources in growth initiatives, i.e. those opportunities that could represent a significant part of our insurance business in the future. This is how we deal with verticals already common in recent years such as health and well-being or new mobility, but also emerging risks such as those linked to climate change, cybersecurity and artificial intelligence, which we have to know how to properly assess in order to offer the best protection to our clients. Over the course of the year, we were also active in numerous transformation initiatives that seek to optimize operational efficiency and an improved user experience, automating processes such as claims handling, image-based damage appraisal and document and image management. In this area, progress has been made in scaling up the most mature solutions to MAPFRE countries and in first deployment of the most pioneering solutions.

There follows some more detail on the aforementioned areas:

- With regard to cyber protection, the value proposition for SMEs covering the full life cycle of the cyberattack (prevention, detection, response) continues to evolve, and the opportunity for cyber protection for minors has also begun to be explored, considering both the technological solutions available and the first-hand perspective of minors and their families.
- In terms of Climate Risk, we continued testing advanced solutions that deliver more accurate assessment of risks and their future projections in different climate change scenarios. Different opportunities, ranging from advising companies to offering parametric climate index insurance that can complement traditional insurance, are also being explored.
- Mental Health problems are showing alarm growth in all geographies, all age groups and across all social strata. In 2023, opportunities were identified that focused on Spain. One of these opportunities is prevention, early detection and care in mental health disorders for adolescents through the school system. User research has been conducted and value propositions are being explored to meet this need.
- Through its Road Safety and Experimentation Center (CESVIMAP), MAPFRE has collaborated with the Upstream company to categorize the different cyber risks and their impact by marque, seeking to ensure that this analysis can be systematized in the coming years for each new model launched on the market.
- In 2023, CESVIMAP continued its Second Life initiative, dedicated to the reuse of batteries from damaged electric vehicles and evolving the mobile charging point on a three-wheel electric motorcycle, equipped with an energy accumulator based totally on reused batteries, toward its incorporation into an electric microcar, which offers greater versatility for MAPFRE in terms of rendering assistance in urban environments. The Second Life model has also demonstrated its effectiveness in its application to fixed infrastructure, with a year of operation of the local storage system for photovoltaic energy, also from reused batteries, resulting in the Authorized Treatment Center (CAT) for Damaged Vehicles in Vizcolozano in Ávila (Spain) being energy self-sufficient up to about 40%. CESVIMAP has successfully reduced the carbon footprint of its activity and has embarked on a new phase of better exploiting the remaining vehicle total write-offs. This project was recognized several times over the course of 2023 for its contribution to the circular economy.
- Anticipating the visibility generated in the media related to some electric vehicles suddenly catching fire, CESVIMAP has included in its work plans the study of different action protocols for these incidents, so as to mitigate the consequences of same, as well as the generation of 3D scanned environments that can be used to conduct forensic fire reconstruction analyzes in this area.
- Tackling the challenge of more accurately underwriting and pricing the risks associated with new mobility, CESVIMAP has begun working with digital twins, simulating real environments through which autonomous CTAG (Galicia Automotive Technology Center) minibuses circulate, and including different weather and traffic density scenarios. This generates synthetic data that the actuarial area can work with as an alternative to real historical data. In this way, MAPFRE Spain has acted as an insurer of the various pilot projects for the deployment of these autonomous vehicles in several Spanish cities and works with CESVIMAP to create a standardized methodology for the analysis of this type of new risks.

In addition, 2023 was an important year in terms of communication for MAPFRE Open Innovation. The positioning of the MAPFRE brand in the field of innovation and its specific audiences has been strengthened, giving greater visibility to innovation projects and disseminating reports related to current issues and MAPFRE's performance in this area.

In short, with the consolidation of MOi, we aim to accelerate transformation at MAPFRE and strengthen our leadership position, with more rapid adaptation to changing circumstances and moving

toward new business models and innovative solutions that arise from the digital and technological changes we are experiencing, with the ultimate aim of offering the best solutions and services to our clients.

Likewise, MAPFRE Open Innovation's activity is perfectly aligned with the Group's purpose and the United Nations Sustainable Development Goals. In addition to the existence of initiatives directly related to the objectives of Climate Action and Health and Well-being, other initiatives contribute to the goals of equal opportunities and putting an end to discrimination (Responsible AI project), the recycling goal (Second Life project) or the goal of assisting in the development of small and medium-sized enterprises (cyber protection for SMEs project).

Accumulated data for fiscal years 2023, 2022 and 2021:

- Clients who have benefited from MAPFRE Open Innovation products and services: 3,090,274.
- Initiatives developed in 15 countries.

We cannot close this section without dedicating a section to Artificial Intelligence (AI) and the numerous and increasingly frequent studies addressing its impact on the world economy. Its growing use in all sectors is an undisputed fact. Although AI has great potential to improve process efficiency and enable new options, its use is not without risks. Greater use, greater potential exposure to risks of a technical nature (performance and robustness, security), ethical (biases, explainability) and regulatory nature (compliance and responsibility). In addition, the launch of Generative Artificial Intelligence tools accessible to all types of profiles has intensified the debate, including aspects related to intellectual property and the sustainability of solutions.

MAPFRE already has more than 90 use cases in the production of Artificial Intelligence/Advanced Analytics (Machine Learning | Deep Learning). Fully 70 percent of the models are focused on issuing and Auto benefits. During 2023, six cases of Artificial Generative Intelligence were developed and launched.

The coordination of the Operational Transformation area (Operations, Technology, Data and Security), which includes MOi, with MAPFRE's businesses, has completed an exercise to identify growth opportunities associated with the risks posed by AI. A study has been conducted on the supply and demand for solutions that enable the responsible evaluation and mitigation of AI risks. The results of this report have been published to raise awareness and highlight the role of insurer responsibility. In addition, a benchmark has been drawn up for several solutions to govern AI with the intention of first applying them internally in order to manage AI at MAPFRE, thereby assuring our clients that AI is used responsibly at MAPFRE, and secondly, learning from these risks so that we are in a position to offer protection in the future to clients using AI.

5.6. Our footprint, shared value

MAPFRE is committed to the principles of sustainable development and the objectives of the 2030 Agenda.

The Company monitors and reports to its stakeholders about the environmental impacts of its activity (see section [4.5 Our Business and sustainability](#), page [75](#) and chapter [6. Committed to the Environment](#), page [151](#), the economy (see [7.4. Responsible and Transparent with taxation](#), page [185](#) and [1.7.2. Key MAPFRE financial information](#), page [20](#)) and society, through value creation and distribution.

5.6.1. Creation and distribution of social value

At MAPFRE, we believe that our activity drives transformation that contributes to promoting change toward a fairer and more equitable society. In compliance with the public commitments contained in the international frameworks underwritten in the area of human and labor rights, as well as in the Company's principles and policies, MAPFRE directs its corporate strategy toward the creation and distribution of value to all its stakeholders.

MAPFRE creates value through its commitment to diversity and knowledge, promoting innovation and job opportunities for all generations; sustainable operations management, especially via sustainable oversight of its providers and strengthening its sales network; and ultimately by promoting sustainable business. It does so by analyzing the impact of its investment portfolio on the Sustainable Development Goals and its direct contribution to the 2030 Agenda.

With regard to value distribution, in addition to the positive impacts that all of the above has on society, MAPFRE shares the social value created through the exercise of its corporate citizenship through, among other initiatives, corporate volunteering activities and direct donations or collaborations with activities of special public and social interest.

In addition, the company's social footprint increases its positive impact by paying dividends corresponding to its main shareholder, Fundación MAPFRE, based on the results of the fiscal year and the shareholding structure. The Company's financial performance thus becomes another expression of its corporate citizenship by contributing to sustaining the Foundation's social purpose and independence. (For more information, see Fundación MAPFRE's 2023 Annual Report)

How MAPFRE creates value for society and how it is distributed among its stakeholders is shown in the accompanying chart.

VALUE CREATION AND DISTRIBUTION AT MAPFRE

CREATION OF VALUE

MINIMUM GUARANTEES



HEALTH AND WELL-BEING

126 PROGRAMS dedicated to training employees in health and well-being.

90% of the workforce is represented on employee-management joint committees



EMPLOYEE

29,956 employees are on fixed contracts.

€1.5 billion paid in salaries and wages

37,3% of vacancies published were filled through internal promotion, while the internal promotion rate is 71,2 %.



FLEXIBILITY AND WORK-LIFE BALANCE

59.6 % of employees enjoy flexible work schedules.

19,866 EMPLOYEES employees benefited from teleworking measures.

992 EMPLOYEES availed of maternity and paternity leave.

€183.5 billion invested in social benefits for employees.

DIVERSITY AND KNOWLEDGE

OPPORTUNITIES FOR YOUNG PEOPLE



473 agreements with universities, business schools and third-level institutions.

MORE THAN 900 students completed internships in the Group in 2023, spread across 26 countries.



INNOVATION

MAPFRE Open Innovation initiatives in **15 COUNTRIES**

4 CESVIMAP research and development centers in 4 countries (Argentina, Colombia, Spain and Mexico).



DIVERSITY

55.4 % of the current workforce are women and 42.5% of job positions of responsibility are held by women

81 NATIONALITIES and 5 generations work together in MAPFRE
People with disabilities comprise **3.9%** of the workforce

693 PEOPLE are participating in a global mentoring program.

SUSTAINABLE OPERATIONS



PROVIDERS

€8.9 billion in payment to providers, including payments for commissions and other insurance-related services

Nearly **125,000** providers maintain a commercial or service relationship with MAPFRE

10,449 PROVIDERS have been approved in line with ESG criteria.

€46,000 in contracts with special employment centers or similar organizations.

€7.04 billion paid out to providers.



SALES NETWORK

81,000 agents, delegates and brokers work with MAPFRE.

7,541 bancassurance offices (of which 3,984 are in Brazil, 3,341 in Spain, 120 in the Dominican Republic, 49 in Mexico and 47 in Malta).

4,741 direct offices and delegates.



INVESTMENTS

€56.9 billion in assets under management.

€43.9 billion in financial, real estate and other investments.



UNDERWRITING

NEARLY **€27 billion** in premiums

3 million customers have benefited from new products and services developed through MAPFRE Open Innovation initiatives

VALUE DISTRIBUTION



SHAREHOLDERS

€1 billion euros in dividend payments made during the year to shareholders.



SOCIEDAD

€17.8 billion euros allocated to benefits.

€662.3 million paid over to Public Administrations

€2 million contributions to industry and trade organizations.

€171,000 donated to labor force integration actions.

5.6.2. Contribution to Agenda 2030

MAPFRE's footprint is reflected in its contribution to the Sustainable Development Goals (SDGs) through its activity, the implementation of its sustainability plan and its involvement in corporate citizenship.

In particular, MAPFRE focuses its actions on seven SDGs and is aware that by acting on them it generates an impact on the other 10.



[For more information, please see 8.2 Notes on additional information / Note 6. Framework to identify MAPFRE's contribution to the Sustainable Development Goals, page 227](#)

5.6.2.1. Contribution from MAPFRE's activity

From a general management and impact perspective, the Group's contribution is oriented both externally, developing products and services for all its stakeholders, as well as internally, improving its ESG procedures and performance in relation to the people who work directly and indirectly for the company and manage its assets.

The Group's contribution to the 2030 Agenda materializes mainly through risk coverage, through compensation or the provision of services. Since its inception, MAPFRE has been helping families, companies, and institutions to recover from the impact of claimable events. In 2023, 17.8 billion euros in benefits were earmarked.



[For more information, please see 8.2. Notes on additional information / Note 4. Sustainable Products, page 199](#)

Likewise, MAPFRE has proven capacity to channel the resources entrusted to it by its customers, as well as its own assets, toward sustainable investments with a positive social impact in terms of the 2030 Agenda. As an investor in public debt, MAPFRE not only creates value for all its stakeholders, but also contributes to social welfare and the protection of citizens. In its role as a buyer of debt and other corporate assets, it favors, among other things, the creation of wealth and employment.



[For more information, please see Section 4.5 Our business and sustainability, page 75](#)



Based on the firm conviction that alliances and private public collaboration are essential to contribute to the economic and social development of the communities in which it operates (SDG 17) and the role it plays as a corporate actor, MAPFRE collaborates with and shareholding in business and industry organizations that help it to shape a more comprehensive and global vision of the environment in which the insurance industry operates, its impacts, risks and opportunities, while at the same time providing an understanding of the keys to an increasingly complex and interconnected economic and social reality. It also contributes to public debate on the main issues of interest to the insurance and investment industry, specifically, and to the business sphere in general.



[For more information, please see 8.2. Notes on additional information / Note 7. Collaboration and participation in industry and trade organizations, page 235](#)

In line with the fourth pillar of the World Bank's financial inclusion strategy, MAPFRE seeks to promote the financial capacity of groups that are generally neglected by the finance sector, such as people residing in rural areas, women and agricultural microenterprises. The Company understands the financial capacity of neglected groups as the internal capacity to act in their own financial interest, under adverse socio-economic and environmental conditions. These capacities are strengthened by focusing on promoting knowledge, attitudes, aptitudes or behaviors related to resource management and the understanding, selection and use of financial services that meet the needs of MAPFRE insured parties or savers who rely on their investment products.

In 2023, among the non-financial support projects that contribute to financial accessibility that MAPFRE contributed, the innovative Bit-Makers project developed with the not-for-profit organization Instituto Futebol de Rua in Brazil is worthy of note. The project seeks to promote the technological inclusion of children and adolescents in situations of social vulnerability, which will result in facilitating their access to electronic banking and insurance services in their adulthood. So far, the initiative has served 40 children and adolescents from Curitiba and has impacted 1,200 people. Additionally, the following table reflects MAPFRE's main contributions and impacts in 2023 to the 2030 Agenda and the seven SDGs prioritized by the company, which also impact on the other 10 SDGs.

SDG	Principal Contribution
 1. End Poverty	<p>We support the resilience of 28.9 million people and their families, reducing their exposure and vulnerability to claimable events and extreme events.</p>
 3. Health and Well-being	<p>In 2023, €1.7 million was invested in actions to promote employees' physical and psychological health both in the work environment and in the personal and family environment.</p> <p>227,383 days lost due to absenteeism as a result of non-workplace accidents and common illnesses. Reduction of 0.10 p.p. in the absenteeism rate with respect to the base year (2019)</p>
 8. Decent work and economic growth	<p>More than 112,000 people work directly or indirectly for the company and nearly 125,000 providers have service agreements with MAPFRE.</p> <p>1,314,392 companies benefit from product coverages specifically designed to protect the risks of its economic activities.</p> <p>27 people trained in the three calls of the CESVIMAP automotive course -subsidized by ECyL (Employment in Castilla y León)- of which 16 got a job.</p>
 11. Sustainable cities and communities	<p>More from €100,000 allocated to investigate and reduce traffic accidents.</p> <p>CESVIMAP has evaluated the ADAS systems of 33 different vehicle models, extrapolating results to multiple different versions. 86% of the models in the MAPFRE Spain insurance product catalog are covered.</p>
 13. Climate action	<p>Total PV generation in 2023 amounted to 3.52 GWh, which is equivalent to 9.3% of electricity consumed from own generation.</p> <p>16 international headquarters have sustainable building certifications, representing 46% of the area of MAPFRE's main buildings.</p>
 16. Peace, justice, and strong institutions.	<p>In 2023, 6,708 employees received 12,597,45 hours of training in prevention of money laundering.</p>
 17. Partnerships to achieve the goals	<p>Expenditure corresponding to contributions from sectoral and institutional entities that help it shape a more comprehensive and global view of the environment in which the insurance industry operates, its impacts, risks and opportunities amounted to around €2 million en 2023.</p>

5.6.2.2. Contribution to the 2030 Agenda through the Sustainability Plan

MAPFRE's Sustainability Plan is aligned with the following business benchmarks of the Global Compact's SDG Ambition international framework:

- 1. Reduction in emissions.** MAPFRE has set its own greenhouse gas emission reduction objectives in line with its strategy and underwriting and investment operations. Its public commitments to carbonize investment and underwriting portfolios aim to advance a just transition to a low-carbon economy that contributes to achieving the targets set to take urgent action to combat climate change and its effects (SDG 13), which impacts on ensuring healthy lives and promoting well-being for all at all ages (SDG 3).

Objective	KPI
To reduce the group's carbon footprint	The carbon footprint was reduced by 25% Carbon intensity measured as total emissions (tCO ₂ e)/employee is 2.03
To achieve carbon neutrality in main geographic areas	In Spain and Portugal, the carbon footprint has been neutralized
To support the low carbon economy	Total portfolio emissions have dropped by 35% compared to the 2019 baseline
To ensure underwriting is contributing to MAPFRE's commitment to sustainable development	100% of operations meet commitments in terms of underwriting
To guarantee ESG analysis in the underwriting process	90% of customers are rated with ESG criteria

- 2. Zero waste.** MAPFRE has determined the source, type and amounts of waste generated that allow it to establish a baseline and identify areas for improvement in waste management. The Zero Waste certifications of its buildings, the training of its suppliers in waste management and the development of new insurance products, which include this ambition, are some of the steps taken by the Company to contribute to the achievement of the targets set out in objective 12.

Objective	KPI
Training for repair shops on how to repair instead of replace	78% of tow truck operators and repair shops from Preferred Network trained in repairable waste products and repair methods
Implement the MAPFRE Zero Waste model	2 buildings deploying the Zero Waste model

- 3. Perception of a living wage.** In labor matters, MAPFRE focuses its action on creating quality employment that contributes to the achievement of different SDGs, such as ending poverty (SDG 1), especially in vulnerable groups, or decent work and economic growth (SDG 8) for all. Salary, pay equity, ongoing training or pre-retirement support are some of the components taken into account by the company in this regard.

Objective	KPI
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To develop personal abilities, increase employability, and offer quality employment	The functional mobility index in the main countries where the Company operates stands at 16.1
	The Employee Satisfaction Index is 70%
	Internal promotion in MAPFRE is 76.4
	37.3% vacancies were covered internally
	973 people had a first professional experience at MAPFRE
To increase the number of people with disabilities in the workforce (directly and indirectly)	People with disabilities represent 3.9% of the workforce
	12 family members of employees with disabilities in the workforce thanks to partnerships and other MAPFRE agreements with companies
To achieve salary equity, reducing the gender-adjusted pay gap	The median overall adjusted fixed remuneration pay gap of the Group, considering 99% of the workforce, is 0.9%.

4. **Zero bribery incidents.** Corrupt practices prevent growth, distort competition and have a disproportionate impact on vulnerable people. MAPFRE has zero tolerance for these practices throughout its value chain. By harmonizing providers and strengthening reporting channels, the company contributes to achieving the targets of Goal 16 (Peace, Justice and Strong Institutions).

Objective	KPI
To approve MAPFRE providers in line with sustainability criteria	9.728 Business Providers in the Preferred Network approved in line with ESG criteria
	771 Support providers approved in line with ESG criteria
To improve operations and accessibility to reporting channels advance in the creation of the ethical framework for digital governance	MAPFRE has approved in 2023 the Digital Ethical Framework which, among other aspects, includes the principles to be followed by the Group so that its actions in the digital sphere are aligned with its ESG commitments.

5.6.2.3. Corporate citizenship

The Company is also committed to multiplying its contribution to the 2030 Agenda via its corporate citizenship through collaborating in activities of public and social interest, as well as promoting corporate volunteering and channeling the commitment to solidarity of the people working at MAPFRE. For more information, please see the People and Organization Report 2023:

www.mapfre.com/en

Activities of public and social interest

During 2023, MAPFRE collaborated with various cultural and social initiatives, including:

1. In the cultural field, in 2023, MAPFRE supported the Fundació del Gran Teatre del Liceu by extending the agreement for the sponsorship of the activities of the Museo Nacional Centro de Arte Reina Sofía, as well the sponsorship of the Verti Music Hall cultural space . These initiatives seek to help improve the social and cultural well-being of the population residing in the area of influence of these cultural facilities and all their visitors.
2. MAPFRE's commitment to promoting highway and citizen safety materialized in 2023 through the continuity of the MAPFRE Highway Assistance program, which is the result of a tie-up between MAPFRE Insurance (USA) and the Massachusetts Department of Transportation (MassDOT), and also through support for the bicentennial anniversary of the National Police in Spain, which was declared an event of exceptional public interest.

Contributions to activities of public and social interest, in 2023, amounted to 6.84 million euros. Of this amount, 5.39 million euros correspond to financial contributions from MAPFRE and 0.67 million to other non-economic contributions from the Company to society, such as volunteering during ordinary working time. The remaining amount, 0.78 million euros, corresponds to the monetary and non-monetary contributions of stakeholders, mainly the people who work at MAPFRE.

The distribution of MAPFRE's contributions to activities of public and social interest are detailed in the accompanying table.

% of contributions as per their corresponding category	
Specific collaborations	16 %
Community investment*	56 %
Commercial initiatives	28 %

In addition to these contributions, Fundación MAPFRE (the majority shareholder of MAPFRE S.A.) carries out activities of general interest in the areas of Social Action, Insurance and Social Protection, Culture, Accident Prevention and Road Safety, and Health Promotion, more details of which are included included in its annual report.

Promotion of volunteering

The corporate volunteering program, the management of which is certified by AENOR, mobilized 7,217 volunteers in 2023, including employees and family members, who took part in 1,997 activities around the world related to education, nutrition, health and emergency aid, among others, directly impacting 127,281 people in partnership with more than 500 entities. The 21.3% of MAPFRE's global workforce has enjoyed a volunteering experience.

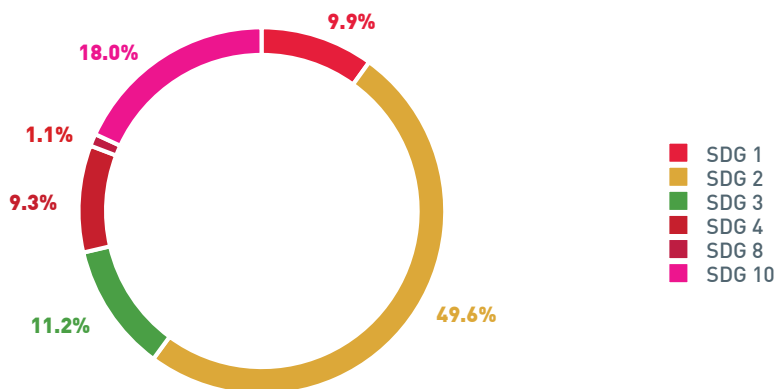
Volunteering Charts and SDGs

CONTRIBUTION OF CORPORATE VOLUNTEERING TO THE SDGs IN 2023



DISTRIBUTION OF THE IMPACT OF THE SDG DIRECT BENEFICIARIES

Objetivo de desarrollo sostenible	Directos	De impacto
2. Zero Hunger	63,151	49.6%
10. Reduced Inequalities	22,858	18.0%
3. Good Health and Well-Being	14,214	11.2%
1.No Poverty	12,580	9.9%
4. Quality Education	11,872	9.3%
8. Decent Work and Economic Growth	1,363	1.1%
Other	1,243	1.0%
TOTAL	127,281	100.0%



Channeling people's solidarity commitment at MAPFRE

MAPFRE also collaborates with other social projects through monetary collections and programs such as the Euro Solidario in Spain or the Together We Give Program in the United States of America. This initiative offers employees the opportunity to donate one euro/dollar per month from their payroll to a social project of their choice, with the commitment that, for every euro/dollar donated, MAPFRE donates another.

ECONOMIC DISTRIBUTION OF FUNDRAISING BY SDG

Sustainable Development Goal	Total in euros	Percentage
3. Good Health and Well-Being	€82,196.44	54.4%
4. Quality Education	€38,494.63	25.5%
17. Partnerships for the goals	€25,079.91	16.6%
1. No Poverty	€4,280	2.8%
2. Zero Hunger	€980.42	0.6%
TOTAL	€151,031.4	100%





6

COMMITTED TO THE ENVIRONMENT

6.1. Action strategy against climate change

Reducing our environmental footprint is a key element of our company's interventions in the area of environmental responsibility. We are facing a climate emergency that places us at a decisive moment if we want to avoid irreversible changes in the planet. Each of us can play our part in confronting this challenge.

In order to make good on the environmental commitments set out in our Environmental Policy and meet the Group's public goal of carbon neutrality by 2030, we developed the Corporate Environmental Footprint Plan 2021-2030 to reduce and offset our environmental footprint in the countries we operate in.

In 2023, MAPFRE made progress in developing the various strategic projects included in that plan. In line with the objectives set down, the carbon footprint of the MAPFRE companies in Spain and Portugal was neutralized in 2023¹².

6.1.1. SIGMAYEc³ - our Strategic Model

This effective management system, based on continual improvement and the principles of risk prevention and precaution, has enabled the Group to uniformly expand its corporate environmental principles.

The Environmental Policy, which is constantly evolving to include new commitments, is incorporated into organizational strategies through the operational and management procedures defined in our strategic model, the SIGMAYEc³.

The SIGMAYEc³, which started in the environmental area (ISO 14001), now extends to energy management (ISO 50001), carbon footprint inventory (ISO 14064) and the circular economy through zero waste (AENOR Regulation).

Its transversal design is a guarantee of success in meeting the established targets, as it incorporates all the areas responsible for the different aspects that comprise it.

Furthermore, as this system is based on a commitment to continual improvement, the effectiveness of the measures taken towards the established targets is constantly evaluated.

All actions in this sphere are verified annually by accredited third parties following the main standards of reference.

In the context of the Corporate Environmental Footprint Plan and thanks to the expansion of the SIGMAYEc³ model, the Group has set the following objectives:

¹² As of the date of this report, 17,867 tCO₂e of the reported footprint have been offset. Full compensation will take place prior to MAPFRE's Annual General Meeting 2024.

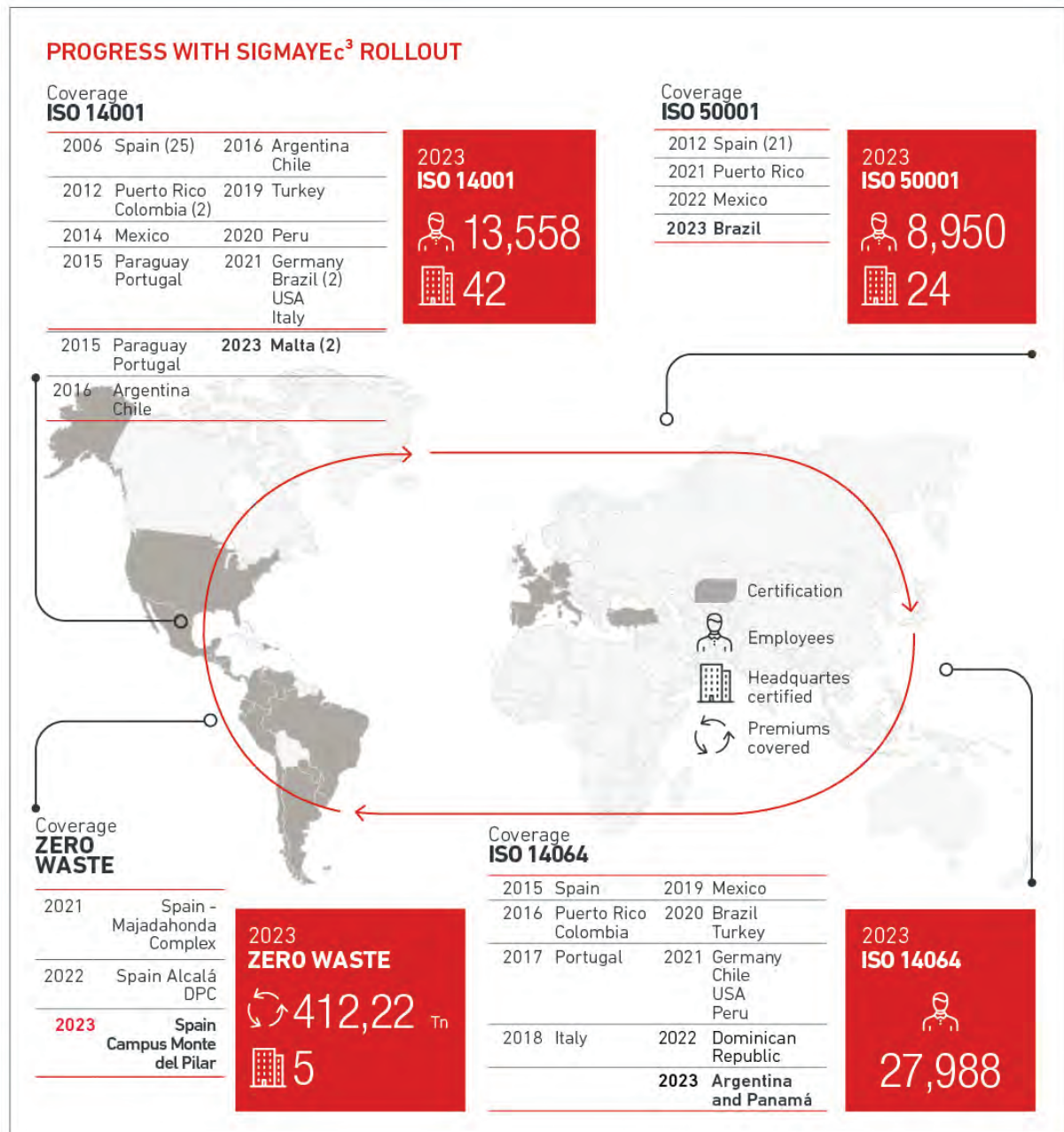
2024 objectives:

- To reduce the Group's operational carbon footprint by 19% compared to the 2019 baseline.
- To neutralize MAPFRE's carbon footprint in Spain, Portugal, Brazil, the United States, Mexico, Peru, Puerto Rico, Germany, Italy and Turkey.

2030 objectives:

- To reduce the Group's operational carbon footprint by 50% compared to the 2019 baseline.
- To neutralize the remaining carbon footprint for the Group as a whole.

The progress of SIGMAYEc³ in 2023 is shown in the accompanying chart.



6.2. Our environmental footprint plan

The Corporate Environmental Footprint Plan 2021-2030 includes all the key lines of action to reduce the Group's carbon footprint by at least 50% by 2030¹³. These lines of action, which define the Group's roadmap to fight climate change, will be addressed in this chapter:



¹³ The indicators, geographic scope and business entities that consolidated environmental data in 2019 are established as a reference for the Plan.

6.2.1. Energy efficiency

Energy use in buildings is one of the largest contributors to total energy consumption and Greenhouse Gas (GHG) emissions. For this reason, making our buildings more energy-efficient is a crucial aspect of reducing our environmental impact and meeting the Group's objectives.

The Environmental Footprint Plan 2021-2030 establishes the following objectives:

Corporate Environmental Footprint Plan 2021-2030: Energy efficiency

Reduction in Group energy use with respect to the baseline	Baseline (2019)	Performance 2021	Performance 2022	Performance 2023	Goal 2024	Goal 2030
Total GWh of energy acquired	155	128	136	122	130	93
Percentage reduction with respect to 2019 baseline		-18%	-12%	-22%	-16%	-40%

Energy efficiency indicators

In 2023, we reduced energy consumption by 33.29GWh compared to 2019, a 22% decrease, exceeding the forecast 11% reduction target established for 2023.

The most important actions taken this year towards energy efficiency, as well as their impact on the associated indicators, are shown below:

- In 2023, MAPFRE reduced electricity acquired from the grid by 36.7% compared to 2019 in the Majadahonda Office building complex thanks to the photovoltaic energy production of the 4,700 state-of-the-art photovoltaic panels put in service in mid-2022. This facility generated 1.62 kWh in 2023 and prevented 437 tCO₂e from being released into the atmosphere.
- Total photovoltaic generation in 2023 represented 3.52 kWh through the contribution of the aforementioned panels at the Majadahonda Office (Madrid, Spain) and the other facilities with this type of equipment: Alcalá de Henares Data Center (Madrid, Spain), Valencia (Spain), Sant Cugat (Spain), CESVIMAP (Ávila, Spain), SI24 headquarters (Ávila, Spain) Valladolid (Spain), Mallorca (Spain) Tower C at Maria Tubau (Spain), Mexico headquarters, Dominican Republic headquarters and MAWDY building in Italy and new headquarters in Peru. All this electricity production for self-consumption accounted for a saving of 9.3% in the electricity purchased by the MAPFRE Group for these properties.
- In 2023, the awareness campaigns on heating and air conditioning in buildings continued with the aim of adapting room temperatures to improve energy efficiency: the Warm Biz Campaign in Spain and Mexico (for energy savings from heating in winter) and the Cool Biz Campaign in Spain, Argentina, Paraguay and Mexico (for energy savings from air conditioning in summer). The objective of both campaigns is to adjust the room temperature by 1°C, which translates into an estimated 7% savings in energy consumption.
- In 2023, the MAPFRE headquarters in Brazil earned MAPFRE's SIGMAYEC3 Energy Management certifications, and the company now has a total of 24 certified buildings (located in Spain, Puerto Rico, Mexico and Brazil).
- Other relevant actions aimed at improving energy efficiency during 2023 include: replacement of conventional lights with LEDs in the headquarters in Mallorca, Las Palmas, Dr. Esquerdo, Valladolid and Majadahonda in Spain as well as the headquarters facilities in Italy, Mexico and Turkey, with estimated savings of 194,161 kWh a year; improvements in the air conditioning systems of the headquarters buildings in Mallorca (Spain), Mexico, Puerto Rico and the USA, with an estimated saving of 308,947 kWh a year.



For more information on environmental performance indicators, please see [8.2. Notes on additional information / Note 8. Environmental indicators, page 240](#)

6.2.2. Sustainable buildings

Designing and constructing a building according to the highest efficiency criteria achieves significant savings in multiple environmental aspects, such as power and water consumption, reducing the carbon footprint while improving occupant comfort due to optimized room temperatures and air quality.

MAPFRE therefore aims to obtain LEED, BREEAM, and ENERGY STAR certifications for sustainable buildings, or similar credentials granted locally, for all new constructions and major renovations. Additionally, management systems that target continuous improvement, such as ISO 14001 and ISO 50001, aim to control buildings' environmental impact and require demonstrable improvements in their environmental performance.

The 2030 Environmental Footprint Plan establishes the following objectives for MAPFRE Group properties:

Corporate Environmental Footprint Plan 2021-2030: Sustainable buildings						
Certification of buildings	Baseline (2019)	Performance 2021	Performance 2022	Performance 2023	Goal 2024	Goal 2030
Percentage of square meters in sustainable buildings	15%	35%	36%	46%	39%	50%

Sustainable building indicators

In 2023, with the LEED Gold certification of the headquarters buildings in Avda. de Burgos (Madrid), Coruña and Maria Tubau (Madrid), all in Spain, there are now 16 headquarters facilities around the world that hold sustainable building certification, which represents 46% of the surface area of MAPFRE's main buildings.

- 42 offices worldwide operate under SIGMAYEc³ in their environmental and energy aspects.



For more information on environmental performance indicators, please see [8.2. Notes on additional information / Note 8. Environmental indicators, page 240](#)

6.2.3. Carbon footprint

The MAPFRE Group is collaborating with the international climate agenda by seeking out initiatives and tangible actions that offer real solutions to the challenges of climate change, with the aim of limiting the global temperature increase to 1.5°C. Within its Environmental Footprint Plan 2021–2030, it undertakes to halve its carbon footprint by 2030 compared to 2019.

To meet its emissions reduction target, the following strategic objectives were defined:

Corporate Environmental Footprint Plan 2021-2030: Carbon footprint

Reduction in tons of CO ₂ e	Baseline (2019)	Performance 2021	Performance 2022	Performance 2023	Goal 2024	Goal 2030
Total tons of CO ₂ e	83,448	50,456	61,727	62,250	67,570	41,327
Percentage reduction vs. 2019 baseline		-40%	-26%	-25%	-19%	-50%
Scope 1 (tCO ₂ e)	12,239	10,035	9,939	8,475	11,474	8,687
Percentage reduction vs. 2019 baseline		-18%	-19%	-31%	-6%	-29%
Scope 2 (tCO ₂ e)	14,639	11,144	11,830	7,678	6,841	0
Percentage reduction vs. 2019 baseline		-24%	-19%	-48%	-6%	-29%
Scope 1 + 2 (tCO ₂ e)	26,878	21,180	21,770	16,152	18,315	8,687
Percentage reduction vs. 2019 baseline		-21%	-19%	-40%	-53%	-100%
Scope 3 (tCO ₂ e)	56,569	29,277	39,957	46,098	49,255	32,641
Percentage reduction vs. 2019 baseline		-48%	-29%	-19%	-13%	-42%
Percentage of electricity from renewable sources with guarantees of origin	59%	66%	65%	-67%	87%	100%

Due to regulatory requirements and in order to comply with the commitment to be a net zero company by 2050, in 2023 the Company initiated a process of reflection, the aim of which was to incorporate the value chain in the calculation of the Group's operational carbon footprint. The incorporation of the new Scope 3 categories will be progressive, based on their materiality and taking into account the relevance of the emissions, the availability of the data and compliance with the Group's internal policies. This increase in Scope 3 emissions, along with the rest of the scope changes that have occurred since 2019, will motivate a recalculation of the reference baseline. For this reason, the Environmental Footprint Plan 2021-2030 will be reviewed and updated, which will incorporate specific decarbonization objectives for these categories, which will allow us to comply with our commitments to be a carbon-neutral company by 2030 and net zero by 2050.

Operational carbon footprint indicators

- The carbon footprint in Spain and Portugal was offset for the second consecutive year, representing 21,505 tCO₂e^{14 15}.
- In 2023, the Group's carbon footprint was reduced by 21,198 tCO₂e, which equates to a 25% decrease, compared to the baseline set in 2019, far exceeding the 7.5% reduction target set for this year.

The reduction achieved by scope for 2019 compared to the set target was::

- Scope 1: 21% reduction, greatly improving on the 3% target set, due to direct operational decarbonization projects, ECO Fleet and ECO Heating:
 - In 2023, the fleet carbon footprint dropped 12%, thanks to the transformation of fleets to ECO vehicles, which has prevented the combustion of 191,309 liters of fossil fuel compared to 2019. By the end of 2023, ECO vehicles comprised 22% of the MAPFRE Group's total fleet.
 - In 2023, the process of transforming ECO heating systems through the ECO Furnace project

¹⁴ The commitment to carbon neutrality includes direct and indirect emissions from imported energy (scope 1 and 2), other indirect emissions (scope 3) from transport, products and services used in the company, and those associated with use of the company's products.

¹⁵ As of the date of this report, 17,867 tCO₂e of the reported footprint have been offset. Full compensation will take place prior to the Annual General Meeting. 2024.

continued, with natural gas furnace in the General Perón 40 building (Spain) replaced with electric heat pumps, which reduces Scope 1 direct emissions by 102 tCO₂e, preventing the combustion of 51,900 m³ of natural gas in this building.

- Scope 2: - 48% vs. expected level of 29%, thanks to the 18.9% reduction in acquired electricity and the procurement of green electricity:
 - In 2023, relevant electrical supply contracts were incorporated under renewable origin guarantees in Brazil, the USA, Peru, in addition to 100% renewable contracts in Spain, Germany, Portugal and Italy. Through this purchase of clean energy, which prevented emissions of 19,170 tCO₂e into the atmosphere in these countries, - 67% of the Group's global power consumption comes from renewable sources.
- Scope 3: Scope 3 emissions increased by 15% in 2023 versus 2022, mainly due to the recovery of mobility for both work centers and business trips compared to the pandemic years. Despite this backdrop of a return to normality, in 2023, Scope 3 emissions decreased by 19% compared to the pre-pandemic situation in 2019. The breakdown of evolution in mobility-related categories, which represent 97% of the Group's Scope 3 emissions, is shown in 6.2.4. Sustainable mobility.
- Regarding improvements in reporting requirements, in 2023, Panama and Argentina joined the carbon footprint inventory under ISO 14064. With the addition of these countries, 90.35% of the Group's employees are now operating under this international standard for reporting GHG emissions.



For more information on environmental performance indicators, please see [8.2 Notes on additional information / Note 8. Environmental indicators, page 240](#)

6.2.4. Sustainable mobility

The transport of people and goods is the sector that most seriously impacts on climate change, generating around a quarter of global GHG emissions.

This aspect accounts for 72% of MAPFRE's total operational carbon footprint and is mainly caused by employees commuting between home and work as well as business trips taken by plane, train, and car.

Therefore, MAPFRE has established two ways to cut its transport-related carbon footprint: reducing the overall number of trips, promoting work methods that are less dependent on physical presence, and encouraging more eco-friendly and collective means of transport.

The Corporate Environmental Footprint Plan establishes the following commitments:

Corporate Environmental Footprint Plan 2021-2030: Sustainable mobility

Reduction in GHG emissions deriving from mobility	Baseline (2019)	Performance 2021	Performance 2022	Performance 2023	Goal 2024	Goal 2030
Tons of CO ₂ e related to commuting	39,510	24,150	33,649	38,434	32,890	23,706
Percentage reduction with respect to 2019 baseline (commuting)		-39%	-15%	-3%	-17%	-40%
Tons of CO ₂ e related to business travel	15,342	3,613	5,005	6,501	14,415	12,274
Percentage reduction with respect to 2019 baseline (business travel)		-76%	-67%	-58%	-8%	-20%

Sustainable mobility indicators

The MAPFRE Group's commitment with regard to direct operations is to reach a 100% ECO Fleet by 2030 for vehicles used in 2030 operations. The 2023 results were indicated in the previous section 6.2.3. Carbon footprint

In addition to this project, aimed at decarbonizing direct operations, the MAPFRE Group is part of the 2021-2030 Environmental Footprint Plan which proposes two strategic commitments to minimize the environmental impact of mobility: Reduction of the business travel and commuting carbon footprints:

- Business travel: at the end of 2022, a new corporate travel policy was approved which was gradually implemented throughout 2023 in the different regions where the Group operates. This new policy incorporates criteria to reduce the number of trips and promote the use of sustainable transportation, such as traveling by high-speed train rather than flying in Spain. In a context of mobility already without restrictions, these new requirements have made it possible for the carbon footprint of business trips in 2023 to be 58% lower than in 2019. This far exceeds the objective set for 2023 of 4%.
- Commuting: During the second half of 2022 and 2023, hybrid work models are strengthened in the countries of the MAPFRE Group (for more information, please see [5.1.2 Flexibility and Agility, page 99](#)). This implementation has resulted in a reduction in the number of trips made from home to the workplace, and the consequent reduction of the carbon footprint in 2023, reducing the Group's total footprint by 1,076 tCO₂e, representing a commuting carbon footprint that is 3% lower than 2019, compared to the 8% target set for 2023 for this category.

The following 2023 milestones across the Group's value chain are worth noting:

- Employees: in Spain, 100% of vehicles assigned to the Group's management teams are classified as eco-friendly .
- Business: in 2023 there were 28 hybrid tow trucks and 42 fully electric or LPG-powered repair shop vehicles operating in the provider network in Spain. In addition, thanks to the ECO Vehicle project in Spain to replace batteries, the number of providers specializing in this type of malfunction has increased. Thus, in 2023, servicing was carried out on 264,660 vehicles that wouldn't start due to malfunctioning batteries, thus avoiding future breakdowns for this reason.
- Providers: under ISO 14064 and with a scope limited to 15 countries, we began to consolidate information and verify the calculation process regarding the mobility of providers with the most carbon intensity to incorporate their carbon footprint into the Group's GHG emissions inventory in the short term: roadside assistance, use of rental vehicles, taxi/PSV providers, appraiser and home repair personnel travel, travel of external personnel to the Company's own facilities.



For more information on environmental performance indicators, please see [8.2 Notes on additional information / Note 8. Environmental indicators, page 240](#)

6.2.5. Water management

Fresh water is a limited resource and using it efficiently has become an obligation for companies, especially in countries and areas experiencing water stress.

The Environmental Footprint Plan establishes the following saving actions:

Corporate Environmental Footprint Plan 2021-2030: Water management

Reduction in consumption of water	Baseline (2019)	Performance 2021	Performance 2022	Performance 2023	Goal 2024	Goal 2030
m ³ of water acquired	711795	585782	680777	614811	620079	540083
Percentage reduction with respect to 2019 baseline		-19%	-4%	-14%	-13%	-24%

Water management indicators

- In 2023, water consumption was reduced by 96,984 m³ compared to 2019, representing a 14% reduction and exceeding the 2023 targets of a 6% decrease and 25,008 m³.
- In many countries where the Group operates, technical actions have been carried out aimed at achieving a reduction in water consumption. For example, the installation of proximity sensors in taps at the new headquarters building in Peru, installation of equipment to reduce pressure or shut off water in taps and toilets in Argentina, Mexico, Portugal, Paraguay and Venezuela, the installation of purifiers for water treatment, wastewater for irrigation of green areas in Mexico and new headquarters in Peru, control of leaks and open taps in Panama and replacement of bottled water with the installation of water drums with water filters in Nicaragua and Venezuela.
- Awareness-raising campaigns to achieve a more efficient and responsible use of sanitary water in the following countries: Argentina, Chile, Costa Rica, Honduras, Peru, Puerto Rico, El Salvador and Uruguay.



For more information on environmental performance indicators, please see [8.2 Notes on additional information / Note 8. Environmental indicators, page 240](#)

6.2.6. Circular Economy

The transition to a circular economy is a major global challenge, and is one that MAPFRE has been working since 2019, with the aim of developing plans that address this model from an internal management perspective, emphasizing:

- Promotion of the responsible consumption of resources.
- Reduced waste generation, increasing reuse, recycling, reducing landfill waste, and taking action to combat food waste.
- Contracting of waste management companies with business models that align with the principles of circularity, gradually adapting to the zero-waste management model.
- Promoting participation in projects related to the circular economy.
- Development of sustainable business models.

One example of its integration into business is CESVIMAP, MAPFRE's Road Safety and Experimentation Center, a world-renowned technology center in the design, insurance, use, maintenance, repair, and recycling of vehicles and other mobility solutions for goods and people.

CESVIrecambios has acquired a cardboard shredder to recycle cardboard containers and convert them into padding material that will be used as protective and filling material when sending parts. In addition to reducing the material consumption, reducing both the cost of their production and the cost involved, the customer receives the parts they have purchased with the highest quality and will appreciate our efforts to convert their purchase into a more sustainable experience. This initiative represents further progress in our commitment to the circular economy, by recycling part of our activity's waste and through our increased commitment to sustainability and the environment every day.

CESVIMAP is also conducting the Second Life project, funded by CDTI funds, which aims to identify and then classify the status and usefulness of used electric vehicle battery modules, with the aim of reusing still-viable modules in other areas. In 2023, a CESVIrecambios self-consumption photovoltaic plant was installed, which stores surplus energy generated in used batteries.

CESVIMAP also participates in the EU subsidized BATRAW project, which promotes recycling of electric vehicle batteries. They want to recover minerals such as lithium, manganese, nickel and cobalt, together with high-quality graphite, scarce materials in the European Union.

Another project planned for the 2022-2024 period is the Yo Reparó (I Repair) training plan for workshops, tow truck drivers and appraisers in the USA, Brazil and Spain on the environmental impact of their activity and methodologies for repairing plastic and automobile parts as an alternative replacing them and generating more waste. Currently, 3,017 people have been trained in Spain, 1,085 in Brazil and 89 in USA.

The Corporate Environmental Footprint Plan 2021-2030 targets the treatment of 90% of waste generated in the Group's operations worldwide by 2030.

Corporate Environmental Footprint Plan 2021-2030: Circular economy						
Reduction in waste	Baseline (2019)	Performance 2021	Performance 2022	Performance 2023	Goal 2024	Goal 2030
Percentage of waste treated	73%	95%	93%	92%	83%	90%

In addition, expansion of the zero waste model from the corporate headquarters to other headquarters in Spain, Mexico, Brazil, and Puerto Rico is planned by 2024.

Circular economy indicators

- The Zero Waste certification (AENOR Regulation) is maintained at the Company's complex in Majadahonda (Madrid, Spain), where more than 98% of the waste generated has been salvaged.
- For the first year, the Monte del Pilar University Campus (Madrid, Spain) has received Zero Waste accreditation and the model has been implemented in the MAPFRE headquarters building in Mexico.
- Adherence to the Circular Economy Pact is maintained.
- 3,567 tons of waste were managed globally, of which 3,266 tons underwent treatment processes: recovery, recycling, or energy production, 92% of the total.
- The consumption of 276 tons of paper has been avoided thanks to the biometric electronic signature, avoiding emissions of 251.75 tons of tCO₂e in Spain and Portugal
- 23% of the total computer equipment managed in Spain has been reconditioned for reuse, thereby avoiding 108 tCO₂e. Reuse was also boosted through the donation of 14,550.62kg of decommissioned IT equipment across the Group.
- CESVIMAP recovered 46,339 parts for reuse after processing 1,887 damaged vehicles in Spain and CESVIAUTO Argentina recovered 11,133 parts after processing 3,448 vehicles.
- CESVIMAP won the 5th BASF Award for Best Practice in the Circular Economy, in the SME category, receiving the award as the best sustainable mobility project at the 2023 eMobility Expo World Congress, recognizing the BEV battery recovery project for a second life as energy storage systems.
- Work continues on the Plastic-Free MAPFRE and ECORAE projects, employee awareness programs and the Zero Waste Plan. We would like to highlight the Think then Recycle Campaign in Spain to promote waste segregation and prevent food waste.
- In Spain, work continues on the development of the Virtual Forest MAPFRE initiative, as a way to

raise awareness among employees of the consumption of paper, toner or energy from the printers in their workplace, territorial management and their personal use. The responsible document printing management project has reduced paper consumption by 56% since 2019.

- Participation in www.greenweekend.org and www.circularweekend.org, events that promote entrepreneurship and sustainability.



For more information on environmental performance indicators, please see [8.2 Notes on additional information / Note 8. Environmental indicators, page 240](#)

6.2.7. Green procurement

Progress continues the acquisition of products and services with environmental criteria based on general evaluation criteria that apply to all services, with specific evaluation criteria for those activities identified with the greatest environmental impact during their life cycle and categorized as priorities¹⁶.

Its implementation has been defined as a target in 2024 for MAPFRE in Spain and 2030 for the rest of the Group

To achieve this, actions have been defined as targets for 2024 for MAPFRE in Spain and 2030 for the rest of the Group.

Green procurement indicators

- Production launch of the SAP ARIBA.

2021: Spain

2022: Italy, Peru and Portugal.

2023: Brazil, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and the Dominican Republic.

- The implementation of the process for all categories was commenced in Spain over the course of 2023.
- 5 tenders
- €10,689,922.18 in billing.

6.2.8. Natural Capital management and biodiversity preservation

The UN Conference on Biological Diversity (COP 15) held in 2022 adopted the Kunming-Montreal Global Framework for Natural Capital, with the aim of addressing biodiversity loss, restoring ecosystems and protecting the rights of indigenous peoples, as well as establishing specific measures to halt and reverse the nature loss, including protecting 30% of the planet and 30% of degraded ecosystems by 2030.

This framework is considered the equivalent in terms of nature to the Paris Agreement on Climate Change and maintains Vision 2050 of Living in Harmony with Nature.

Although MAPFRE's work centers are not located in spaces classified as protected or high diversity, and are not a material aspect for the Company, MAPFRE understands that the development of its activity depends on and impacts natural capital, which includes both biodiversity and the services provided by ecosystems, as well as natural resources (water, energy, fuels, etc.) and is also key in the fight against climate change.

¹⁶ The following services are defined as priority categories: cafeteria and catering services, moving/messenger services, events, landscaping, shuttle buses and transfer services, printing equipment, cleaning, furniture and facility maintenance.

As a starting point for defining objectives and goals that contribute to the recovery of nature, we have quantified the impact of our direct operation on biodiversity in Spain and Portugal with the Global Biodiversity Score (GBS) measurement tool that evaluates the integrity of biodiversity lost or gained in the area impacted by the company and measured in MSA.km² (Mean Species Abundance).

This year, the 2019 impact, established as the baseline on environmental aspects, and the 2022 impact, have been measured to analyze the evolution of static impacts and to introduce the corresponding dynamic impacts.

In addition, this year we updated the Natural Capital section of the corporate website (<https://www.mapfre.com/en/sustainability/environment/natural-capital/>), incorporating the projects MAPFRE carries out in this area.

Natural capital and biodiversity preservation indicators

- Mean Species Abundance (MSA): 1,046km² in Spain and 0.03km² in Portugal
- Reforestation, with the planting of 7,807 trees in 10 countries.
- Cleaning of natural spaces with the collection of 11,080 kilograms of trash in 14 countries.
- Habitat preservation in 3 countries.
- Species preservation in El Salvador with the release of 75 turtles into the wild.

6.3. Corporate strategy for offsetting greenhouse gas emissions

The Corporate Environmental Footprint Plan 2021-2030 is complemented by the corporate Greenhouse Gas Compensation strategy.

Accordingly, MAPFRE's carbon footprint in Spain and Portugal has been offset through reforestation, avoided deforestation and restoration projects. Offsetting projects are selected according to criteria that encourage biodiversity recovery and ensure ecosystem services and natural capital, going beyond the creation of carbon sinks.

Details of carbon credits, scope, quality and objectives of offsetting projects in which the company participates are published on the corporate website (<https://www.mapfre.com/en/sustainability/environment/natural-capital/>).



7

COMMITTED TO GOOD GOVERNANCE AND TRANSPARENCY

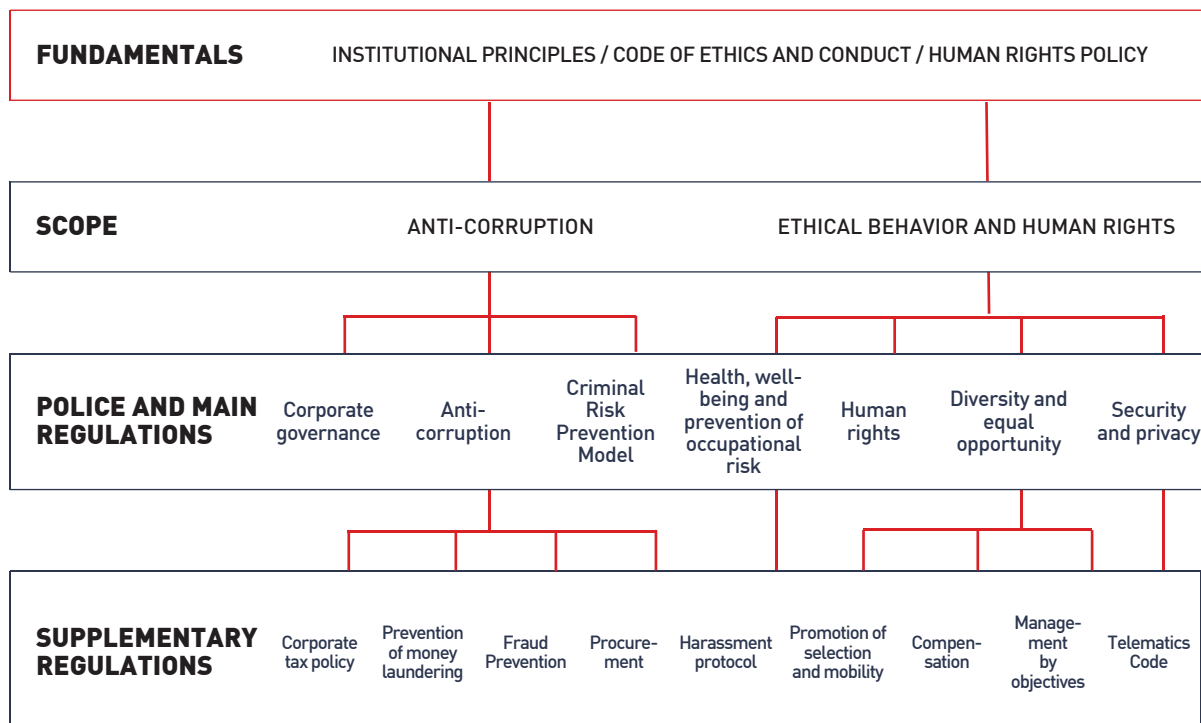
7.1 Our principles: due diligence, control and compliance

MAPFRE's business conduct pillars are the Group's Institutional, Business, and Organizational Principles. These principles are embedded in the company through its core values (solvency, integrity, service, innovation and a multi-cultural and diverse team) and implemented through adherence to its international and local commitments.

The company has a set of policies, regulations, procedures, protocols and other reference documents in place, both corporate and local in nature, which serve as a guide to determine the behavior expected of all persons who work for or collaborate with MAPFRE.

MAPFRE also makes the policies approved by the Board of Directors available to all stakeholders on its website (<https://www.mapfre.com/en/corporate-governance/>), defining, where appropriate, the intergovernmental instruments to which the commitments contained therein refer.

There follows a graphical representation of our business conduct and ethical behavior model.



7.1.1. Due diligence

Based on the OECD Guidelines for Multinational Corporations, MAPFRE aims to avoid and address the negative impacts related to workers ([5.1. Developing our people](#), page 90), customers ([5.3. We protect our customers](#), page 126), the environment ([6. Committed to the environment](#), page 151), human rights and other business conduct related to corporate governance and the fight against corruption in all its forms,

The company approaches due diligence regarding the potential negative impacts associated with its activities, its supply chains ([5.2.3. Sustainable provider management](#), page 121) and other commercial relationships ([4.5. Our business and sustainability](#), page 75).

7.1.1.1. Due diligence in human rights

The Human Rights Policy anticipates the implementation of due diligence processes in this area. In applying the precautionary principle, MAPFRE has different risk prevention and assessment mechanisms in place related to the violation of fundamental rights deriving from its activity along the value chain.

To gather information and concerns about negative human rights impacts and risks, MAPFRE makes consultation channels available for the holders of affected and potentially affected rights, including workers, their legal representatives and unions. These channels are accessible and take into account possible barriers to effective participation of the interested parties.

The following chart outlines the main risk prevention and assessment mechanisms that help prevent the violation of fundamental rights in business and operations areas.



Employees

- Specific email addresses and contact telephone numbers
- Self-service
- Corporate and country-specific website
- Corporate Intranet
- People app
- 360° performance evaluation
- Representation and participation bodies
- Regular meetings
- Conferences
- Materiality surveys
- Other surveys and polls
- Specific whistleblower channels and email addresses
- Generic and specific magazines and newsletters for the stakeholder
- Social networks



Shareholders, investors and partners

- Email addresses and telephone numbers for specific contacts
- Self-service
- Corporate website
- Specific online spaces for these stakeholders
- Specific app
- Regular meetings
- Conferences
- Social networks



Customers and insured parties

- Specific email addresses and contact telephone numbers
- Customer-specific websites
- Network of offices, agents and intermediaries
- Self-service
- Specific apps for customers
- Materiality surveys
- Other surveys and polls
- Whistleblower and complaint channels and email addresses
- Generic and specific magazines and newsletters for these stakeholders
- Social networks



Distributors, intermediaries and collaborators

- Email addresses and telephone numbers for specific contacts
- Specific online tools and portals
- Self-service
- Meetings and video conferences
- Materiality survey
- Generic and specific magazines and newsletters for the stakeholder
- Social networks



Providers

- Specific email addresses
- Specific contact telephone numbers
- Specific provider and work group supervisors
- Specific online tools and portals
- Specific app for this stakeholder
- Materiality survey
- Other surveys and polls
- Social networks



Society

- Email addresses and telephone numbers of public and generic contacts
- Office network
- Website
- Generic apps
- Materiality survey
- Other surveys and polls
- Social networks

The following chart outlines the main risk prevention and assessment mechanisms that help prevent

the violation of fundamental rights in business and operations areas.



To learn about other measures taken to ensure respect for human rights, please refer to [8.2. Notes on additional information / Note 9. Principles of the Global Compact and prevention and compliance measures in human rights](#), page 245

Internal ESG evaluation model

In decision making, consider:

- A company's ESG risk exposure.
- Exposure to ESG risk in the countries and sectors in which the company has been exposed to.
- Reputational risk analysis.

UNDERWRITING



INVESTMENTS



ESG analysis framework

Periodically reviewed to incorporate best practices.

Qualified Socially Responsible Investment (SRI) working group.

Investment Risk Committee.

Regularly reviews the composition of portfolios, their ESG assessment and any disputes that may arise based on MAPFRE's SRI Framework.

Internal control mechanisms

Control and avoid:

- Discriminatory practices throughout the employment relationship.
- Child, forced or compulsory labor.
- Effective respect for freedom of association and collective bargaining: 51% of MAPFRE's global workforce is represented by the workers' legal representatives.
- 57 collective bargaining agreements in force.

WORKING PEOPLE



PROVIDERS AND INTERMEDIARIES



ESG approval process

Signing of specific clauses related to expected behaviors

Raising awareness of MAPFRE's policies

Specific questionnaire:

- Occupational safety and health considerations for workers.
- Human Rights.
- Environmental practices and penalties.
- Inclusion, diversity and non-discrimination.

7.1.1.2. Criminal Risk Prevention Model

The Criminal Risk Prevention Model identifies and assesses the crimes included in the penal code that may impact MAPFRE in terms of exposure to risk and impact (monetary and non-monetary penalties, reputational damage and other financial losses). Likewise, the existing controls are identified and evaluated to prevent the aforementioned crimes from occurring along the value chain.

This Model, which acts as a general reference framework for the Group's insurance companies, was revised in 2023 to include the changes deriving from past experience, best market practices and the most recent regulatory amendments introduced in criminal matters. It also includes references to the new sustainability approach MAPFRE has adopted and to the forecasts included in the Company's Sustainability Plan 2022-2024.

Corporate Compliance chairs the Criminal Risks Committee, enabling the company to react appropriately to the possible materialization of a criminal risk.

Under the framework of the Criminal Risk Prevention Model, no incidents or cases of significant regulatory noncompliance occurred in 2023, nor were any penalties received or paid related to criminal risk prevention.

7.1.1.3. Consultation and whistleblower channels

MAPFRE facilitates all its stakeholders with access to the query and whistleblower channels associated with the Group's pillars of ethical behavior, in order to prevent, mitigate or remediate possible adverse impacts.

Internal whistleblowing system

In 2023, MAPFRE implemented the Internal Whistleblower System established in Directive (EU) 2019/1937 of the European Parliament and the Council of October 23, 2019 on the protection of persons reporting infractions of Union law.

To that end, the Board of Directors of MAPFRE S.A. approved the MAPFRE Group's Corporate Policy on the Internal System for Whistleblower Complaints of Certain Breaches of European Union law or National Law of Member States and the Management Procedure in MAPFRE Group Companies in Spain for Whistleblower Complaints for certain breaches of European Union law or national law of Member States.

The aforementioned Corporate Policy applies directly and is of mandatory compliance for all MAPFRE Group companies domiciled in the European Union, whose respective administrative bodies have been informed of its content, and who shall adopt the necessary support and protection measures to protect whistleblowers against all forms of and attempts at retaliation.

Corporate Compliance has also been instructed to oversee the MAPFRE S.A. Internal Whistleblower System.

During fiscal 2023, a single report/complaint was received through the internal whistleblowing system, which was deemed inadmissible given that it related to a matter deemed outside the scope of said channel.

External reporting channels

The Code of Conduct establishes different communication channels for the following groups: employees, managers and members of the Group companies' management bodies, as well as for providers, contractors and other people who maintain a professional relationship with MAPFRE, in addition to other stakeholders, to submit queries or ethical complaints, including those related to human rights.

To guarantee confidentiality, the secretary of the Ethics Committee receives queries and complaints directly, and it is possible to lodge complaints anonymously. The principles for processing and

resolving same are included in the Code of Ethics and Conduct itself, which also establishes the Committee's competence to hear them and propose the appropriate penalty for any breach of the code. These penalties correspond to the current disciplinary system and may involve the termination of the existing contractual relationship.

Additionally, the Company makes the Financial and Accounting Whistleblower Channel available to Group employees, as well as directors, shareholders, providers, contractors and subcontractors to confidentially and, optionally, anonymously inform the Audit and Compliance Committee of MAPFRE S.A. of potentially significant financial and accounting irregularities that are reported within the company or its Group. Its operating rules are published both on the corporate intranet and MAPFRE's website.

The Audit and Compliance Committee receives the complaints and reviews and resolves them by addressing each one as it deems appropriate. In order to perform its functions properly, it relies on assistance from General Counsel and the Corporate Internal Audit Area.

General Counsel issues an annual report for the Audit and Compliance Committee outlining the activities conducted through the channel and the final result of the complaints made.

7.1.2. Internal control system

MAPFRE has an Internal Control Policy in place, approved by the Board of Directors. The Group's Internal Control System involves tasks and actions present in all the organization's businesses and, accordingly, they are fully integrated into its organizational structure.

Due to its very nature, MAPFRE's Internal Control involves all personnel, regardless of their role; overall, they contribute to providing a reasonable assurance that established objectives will be reached, most notably related to:

- **Operating objectives:** Effectiveness and efficiency of operations, differentiating those which are internal from the insurance activity (mainly underwriting, claims, reinsurance, and investment) as well as supporting operations and functions (human resources, administration, finances, sales, legal, technology, etc.).
- **Information objectives:** Reliability (financial and non-financial, internal and external) of information regarding opportunity or transparency, among others.
- **Compliance objectives:** Compliance with applicable laws and regulations.

The MAPFRE S.A. Board of Directors is ultimately responsible for the Group's Internal Control System and defines the common framework for action in internal control.

The Internal Control System is integrated into the organizational structure under the three lines of defense model by assigning compliance responsibilities to internal control objectives in line with the model:

- A first line of defense comprising employees, management, and the business and supporting operating areas, which are responsible for maintaining effective control over the activities carried out as an inherent part of their day-to-day work. As such, they are the ones who assume the risks, and they are responsible for designing and applying the necessary control mechanisms to mitigate the risks associated with the processes they carry out to guarantee that the risks do not exceed the established limits.

The first-line areas have benchmark models and operational management models in place that detail the responsibilities assigned to them in the various risk control procedures as they pertain to the internal control dimension.

- A second line of defense is made up of the key Risk Management, Actuarial, and Compliance functions, as well as other assurance functions that oversee the functioning of the Internal Control System.
- A third line of defense, consisting of Internal Audit, performs independent assessments of the suitability and effectiveness of the Internal Control System and notifies of potential shortcomings as required to the parties responsible for applying corrective measures, including directors and the governing bodies, as appropriate.

[For more details on the Internal Control System, please see the Solvency and Financial Condition Report (SFCR) for MAPFRE S.A. and subsidiary companies, which is available on the corporate website: <https://www.mapfre.com/en/solvency/>.

7.1.2.1. Compliance measures

As an additional monitoring measure, MAPFRE's Corporate Compliance periodically assesses the degree of compliance with the commitments established in each of the policies in force.

In 2023, the degree of compliance with the following policies was analyzed and assessed:

- a. Underwriting Policy
- a. Actuarial policy
- a. Technical provisions policy
- a. Compliance policy

The assessment was carried out in 40 insurance and reinsurance companies in 15 countries.

MAPFRE S.A. was granted AENOR certification for its Compliance Management System. This certification recognizes effective implementation of the international reference standard for regulatory compliance. With the Company's Compliance function having successfully cleared this audit process, MAPFRE S.A. became the first company in the insurance industry in Spain to obtain this recognition..

7.1.2.2. Internal audit procedures

The Internal Audit function is the risk management model's third line of defense and is tasked with providing an independent guarantee of the suitability and effectiveness of the Internal Control System, as well as other elements of the System of Governance.



For more information, please see [3.1 Integrated management model, page 44](#)

To ensure its autonomy and governance, the MAPFRE Group's Corporate Internal Audit Area functionally reports to the Board of Directors of MAPFRE S.A. through the Audit and Compliance Committee and in particular, the Chairman and CEO. As such, Internal Audit, employing its own methodology, determines the most relevant work and recommendations to be reported to this Committee, as well as to other governing bodies.

In addition, the various managers of the Audit Services and Units Department (functionally and hierarchically) report to the Group Chief Internal Audit Officer to preserve their independence.

The MAPFRE Group's Corporate Internal Audit Area conducts audits focused on assessing the proper functioning of the main procedures followed by the Group's insurance and reinsurance companies, such as:

- a. Compliance with internal and external regulations on the prevention of money laundering and

financing terrorism (PMLFT) that apply to MAPFRE companies. These audits are performed in the vast majority of MAPFRE companies under legal requirement in the country concerned. The weaknesses observed are reported to the most senior PMLFT supervisors of the corresponding company and, where applicable, the Group.



For more information, please see [7.2.3. MAPFRE's anti-corruption framework](#), page [177](#)

- b. At the technological level, the IT and Security Audit Service conducts Technology Providers Management audits on MAPFRE's most relevant technological processes, reviewing, among other items, contracts, clauses, service level agreements, penalties and compliance with the Group's Corporate Procurement Policy.



For more information, please see [5.2.3. Sustainable management of providers](#), page [121](#) and [7.3. We promote cybersecurity and protect data privacy](#), page [181](#)

If weaknesses are observed during these audits, recommendations are issued, along with the corresponding action plans for remediation.

External reviews are conducted every five years, as established in the best practices of the profession. In 2021, an external Quality Assessment of MAPFRE's Internal Audit operations was carried out by the Institute of Internal Auditors (IAI) as an independent external reviewer. The overall assessment granted was "Generally Compliant," which is the highest rating available, concluding that MAPFRE's Internal Audit operations comply with the International Standards for the Professional Practice of Internal Audit and the Code of Ethics in its material aspects.

7.2. We safeguard ethical behavior

At MAPFRE, we know that what we do is important. So too is how we do it. A socially responsible company begins with ethical, personal and professional action by those of us who are part of it. The Code of Ethics and Conduct, the Human Rights Policy and the anti-corruption framework are the basis on which the measures that guide the conduct of the company, the people who work at MAPFRE and those who act on its behalf are developed.

7.2.1. Ethical conduct

Inspired by the Group's Institutional, Business and Organizational Principles, the Code of Ethics and Conduct reflects the corporate values and basic principles that should guide its people's actions, in both their everyday work and their relationships with other stakeholders. This code is public and available to all stakeholders on the MAPFRE website and to all employees on the corporate intranet.

To ensure its correct application, as well as the supervision and control of its compliance, MAPFRE has the following mechanisms in place:

1. An Ethics Committee, the composition, responsibilities and operating system of which are included in the code itself. Every year, this committee informs the MAPFRE S.A. Audit and Compliance Committee of the activity carried out during the year, including the action taken to promote the code as well as the committee's advisory and corrective measures.
2. Consultancy services and points of contact, through specific channels to make queries about the ethical behavior model as well as complaints about possible breaches thereof.
3. Evaluation of employee performance in relation to their behaviors and skills in both the personal and professional spheres, included in the 360º evaluation aligned with MAPFRE's Code of Ethics and Conduct.
4. A disciplinary system that, in the event of noncompliance, defines the corresponding penalties, including the termination of the existing contractual relationship.
5. A monitoring system that evaluates the degree of implementation of the controls associated with a series of behavioral principles and rules included in the Code of Ethics and Conduct in terms of the fight against corruption.

A total of 1,980 hours of training in this area were given in 2023 to 2,641 employees. A total of 82% of the workforce has been trained in this area over the last three years. A series of quick learning training impacts related to the code were also published on the MAPFRE People app throughout 2023.

7.2.1.1. Procedures initiated by MAPFRE in relation to work conduct contrary to the Code of Ethics and Conduct

MAPFRE does not exclude the possibility of initiating disciplinary proceedings in the event that an employment behavior contrary to current legislation is detected that also entails a breach of the principles contained in the Code of Ethics and Conduct.

During 2023, 34 disciplinary proceedings were initiated in line with the Work Regulations and/or the Code of Ethics and Conduct. As a result, dismissal proceedings were initiated against 20 people and in 12 other cases, sanctions were imposed. In one of the 34 cases, once investigated and closed, it was concluded that no violation of any principle of the applicable Code or labor laws occurred; and in another case, two people tendered their resignations voluntarily.

In addition to the 34 procedures, two cases of internal fraud were detected in Colombia with the involvement of three people who were dismissed after the corresponding investigation; and another two cases were registered in Spain, which involved the participation of three agents. Given that the parties involved in the cases in Spain had no employment relationship with the company, the agency contract still in force was terminated and the passive rights were terminated in cases where the minimum time for doing so had been met according to the contract.

7.2.1.2. Activity of the consultation and whistleblower channels pertaining to the Code of Ethics and Conduct

Over the course of 2023, the Ethics Committee registered a total of 61 complaints/grievances, of which 49 were not admitted for processing due to the fact they dealt with matters beyond the scope of the Code of Ethics and Conduct, while nine were processed and three are in the processing phase. One of these three derives from the Financial and Accounting Whistleblower Channel.

The nine complaints processed by the Ethics Committee in 2023 are described below:

- Four employee complaints in relation to alleged personal grievances of other employees contrary to the Code of Ethics and Conduct. The appropriate investigations were carried out, concluding that there was no violation of the Code of Ethics and Conduct in three of them. In the fourth, corrective measures were adopted.
- Three employee complaints for alleged discriminatory conduct, two of which related to the conduct of another employee and one referred to the conduct of the Company. The appropriate investigations were carried out and corrective measures were adopted in the first two, while in the third case, there were no circumstances that supported the existence of discrimination or lack of equality in the process referred to.
- One anonymous report for fraudulent conduct. The appropriate investigation was carried out, concluding that there was no violation of the Code of Ethics and Conduct.
- One complaint from an employee about the alleged violation by another employee of the duty of confidentiality of information. The appropriate investigation was carried out, concluding that there was no violation of the Code of Ethics and Conduct because it was not proven that the person reported had violated their duty of confidentiality.

7.2.2. Respect for human rights

MAPFRE recognizes the importance of human rights, which is why its protection is enshrined in the Group's internal regulations, approved at the highest level of the organization. The issue of human rights is expressly reflected in MAPFRE's institutional, organizational and business principles, in the Code of Ethics and Conduct, in the Sustainability Policy and in the Human Rights Policy itself.

These commitments are reinforced by the signing of various principles and adherence to a number of United Nations-led human rights initiatives: Global Compact and the Ten Guiding Principles; Principles for Sustainable Insurance (PSI); Principles of Responsible Investment (PRI); Women's Empowerment Principles (WEPs); and the Standards of Conduct for Business in relation to LGBTI rights.

Likewise, MAPFRE's commitments expressed in the Human Rights Policy are inspired by the principles and rights established in the main conventions of the International Labor Organization and the Declaration on Fundamental Principles and Rights at Work of said organization.

Among other behaviors, MAPFRE promotes globally a safe and healthy work environment both inside and outside the workplace, based on its Health and Well-being and Occupational Risk Prevention Policy. It also fosters respect for people's individuality, recognizing their heterogeneity and eliminating any discriminatory, exclusionary behavior through the Diversity and Equal Opportunities Policy. These policies prevent, among other behaviors, psychological and sexual harassment in the workplace.

In 2023, 22,940 Group employees participated in training courses on procedures related to the MAPFRE Human Rights Policy and the 10 Principles of the Global Compact. These training actions represent 494,774.42 hours. By the end of the year, 74 % of the workforce had completed one of the training actions.

7.2.2.1. Human rights across the value chain

MAPFRE has a provider approval process, in addition to underwriting and investment procedures that ensure compliance with corporate principles and human rights policies, when assessing and addressing all its operations.

Specifically with regard to freedom of association and collective bargaining, forced or compulsory child labor, as well as in the Rights of Indigenous Peoples, no operations or providers have been detected that could be regarded as jeopardizing or violating said rights.

Likewise, according to the aforementioned approval process, no providers or operations with significant negative social impacts have been identified.

Additionally, MAPFRE maintains its objective of extending its commitment to human rights along its value chain, including providers and intermediaries. Training in this area was provided in 2023 to 452 security providers, representing 90% of the total of this type of provider.



For more information, please see [5.2. We generate business for our providers, page 118](#) and [4.5. Our business and sustainability, page 75](#)

Procedure for reports, grievances or complaints related to the Human Rights Policy

If a report, grievance or complaint is received, the procedure established in the Code of Ethics and Conduct is followed, meaning it is processed by the Ethics Committee, which comprises the individuals who constitute the General Counsel of the MAPFRE Group, the general management of People and Organization and three other senior management or representative positions in the Group.

In 2023, three complaints, grievances or complaints of discrimination described in 7.2.1.2. Activity of the consultation and whistleblower channel pertaining to the Code of Ethics and Conduct were received.

7.2.2.2. Protection of employees from psychological and sexual harassment in the workplace

MAPFRE rejects any show of workplace harassment, and any other behavior that is violent or offensive to the rights and dignity of people, whenever these situations contaminate the workplace, have negative effects on health, well-being, confidence, dignity and the performance of those who suffer from the same.

MAPFRE has a protocol in place for the prevention of harassment, applicable throughout the Group at a global level and accessible to all employees through the corporate intranet and the MAPFRE website.

In 2023, a new protocol for the prevention and treatment of harassment was approved to reinforce its content, make it more transparent and accessible and adapt it to international standards. This protocol applies all countries where MAPFRE operates.

Procedure for complaints related to psychological and sexual harassment

Violence and harassment in the workplace, including physical, psychological or sexual harm, constitute a breach or abuse of human rights. Given that special monitoring and protection is required, MAPFRE has a special procedure in place for complaints related to psychological and sexual harassment.

MAPFRE's Corporate Harassment Prevention and Treatment Protocol regulates the formal requirements that workers must follow when filing complaints and the procedure Human Resources must follow when processing them.

This procedure contemplates the possible measures to be applied in the event that harassment is confirmed to exist and measures for repairing the damage to the victim.

During this fiscal year, 25 harassment claims were recorded in the Group and processed using the established in-house procedures. Of the total complaints, 14 related to psychological harassment and 11 to sexual harassment. In addition, one complaint regarding discrimination was processed via this procedure.

The content of the complaints of moral harassment was such that eight of the cases related to minor labor conflicts in which the existence of conduct that could be classified as workplace harassment was not proven, while the other two cases are pending resolution. In the remaining four complaints, harassment was proven, with disciplinary dismissal implemented in three cases, while guidance and monitoring measures were adopted in the other case.

The 11 sexual harassment complaints processed involved inappropriate conduct by an employee against another employee. The existence of sexual harassment was confirmed in eight of the cases, with monitoring and awareness-raising measures adopted in one case and disciplinary dismissal in the other seven. Three allegations of sexual harassment could not be substantiated.

The procedures established in the protocol for the prevention of harassment were followed in all reported cases.

7.2.3. MAPFRE's anti-corruption framework

MAPFRE has zero tolerance for corruption and bribery. Therefore, in addition to the provisions of the Code of Ethics and Conduct, the company has an anti-corruption framework in place that comprises, among other aspects, the following policies and regulations: Criminal Risk Prevention Model, Anti-corruption Policy, Prevention of money laundering and financing of terrorism and Prevention of fraud.

Throughout 2023, 17,372 employees underwent some training in the fight against corruption. By the end of the year, 56% of the active workforce had completed some training action related to this matter.

The accompanying tables detail those workers, actively employed as of December 31, trained in this matter, broken down by geographical area and by level of responsibility.

Region	No. of active people trained	Level	No. of active people trained	% of total
CORPORATE AREAS AND CENTRAL SERVICES	495	Management and expert management	848	51.87 %
IBERIA	6,430	Middle management and experts	2,841	54.86 %
LATAM SOUTH-CENTER	4,571	Advisors	9,538	62.92 %
BRAZIL	2,251	Associates	4,145	46.61 %
MEXICO	577	Total	17,372	56.29 %
NORTH AMERICA	2,133			
EMEA	527			
REINSURANCE BUSINESS	388			
Total	17,372			

Board directors also receive continuous training on the matter, and in 2023, 100% of external board directors received training in this matter, having completed the specific course launched in 2022.

7.2.3.1. Prevention of all forms of corruption

The Anti-Corruption Policy and Criminal Risk Prevention Model articulate and implement MAPFRE's commitment to reject corruption in all its forms, including extortion and bribery.

The Anti-Corruption Policy sets out the performance standards and framework for preventing and detecting corrupt practices in the Group's activities in any of the countries where MAPFRE is present. The policy was approved by the Board of Directors in 2020 and all board directors are familiar with it. This policy is public and available to all stakeholders on the Group's website, and is applicable to both providers and intermediaries of MAPFRE in the performance of the activity they have been contracted to provide or carry out on behalf of the Company.

With regard to the Criminal Risk Prevention Model, MAPFRE's Corporate Compliance function analyzed 74 processes in which criminal risks may arise, which are detailed in the catalog of the MAPFRE S.A. Prevention Model, and has regularly identified and reviewed the validity of 258 controls present in these processes to avoid the materialization of these risks. Each company's compliance area regularly evaluates the validity of the existing controls for processes in which criminal risks associated with these practices have been identified.

In line with the financial services regulatory framework for customer acceptance, all MAPFRE

operations are evaluated in order to prevent and deter operations related to corrupt practices. Thus, the company's compliance areas regularly evaluate the validity of the existing controls for processes in which criminal risks associated with these practices have been identified.

Likewise, the MAPFRE Acquisitions Committee, which intervenes, directs and coordinates the work to be carried out in each acquisition or divestment process, is responsible for developing due diligence procedures for potential business partners (including matters of corruption and bribery) before closure of the operation.

In the spirit of the anti-corruption policy, in 2023, no direct or indirect contributions were made to political parties. Likewise, all MAPFRE Group collaborations, including contributions made for purposes of general interest, donations and/or events of exceptional public interest, were carried out in accordance with the Group's policy framework, with special attention to these standards, the Code of Ethics and Conduct as well as the Institutional, Business and Organizational Principles.

In 2023, 9,439.7 hours of training were given in subjects included in the corporate online course on crime prevention and bad practices, with a total of 4,732 participants. To date, 51% of MAPFRE employees have been trained in this area.

7.2.3.2. Prevention of money laundering and financing terrorism

MAPFRE has a set of rules in place for the prevention of money laundering and financing terrorism for companies resident in Spain who are required to report on such matters. These rules establish the policies and procedures implemented in Spain to prevent, hinder or report, as appropriate, operations related to money laundering and financing terrorism. In compliance with Spanish legislation, the Company applies prevention measures equivalent to those established by European law to its offices and subsidiaries overseas.

As a delegate body of the MAPFRE Board of Directors, the Audit and Compliance Committee is responsible for overseeing these rules and making proposals for their improvement. The Group also has a Committee for the Prevention of Money Laundering and Financing of Terrorism that analyzes any suspicious operations reported to the Executive Service by the various companies required to report in Spain and reviews all those initially assessed by the Internal Control Bodies and dismissed as suspicious in order to ratify the decision taken in this regard or, where appropriate, to make the decision to report them.

This committee appoints an independent outside expert to examine the internal control and communication procedures and bodies established for the prevention of money laundering.

The Committee also approves the annual training policy on this topic. In fiscal year 2023, 6,708 people participated in training related to the prevention of money laundering and the financing of terrorism. A total of 12,597.45 hours have been dedicated to training in this area.

7.2.3.3. Fraud prevention

MAPFRE is committed to protecting its assets and guaranteeing the rights of its stakeholders, in particular against criminal threats stemming from a complete absence of ethics and best business practices that seek to undermine the Company or extract illegitimate profits from it, all at the expense of the Company or its stakeholders.

Since 2016, MAPFRE has had an operational model in place to combat fraud that includes the definition of the necessary structures and optimal functions, the design of specific processes and procedures for this matter, the definition of policies and business regulations, as well as the design of the indicators map (both operational and risk). In addition, in 2019, the Executive Committee defined

and approved the company's Anti-Fraud Policy, in which MAPFRE's levels of protection against fraud and the areas responsible for those levels were detailed.

Also, the Group has developed a corporate anti-fraud technological platform for the detection, prevention and analysis of fraud in different business and support processes.

7.2.3.4. Financial and Accounting Whistleblower channel

During the 2023 fiscal year, a total of 16 reports/complaints were received through the Financial and Accounting Whistleblower Channel, 15 of which were dismissed on the grounds that they dealt with matters absolutely unrelated to the MAPFRE Group's financial and accounting whistleblower channel, while one report of wrongdoing, related to fraudulent behavior, was admitted for processing.

7.3. We promote cybersecurity and protect data privacy

MAPFRE treats guaranteeing the security, privacy, confidentiality, integrity, availability and protection of the data it has access to in the exercise of its activity as an absolute priority and maintains an unwavering commitment in this regard. This includes the Company's customers, collaborators, employees and other stakeholders. We make good on this objective proactively, not only to comply with the applicable regulations but, above all, as due recognition of the trust that all these groups place in our Company.

This objective is integrated into our business procedures and the company's transformation processes. This commitment is demonstrated by the increase of more than 10% in the specific cybersecurity, privacy and business continuity budget for the MAPFRE Group in 2023 as against 2022. We anticipate an additional increase of more than 4% for the 2024 budget over fiscal 2023.

The Corporate Security and Privacy Policy is implemented through a set of rules, standards and procedures that make up the security regulatory body, accessible to all employees through the company's global intranet. MAPFRE also has a security organization comprised of all manner of teams, means and resources intended to protect the tangible and intangible assets of the MAPFRE Group, structured into different levels of responsibility:

- **MAPFRE Executive Committee:** this body, acting under mandate from the Board of Directors, directly supervises the management of the business units and corporate areas and guarantees the coordinated action of these units, materializing the commitment of senior management and supporting the corporate security function.
- **Corporate Security, Crisis and Resilience Committee:** the most senior security-related management body of the organization, this committee ensures that the activity of the corporate security and privacy function is governed by the business objectives and needs. This body also assumes field management and control of business continuity and crisis management. Members of this Committee include the Third Vice Chairman of the MAPFRE Board of Directors, the Chief Financial Officer (a member of the Board of Directors) and the General Counsel of the MAPFRE Group (Secretary of the Board of Directors), as well as the most senior managers of the insurance units (Iberia, LATAM, North America and EMEA) and of the main corporate areas (Operations Transformation, People and Organization, and Technology). This Committee meets at least twice a year, having approved the adoption a quarterly schedule in 2023, as well as the updating of its members for 2024 in order to adapt to the new organizational structure of the Group.

The Corporate Security Division (CSD) is the global management, planning and execution body of MAPFRE's security and privacy function. Part of the Corporate Operational Transformation Area, the CSD is led by the global CSO and also has supervisors (local CSOs) and structures in the different Group companies. The Global CSO (Chief Security Officer) is responsible for security duties (including cybersecurity, privacy and operational resilience) in the MAPFRE Group.

Security risk management is also integrated into the MAPFRE Group's risk management system,

forming part of the information periodically reported to the Group's Risk and Sustainability Committee.

The MAPFRE Group articulates its approach to security, cybersecurity, and data privacy in a series of strategic lines, including: security starting with design; protection of information when it is collected, transmitted, stored, or processed; taking diligent action when establishing preventive measures and detecting and responding to cyberattacks or instances of business interruption. (For more information on strategic lines and measures, see chapter [8.2 Supplemental Information Notes - Note 10. Cybersecurity and business continuity](#), page [249](#)).

The adequate awareness and training of Group employees is an essential element in protecting the information handled and stored by MAPFRE. In this regard, in the last three years, a total of 107,945 hours have been allocated to training in cybersecurity and data privacy. A total of 30,537 MAPFRE employees received training on this matter between 2021 and 2023. At the close of the year, 99% of the workforce had received training in this area.

It should be noted that in 2023, as part of the Training and Qualification Plan in this topic, the second season of the MAPFRE Firewall Mindset campaign, #CybersecurityCulture, was launched with 6,277 employees enrolled. There are already 19,332 cyber agents (employees) who have completed the first campaign (63% of the Group's total employees).

Also noteworthy in this area were the specific training programs for IT personnel. Almost 1,600 professionals in the Group's IT field have completed the Essential Cybersecurity Course and the specific awareness-raising sessions for Senior Management and the Group's External Directors.

The effectiveness of the training and awareness actions carried out have been verified through cyber-exercises completed on a regular and systematic basis to assess employee behavior in the face of the most common cyberattacks. In 2023, employees performed adequately in the related exercises in more than 97% of cases.

7.3.1. Cybersecurity

To meet the established objectives, MAPFRE's Corporate Security Division has advanced capabilities in place related to boosting the resilience of the Company's digital operations. These capabilities include:

- a. Highly specialized and accredited personnel (MAPFRE holds a total of 300 personal certifications in cybersecurity and privacy, with a total of 125 certified employees).
- b. Specific monitoring, detection, and protection technologies covering security incidents that have been integrated into the corporate technology platform.
- c. Tools, methodologies and specialists dedicated to continuously reviewing and assessing the company's level of cybersecurity, covering all assets and actors involved (information systems, people, etc.) and identifying deficiencies and lack of control early.
- d. A General Control Center (CGC-CERT), integrated into the FIRST network and the CSIRT.es group, that receives alerts of threats from different organizations, similar centers and specialized providers and carries out monitoring, detection and response activities against cyberattacks under a 24/7 operation model. It also holds ISO 27001, 9001 and 22301 certification.
- e. Systematically updated and trained crisis management and business continuity plans. Additionally, MAPFRE is in the process of certifying its most relevant business continuity plans under the ISO 22301 standard, with 68.7% of premiums under certified business continuity plans.
- f. Obtaining added value in business terms through actions such as process digitalization using

electronic signature capabilities or the fight against fraud.

During 2023, the Group's Cyber Resilience Plan (CRP) continued to be implemented. This plan coordinates MAPFRE's progress in cybersecurity, privacy, data protection and digital operational resilience. At the close of 2023, the CRP was 82.8% rolled out, in line with forecasts. Notable during the fiscal year were actions related to improving the Global SOC's detection and response capabilities, which have increased the effectiveness of 24/7 coverage in the management of Cyber-Incidents, as well as using advanced cyber intelligence services and joining networks to exchange information on cyberattacks. Other relevant action taken included the selection and acquisition of an automated CyberAttack Simulation solution (BAS, Breach and Attack Simulation), the eradication of unsafe authentication mechanisms and the strengthening of the critical systems shield.

The action carried out has boosted MAPFRE's cyber resilience capabilities, and it obtained a score of 4.7 out of 5 according to the CRII (Cyber Resilience Improvement Indicator) in a study by the Spanish National Center for the Protection of Critical Infrastructures (Centro Nacional de Protección de Infraestructuras Críticas, CNPIC), 0.4 above the average for the finance sector and 1.4 points above the average of all participants (97 in 2023).

Meanwhile, work was carried out in 2023 to adapt the Group's companies to the European Parliament and Council Regulation on Digital Operational Resilience in the financial sector (DORA). These tasks are articulated through a DORA Adaptation Plan, which features 23 lines of action in which all the areas of the Company affected by these regulations participate.

The capabilities deployed through the cited plans will be integrated into the corporate security model, based on risk management and the comprehensive protection of tangible and intangible assets, establishing protection measures for all elements that interact with them (people, information systems, facilities and processes).



(For more information on cybersecurity strategy and management, please see 8.2. Notes on additional information / Note 10. Cybersecurity and business continuity, and the detailed document MAPFRE Security, available at <https://www.mapfre.com/media/seguridad-mapfre/security-mapfre.pdf>.)

7.3.2. Data privacy

Guaranteeing the privacy and protection of the personal data we have access to when conducting our operations is an absolute priority for MAPFRE. This must be done proactively, not only to comply with applicable regulations, but also in return for the trust that clients, providers, collaborators, employees, and other stakeholders place in MAPFRE.



For more information, please see 8.2. Notes on additional information / Note 11. Prevention and compliance measures in Data privacy, page 250

In 2023, work was done to automate and optimize the processes associated with compliance with the different legislation in force in this area, to enable a better response to requirements and to minimize human errors.

In addition, progress has been made in the process of approving binding corporate regulations (BCRs) that permit certification to regulators and third parties that MAPFRE offers a homogeneous level of protection of its customers' data, regardless of the country in which they are stored and the level of protection required by its authorities, thereby facilitating both international data transfers between Group companies and certification of compliance by with third parties with the GDPR in MAPFRE companies located in countries outside the European Union.

Thus, after passing the first filter of the designated Leading Authority for the process (Spanish Data Protection Agency, AEPD), we also passed the second filter of the designated Brokerage Control

Authorities (Garante per la Protezione dei Dati Personali, Italian GPDP and Data Protection Authority, Irish Data Protection Commission). Once express agreement was obtained from these co-reviewing authorities, the AEPD launched the cooperation phase, circulating it to the other EU supervisory authorities, before sending it to the European Data Protection Committee, which, after analyzing it, will proceed to issue its final opinion.

Furthermore, the Artificial Intelligence working group created at the end of 2022 to raise issues related to ethics and data protection, process streamlining, decision automation and improved customer experience, remained active throughout 2023 to ensure the ethical and effective use of data. As a result of this working group's activity, a Guide on the Use of Artificial Intelligence Systems has been prepared to establish the guidelines and measures required to mitigate the risks associated with use of this type of technology and, in turn, adapt to the applicable regulation in this area in a timely manner.

MAPFRE privacy experts continue to form part of specific multinational work groups, such as the Digital Transformation Working Group - GDPR of the Pan-European Insurance Forum (PEIF) and the AI Working Group - of the Data Privacy Institute (DPI). Also, they have continued to collaborate in the Data Protection and Digitization and Innovation work groups of UNESPA, the Spanish association of insurance companies, addressing not only specific aspects of privacy but also the ethical use of data.

In relation to this last aspect, it should be noted that MAPFRE adheres to Fundación COTEC's Commitments to Privacy and Digital Ethics, a code of best practices that serves as a basis for designing policies and processes that ensures privacy and the ethical use of customer and user data.

Adherence to these 10 principles is "a demonstration of commitment and concern for privacy management from the perspective of ethical data management, which also fosters society's trust in data processing and the promotion of responsible use."

Additionally, in 2023 MAPFRE approved the Digital Ethics Framework, which includes, among other items, the principles the Group must follow so that its action in the digital field guarantees:

- Compliance with current legislation.
- Respect for and safeguarding of human rights.
- Social responsibility, equality and nondiscrimination.
- Respect for privacy and guarantee of the fundamental right to data protection.
- Employee well-being and training.

In compliance with the provisions of the European Data Protection Regulation (GDPR) and other regulations linked to the protection of personal data of countries outside the EU that MAPFRE operates in, seven potential incidents were reported in 2023 to the relevant Control Authorities, affecting 355,143 people, with two of them arising from provider security breaches.

It should also be noted that in 2023 MAPFRE Spain received two sanctions for non-compliance with the GDPR, arising from customer complaints. It should be noted that these sanctions refer to the processing of data of two customers and do not state that our customers' data are at risk, or that robust security measures are not in place, or that a breach of personal data occurred.

7.4. Responsible and transparent with taxation

Regarding the payment of taxes in the countries in which the Group does business, MAPFRE is fully aware of the importance of taxes, and how necessary they are in supporting public spending and social development in the countries it operates in, and this has been the case since its inception.

In 2023, net payment of income taxes was 395.4 million euros. This direct financial contribution to the public purse of the countries where MAPFRE operates is part of the Company's social footprint and its commitment to contribute to the sustainable development of its economies and societies. To see the relevant data by country, please see [8.2. Notes on additional information / Note 12. Main tax information by country](#), page 252.

The effective tax rate for each region and the reinsurance business is shown in the accompanying table.

ACCRUED CORPORATE TAXES (Effective tax rate)¹⁷

Region/Unit	2023
IBERIA	18.0 %
BRAZIL	24.1 %
MEXICO	23.2 %
LATAM SOUTH-CENTER	15.1 %
NORTH AMERICA	29.2 %
EMEA	10.2 %
MAWDY	(22.6)%
GLOBAL RISKS	25.0 %
REINSURANCE	22.0 %
TOTAL MAPFRE GROUP	23.5 %

7.4.1. Fiscal approach

In tax matters, MAPFRE's commitments and responsibilities are specified in the Group's Tax Policy, approved by the Board of Directors and available for inspection at www.mapfre.com.

Ethical action on tax matters involves compliance with current tax regulations in all territories in which MAPFRE conducts business, filing and paying the taxes due in each jurisdiction for the transactions conducted, and collaborating with the tax authorities under the terms established in the applicable regulations.

This ethical conduct in matters of taxation is aligned with the main business activity of MAPFRE, the insurance company, which plays a significant role as a driver of economic development and social cohesion; and which contributes to the care and protection of people and aids in the development of the business fabric of the countries in which it operates, looking at the present and with a view to the future.

This action is also in line with the general principles of action contained in the Corporate Sustainability

¹⁷ As per the local criteria applicable in each country

Policy, whose sustainability strategy is based, first, on finding a balance between the ESG challenges in the medium and long term, defining how they affect the company and its stakeholders; and, second, managing the company's impact on society and identifying opportunities for sustainable development, to create shared value with stakeholders and society in general.

7.4.2. Fiscal control and risk management

MAPFRE Group Tax Advisory designs and implements the internal procedures and control mechanisms necessary to ensure compliance with the principles of the corporate tax policy. It reports to the Board of Directors, through the General Counsel, on the tax implications of the issues submitted for its approval when they are relevant for decision-making purposes.

Among the non-delegable powers of the Board of Directors is the determination of the Company's general policies and strategies, and in particular: the risk identification, management and control policy, including tax risks, the supervision of internal information and control systems, and the determination of MAPFRE's tax strategy.

The different operations proposed by business are analyzed from a fiscal perspective, choosing the alternative that best suits the Group's needs with full respect for the local tax regulations of the jurisdiction in which the operation is intended to be executed.

All operations related to restructuring processes, alliances, mergers, acquisitions, and disposals of companies are reported on by MAPFRE Group Tax Advisory, and the results of the reports are shared with the Executive Committee or the Board of Directors, as appropriate.

Furthermore, operations carried out between related companies are duly documented in accordance with the requirements of the country concerned. Revenue from intra-group transactions with other tax jurisdictions can be found in [8.2. Notes on additional information](#) / [Note 12. Main tax information by country](#), page 252.

As far as operational risks are concerned, there is a reporting system in place that allows subsidiaries to report any tax incident in the country, as well as the progress of appeal procedures against tax assessments.

The events associated with these risks are registered and monitored continuously, and they are reported once a year to the Audit and Compliance Committee, as the delegate body of the Board for these purposes. The Company reports those tax provisions relating to different significant tax contingencies that the Group companies maintain with the respective national tax administrations. (See Note 6.13 Provisions for risks and expenses: Provision for taxes in the Consolidated Annual Accounts.)

As part of its commitment to transparency, MAPFRE reports the company's tax situation in the consolidated annual financial statements, including the components of income tax expenses and reconciliation of the recorded revenues with the expense of ongoing operations tax, deferred tax assets and liabilities, the breakdown of negative tax bases pending offset in the consolidated companies, as well as tax verifications (See Note 6.16 Fiscal Situation in the Consolidated Annual Accounts.)

7.4.3. Stakeholder participation

MAPFRE has participated in the Large Companies Forum since its creation in 2009. The Forum was established at the initiative of the Spanish State Tax Administration Agency with the aim of strengthening collaboration between companies and the state tax administration, based on the principles of transparency and mutual trust, through knowledge and the sharing of general problems that may arise in the application of the tax system.

In July 2010, the Plenary Session of the Large Companies Forum approved the Code of Best Tax Practices, to which MAPFRE adhered by agreement of its Board of Directors that same year. On an annual basis, the Audit and Compliance Committee reviews the fiscal policies followed during the year in compliance with the recommendations of this code. Reinforcing the best practices for business tax transparency contained in the Code, the Company presented its Fiscal Transparency Report corresponding to fiscal year 2021

Likewise, stakeholders can notify MAPFRE of their concerns regarding unethical or illegal conduct and the organization's integrity in relation to taxation through the Financial and Accounting Whistleblower Channel.



For more information, please see [7.2.3.4. Financial and Accounting Whistleblower channel, page 180](#)



8

ADDITIONAL INFORMATION

8.1. Basis of preparation and presentation of the report

8.1.1. About this report

This Report has been prepared in accordance with the Sustainability Reporting Standards de Global Reporting Initiative (GRI), for which an index of contents can be found in [8.3. GRI Content, page 255](#), and the recommendations of the information framework published by the International Council of the Integrated Report (IIRC).

The Report responds to the information requirements of EU Directive 2014/95 on the disclosure of non-financial information and diversity, as well as its respective transpositions in Germany, Spain, Italy and Portugal. It also includes the information required from the Consolidated Non-Financial Information Statement, which forms part of the Consolidated Management Report of MAPFRE S.A. www.mapfre.com/en. In addition, it responds to the requirements of Regulation 2020/852 on Environmental Taxonomy.

The Consolidated Annual Accounts and Management Report have been taken into consideration. Such information is public and can be consulted in full on MAPFRE's corporate website (www.mapfre.com). This report includes information from January 1, 2023 to December 31, 2023.

The Report provides a comprehensive view of MAPFRE, its deployment, its business model, the challenges and risks it faces, and its social, environmental, economic and governance performance. It constitutes the approximation to the creation of economic and social value, which has allowed us to continue deepening and establish a greater relationship between the business model and the effect on the described resources.

This Report has been analyzed by the Audit and Compliance Committee and was duly ratified by the Board of Directors of MAPFRE S.A at its meeting of February 13, 2024.

8.1.1.1. Information scope

The Integrated Report corresponds to MAPFRE S.A. and its subsidiaries and investee companies, and the scope of information established in the reports used as the basis for their preparation have been taken into consideration.

The Alternative Performance Measures (APM) used in the Report, which correspond to those financial measures not defined or detailed in the framework of the applicable financial information, can be consulted on the company's website:



[Alternate performance measures: https://www.mapfre.com/media/shareholders/2022/2022-03-22-alternate-performance-measures.pdf](https://www.mapfre.com/media/shareholders/2022/2022-03-22-alternate-performance-measures.pdf)

Some of the figures included in this Report have been rounded. Therefore, discrepancies in the tables between the totals and the amounts listed could arise due to such rounding.

8.1.1.2. Materiality, relevance and inclusivity

This Integrated Report includes all relevant information for MAPFRE and its stakeholders. In 2023, the methodology used in the materiality study was improved by incorporating the concept of financial materiality which, together with the concept of impact materiality - which we have been using in previous years - allows us to analyze the topics with greater precision and identify the most relevant ones for stakeholders and for MAPFRE. This study was conducted in line with the requirements of the GRI 3 standard and, in addition to allowing us to identify those aspects of great impact for MAPFRE and its stakeholders, it has served as the basis for the preparation of this report.



For more information, please see section [4.2. Materiality: Our priorities](#), page 61

The relevant issues in the environmental, social and governance spheres are covered by the material issues and the information contained in this Integrated Report.

Likewise, there are some relevant aspects that are not fully presented in the body of this Report. These are fully developed and included in:

- 8.2. Notes on additional information of this same Report.
- Consolidated Annual Accounts Report and Consolidated Management Report. (Published on the corporate website, at www.mapfre.com.)
- Fundación MAPFRE Annual Report. (Published on the organization's website, at www.fundacionmapfre.org.)
- Annual Corporate Governance Report. (Published on MAPFRE's corporate website, at www.mapfre.com.)
- Annual Report on Remuneration of Directors of public companies. (Published on MAPFRE's corporate website, at www.mapfre.com.)
- MAPFRE People and Organization Report 2023. (Published on MAPFRE's corporate website, at www.mapfre.com.)
- MAPFRE Group Task Force on Climate-related Financial Disclosures (TCFD) Report 2023. (Published on MAPFRE's corporate website, at www.mapfre.com.)

8.1.1.3. Balance

The Report reflects the positive aspects of the organization's performance, and when the results have not reached the expectations that had been formulated, this circumstance is noted in the corresponding sections.

8.1.1.4. External verification

The qualitative and quantitative information of the indicators that make up MAPFRE's consolidated Non-Financial Information Statement responds to GRI standards and has been externally verified by the firm KPMG Asesores S.L. This verification has included the information for the annual year ended December 31, 2023 of the Company and subsidiaries of the MAPFRE Group that form part of its 2023 Consolidated Management Report.

At the end of this document, you may consult the [Independent Verification Report of MAPFRE's 2023 Integrated Report that includes the Non-Financial Information Statement \(EINF\) of MAPFRE S.A. and dependent companies](#).

8.1.2. Response capacity

The Report, in addition to offering relevant information for the stakeholders with which MAPFRE interacts, responds to the observations transmitted by them throughout the year. However, people interested in consulting or supplementing the information provided in this document can contact MAPFRE through the following channels:

Corporate Sustainability: responsabilitysocial@mapfre.com

Corporate External Relations and Communication Area: comunicacion@mapfre.com

Environment department: disma.medioambiente@mapfre.com

Capital Markets and Analyst and Investor Relations Area: ir@mapfre.com

MAPFRE's corporate website: www.mapfre.com

8.2. Notes on additional information

Note 1. Emerging risks

The following table details emerging risks, the type and degree of impact, the prevention and mitigation measures in place, as well as the dimensions they impact on.

Risk and context	Impact	Measures	Sustainability dimensions				
			Economic	Geo-political	Environ-mental	Social	Techno-logical
Climate change Climate change risk is the risk arising from the long-term change in average weather patterns that have shaped the local, regional and global climates of the earth. This risk would manifest itself mainly in extreme weather events (tropical cyclones, floods, forest fires, etc.), in economic uncertainty due to various changes (regulatory, technological, social, etc.), in the transition toward a low-carbon economy and in environmental liability claims where climate change risks are not prevented, mitigated or disclosed.	As an insurer, the impacts have been identified in line with the categories of this type of risk: MEDIUM-HIGH - Physical risk: Increase in claim levels deriving from an increase in intensity and frequency of extreme events. MEDIUM -Transition risk (including regulatory, reputational and market aspects): decrease in revenue due to reduced demand for current products and services, with the need to adapt them to consumer preferences and new habits.	The incorporation of climate change into the decision-making of the business strategy. A detailed knowledge of the insured risks (such as their geolocation and the characteristics of their underlying assets), with the aim of underwriting the correct coverage and selection of catastrophic protection. Proper management and control of accumulations to optimize the use of capital. Maximum collaboration and transparency between the insured and the insurer to facilitate the best evaluation and pricing. Taking out reinsurance coverage.	x	x	x	x	
The risks deriving from climate change are divided into two broad categories: physical risks and transition risks.							

Risk and context	Impact	Measures	Sustainability dimensions				
			Economic	Geo-political	Environmental	Social	Technological
Products and services	MEDIUM-HIGH	Continuous monitoring of new customer trends, accelerating innovation processes, transformation of distribution channels for customer service and creation of alliances with startups and hubs.		x		x	x
The high volatility and speed of change in the environment, in society and in the markets in which the company operates (aging, digitization, large cities, new regulations, conflicts, the appearance of new competitors, etc.) produce drastic changes in customer behavior that involve new requirements in insurance coverage.	A reduction in portfolio with a consequent impact on earnings deriving from the inadequacy of products and services that do not meet the needs of customers. The entry into the market of large technology companies, as new competitors not subject to specific regulation, may negatively affect financial stability, which could encourage the undertaking of greater risks in order to compete in attracting customers.	Monitoring of the behavior of insurtechs in the insurance industry and main markets in which the Group operates.					
Instability and financial crises due to conflicts and scarcity of resources	HIGH	Identify the aspects that may affect the Group and the established strategy, implementing early warning and monitoring mechanisms.	x	x	x	x	
Aggravation and multiplication of conflicts between countries for the control of natural resources (raw materials) or vital for subsistence (drinking water), and an increase in authoritarianism and populism.	Corporate earnings may be subject to fluctuation as a result of oscillations in the financial markets the Company operates in, by changes in exposure to interest rates that may reduce sales of certain products (Life, savings), the profitability of investments, as well as in the sufficiency of technical provisions and the increase in costs and the loss ratio. Additionally, regulatory changes deriving from conflicts can cause direct losses due to operating restrictions.	Monitor the main macroeconomic and financial variables, with special emphasis on their impact on the financial strength of the Group and the insurance industry.					

Note 2. Material topics

Material topics encompass both negative impacts, posing actual or potential risks affecting stakeholders and MAPFRE, as well as positive impacts, bringing benefits to stakeholders and opportunities to MAPFRE.

The accompanying table outlines the primary positive and negative impacts identified during the Company's double materiality study. It also includes information on the policies, processes, governance, and action plans established to address each material topic, along with references to progress information included in this report.

Material topic	Impact	Type of impact	Impacted stakeholder (actual or potential)	Policies / Governance / Process	Action plan	Progress
Adaptation of the business to climate change	Improved control of the risks associated with climate change by developing processes for measuring and mitigating them.	Positive	Employees, Customers and Financial Community	<ul style="list-style-type: none"> • Corporate Sustainability Policy • Environmental Policy • Investment Policy • Sustainability risk integration policy https://www.mapfre.com/en/policies/ • Responsible Investment Framework • Underwriting Policy 	Strategic Plan 2022-2024 *Transformation *Growth and profitability Sustainability Plan 2022-2024 *Sustainable products *Transparency	4.5 Our business and sustainability 6.1 Action strategy against climate change 6.2. Corporate Environmental Footprint Plan
Adaptation of the business to climate change	Increase in negative consequences due to the risk of climate change, particularly in the event of a passive approach or an inability to effectively control these effects.	Negative	Employees, Customers and Financial Community	<ul style="list-style-type: none"> • Corporate Sustainability Policy • Environmental Policy • Investment Policy • Sustainability risk integration policy https://www.mapfre.es/media/politica-integracion.pdf • Responsible Investment Framework • Underwriting Policy 	Strategic Plan 2022-2024 *Transformation *Growth and profitability Sustainability Plan 2022-2024 *Sustainable products *Transparency	4.5 Our business and sustainability 6.1 Action strategy against climate change 6.2. Corporate Environmental Footprint Plan
Innovation and digitalization	Greater process efficiency and customer interaction with the incorporation of new technologies.	Positive	Employees, Customers, Distributors and Providers	<ul style="list-style-type: none"> • Organizational and Management Bodies Policy of the Corporate Technology and Processes Area • Open Innovation Model • Regulations and procedure for proofs of concept and pilots for Strategic Innovation projects • Group Transformation and Innovation Committee 	Strategic Plan 2022-2024 *Transformation *Efficiency and productivity *Growth and profitability Sustainability Plan 2022-2024 *Sustainable products and services *Circular economy *Inclusion	5.5. Innovation and digitalization in products and services, and processes

Material topic	Impact	Type of impact	Impacted stakeholder (actual or potential)	Policies / Governance / Process	Action plan	Progress
Innovation and digitalization	Increased bias in automatic decision-making due to the use of artificial intelligence	Negative	Employees, Customers and Society	<ul style="list-style-type: none"> Organizational and Management Bodies Policy of the Corporate Technology and Processes Area Open Innovation Model Regulations and procedure for proofs of concept and pilots for Strategic Innovation projects Group Transformation and Innovation Committee 	Strategic Plan 2022-2024 *Transformation *Efficiency and productivity *Growth and profitability Sustainability Plan 2022-2024 *Sustainable products and services *Circular economy *Inclusion	5.5. Innovation and digitalization in products and services, and processes
Cybersecurity and privacy	Reinforced protection of privacy and responsible use of customer and employee data	Positive	Customers and Distributors	<ul style="list-style-type: none"> Corporate Security and Privacy Policy https://www.mapfre.com/media/accionistas/2015/politicacorporativa-seguridad-privada. PDF MAPFRE Comprehensive Security Model https://www.mapfre.com/media/seguridad-mapfre/security-mapfre.pdf MAPFRE Data Governance Model: a reference framework that enables the organization to apply the necessary mechanisms to convert its data into a strategic asset, minimizing the risks of improper use of the same. Defined in the Corporate Data Governance Standard. Corporate Security and Environment Committee Corporate Privacy and Data Protection Committee Crisis and Business Continuity Committee 	Strategic Plan 2022-2024 *Efficiency and productivity *Transformation Sustainability Plan 2022-2024 *Transparency	7.3. We promote cybersecurity and protect data privacy
Cybersecurity and privacy	Increased risk of loss of personal data as a result of vulnerabilities in information security systems.	Negative	Employees, Customers and Distributors	<ul style="list-style-type: none"> Corporate Security and Privacy Policy https://www.mapfre.com/media/accionistas/2015/politicacorporativa-seguridad-privada. PDF MAPFRE Comprehensive Security Model https://www.mapfre.com/media/seguridad-mapfre/security-mapfre.pdf MAPFRE Data Governance Model: a reference framework that enables the organization to apply the necessary mechanisms to convert its data into a strategic asset, minimizing the risks of improper use of the same. Defined in the Corporate Data Governance Standard. Corporate Security and Environment Committee Corporate Privacy and Data Protection Committee Crisis and Business Continuity Committee 	Strategic Plan 2022-2024 *Efficiency and productivity *Transformation Sustainability Plan 2022-2024 *Transparency	7.3. We promote cybersecurity and protect data privacy

Material topic	Impact	Type of impact	Impacted stakeholder (actual or potential)	Policies / Governance / Process	Action plan	Progress
Talent management	Professional growth through talent attraction and retention programs	Positive	Employees	<ul style="list-style-type: none"> • Corporate Sustainability Policy • Diversity and Equal Opportunities Policy • Promotion, Selection, and Mobility Policy • Respect for People Policy 	Strategic Plan 2022-2024 *Transformation *Efficiency and productivity *Growth and profitability Sustainability Plan 2022-2024 *Employment *Inclusion	5.1. We develop our people
Talent management	Increase in turnover resulting from a noncompetitive career plan and professional offer.	Negative	Employees	<ul style="list-style-type: none"> • Corporate Sustainability Policy • Diversity and Equal Opportunities Policy • Promotion, Selection, and Mobility Policy • Respect for People Policy 	Strategic Plan 2022-2024 *Transformation *Efficiency and productivity *Growth and profitability Sustainability Plan 2022-2024 *Employment *Inclusion	5.1. We develop our people
Customer protection	Coverage of customer risk with an offer of products suited to their needs.	Positive	Customers	<ul style="list-style-type: none"> • Corporate Sustainability Policy • Group Solvency II Policy 	Strategic Plan 2022-2024 *Transformation	5.3. We protect our customers 5.5. Innovation and digitalization in products and services, and processes
Customer protection	Greater exposure to assuming high costs by customers for not providing coverage or restricting access to them.	Negative	Customers	<ul style="list-style-type: none"> • Corporate Sustainability Policy • Group Solvency II Policy 	Strategic Plan 2022-2024 *Transformation	5.3. We protect our customers 5.5. Innovation and digitalization in products and services, and processes
Sustainable investments	Increase in financing capital to companies that encourage the hiring of vulnerable groups.	Positive	Financial Community	<ul style="list-style-type: none"> • Corporate Sustainability Policy • Investment Policy • Sustainability Risk Integration Policy (https://www.mapfre.es/media/politica-integracion.pdf) • Responsible Investment Framework • Environmental commitments in underwriting and investment (https://www.mapfre.com/media/sustainability/environmental-commitments-investment-underwriting-plan-22-24.pdf) • MAPFRE AM Risk Committee 	Strategic Plan 2022-2024 *Transformation *Growth and profitability Sustainability Plan 2022-2024 *Sustainable investment	4.5. Our business and sustainability

Material topic	Impact	Type of impact	Impacted stakeholder (actual or potential)	Policies / Governance / Process	Action plan	Progress
Sustainable investments	Increase in greenhouse gas emissions through investment in projects that do not take sustainability into account.	Negative	Financial Community	<ul style="list-style-type: none"> •Corporate Sustainability Policy •Investment Policy •Sustainability Risk Integration Policy (https://www.mapfre.es/media/politica-integracion.pdf) •Responsible Investment Framework •Environmental commitments in underwriting and investment (https://www.mapfre.com/media/sustainability/environmental-commitments-investment-underwriting-plan-22-24.pdf) •MAPFRE AM Risk Committee 	Strategic Plan 2022-2024 *Transformation *Growth and profitability Sustainability Plan 2022-2024 *Sustainable investment	4.5. Our business and sustainability
Sustainable products and services	Accelerating the transition to a sustainable economy by developing new products and services that meet new needs.	Positive	Customers	<ul style="list-style-type: none"> •Corporate Sustainability Policy •Responsible Investment Framework •Open Innovation Model •Sustainability Operating Committee •Global Business Committee •MAPFRE AM Risk Committee •M&A Committee •Group Transformation and Innovation Committee 	Strategic Plan 2022-2024 *Transformation *Growth and profitability Sustainability Plan 2022-2024 *Sustainable products and services *Sustainable underwriting *Sustainable investment	4.5. Our business and sustainability
Sustainable products and services	The slowdown in the transition to a low-emission economy driven by the low competitiveness of sustainable insurance products.	Negative	Clientes y Distribuidores	<ul style="list-style-type: none"> •Corporate Sustainability Policy •Responsible Investment Framework •Open Innovation Model •Sustainability Operating Committee •Global Business Committee •MAPFRE AM Risk Committee •M&A Committee •Group Transformation and Innovation Committee 	Strategic Plan 2022-2024 *Transformation *Growth and profitability Sustainability Plan 2022-2024 *Sustainable products and services *Sustainable underwriting *Sustainable investment	4.5. Our business and sustainability

Note 3. Sustainable products

SUSTAINABLE PRODUCTS AND SERVICES: Investment

Some of the most relevant investment products and services in MAPFRE's countries and business units are presented in the accompanying table.

Inclusión Responsable fund	Equity fund that invests in companies especially committed to the inclusion of people with disabilities in their workforces. Included in the 2019 United Nations Global Compact report as an example of best practice, it combines the search for financial profitability with promoting improvement in society. The management team, in collaboration with the French partner La Financière Responsable (LFR), applies a methodology that is based on seven themes with 40 variables to invest in companies focused on the inclusion of people with disabilities. At the close of 2023, the fund had almost 42 million euros in assets.
Capital Responsable fund	This fund seeks to preserve capital without foregoing long-term growth and to this end, aims for a balanced portfolio of fixed income assets and European stocks (with 76% exposure to fixed income and 24% to equities). The objective is to favor those companies that have a strategy focused on monitoring ESG criteria, under the assumption that they provide a more appropriate risk-return profile. MAPFRE also has a pension plan that replicates this strategy. At the close of 2023, the fund had approximately 150 million euros in assets.
Multifondos Compromiso ESG fund	A MAPFRE Unit-Linked product where all the funds in the portfolio incorporate ESG criteria into their investment policies. In 2023, MAPFRE included two new investment options in this savings-investment insurance. These are the "Determined ESG

Other investment products:

Infrastructure:

MAPFRE and Abante, in developing their strategic alliance launched three years ago, launched an infrastructure fund of up to 300 million euros in 2020 through Macquarie, the Australian financial services group. In this regard, MAPFRE committed to providing an initial capital of 50 million according to the sustainability, social and governance (ESG) criteria, although this figure has increased to 103 million.

This fund of funds, which has aroused the interest of institutional and private banking investors and which has as its underlying several strategies of Macquarie Infrastructure and Real Assets (MIRA), offers investors an opportunity to access an asset type that allowed portfolio diversification in a low interest rate environment.

Sustainable investments:

The other pillar of the insurance group in alternative investments is the agreement reached with Iberdrola to jointly invest in renewable energy in Spain, through the promotion of an investment vehicle, managed by Kobus Partners. MAPFRE has a commitment of 220 million euros. This partnership involves the creation of a pioneering co-investment vehicle between an energy company and an insurance company.

To date, the Joint Venture has 298 MW in projects for the production of electric renewable energy from the energy company's asset portfolio. This agreement also provides for the incorporation of other operating assets, as well as new renewable energy development projects in photovoltaic and wind technology, and aims to reach 1,000 MW.

Likewise, within the framework of the diversification of alternative assets, the added objective of this partnership is for third-party institutional investors to be able to co-invest in this clean energy vehicle

in which around 800 million euros will be invested together.

Sustainable Finance:

In addition, by making different investment products available that seek to have a positive impact on the environment and society, without foregoing profitability, and creating medium and long-term value for the shareholder, MAPFRE establishes sustainability factors in investment decisions. and, also in the Company's loans.

MAPFRE has two sustainable loans in place that, in addition to the company's credit rating, take the evolution of sustainability parameters, as accredited by an independent third party specializing in ESG matters, into account when calculating the interest rate to be paid on the loans.

SUSTAINABLE PRODUCTS AND SERVICES: Underwriting

The most relevant underwriting products and services¹⁸ in MAPFRE's countries and business units are illustrated in the accompany table.

SUSTAINABLE PRODUCTS AND SERVICES	No. of policies insured	Volume of written premiums
Environmental products and services	3,197,914	1,033,654,759.74
E - Low carbon agriculture	541,650	589,142,868.98
E - Based on vehicle usage (PAYD, PHYD, etc.)	8,164	13,001,739.74
E - Circular economy	1,829,028	21,814,594.14
E - Energy efficiency	3,336	2,073,766.50
E - Renewable energy	150,946	179,933,350.26
E - Prevent and/or repair damage caused to the environment	402,831	6,750,916.35
E - Electric scooters	3,494	174,229.32
E - Electric vehicles	258,465	220,763,294.45
Social products and services	12,729,699	338,422,074.05
S - Microinsurance	12,351,766	212,375,539.59
S - Health business for population >65 years old	66,312	21,078,234.59
S - Life Business for population >65 years old	282,584	83,382,959.42
S - Other vulnerable groups	29,037	21,585,340.45
Good governance products and services	13,418	23,338,040.44
G - Insurance for technological risks	13,418	23,338,040.44
TOTAL	15,941,031	€1,395,414,874.22
% OF TOTAL PREMIUMS		5.18%

¹⁸ Consolidated data on sustainable insurance products and services and insurance products incorporating sustainable coverage and/or warranties.

Note 4. Taxonomy alignment according to the EU

Asset alignment according to the EU Taxonomy. Additional information.

Quantitative information

Appendix X to Regulation 2021/2178 details the table that insurance companies must report and the results obtained. In 2023 the information for the MAPFRE Group was as follows:

Table 1. Alignment of Assets KPI

KPI	
The weighted average value of all the investments of insurance or reinsurance undertakings that are directed at financing, or are associated with taxonomy-aligned economic activities relative to the value of total assets covered by the KPI, with following weights for investments in undertakings per below:	The weighted average value of all the investments of insurance or reinsurance undertakings that are directed at financing, or are associated with taxonomy-aligned economic activities, with following weights for investments in undertakings per below:
Revenue-based: 0.012%	Revenue-based: €2,851,244.56
CapEx-based: 0.013%	CapEx-based: €3,309,947.93
The percentage of assets covered by the KPI relative to total investments of insurance or reinsurance undertakings (total assets under management). Excluding investments in sovereign companies.	The monetary value of assets covered by the KPI. Excluding investments in sovereign companies.
Coverage ratio: 45%	Coverage: €24,543,250,000
Additional breakdown "DENOMINATOR"	
The percentage of derivatives relative to total assets covered by the KPI.	The value in monetary amounts of derivatives.
0.32%	€78,076,151.04
The proportion of exposures to financial and non-financial undertakings not subject to Articles 19a and 29a of Directive 2013/34/EU over total assets covered by the KPI:	Value of exposures to financial and non-financial undertakings not subject to Articles 19a and 29a of Directive 2013/34/EU:
Non-financial undertakings: 24.50%	Non-financial undertakings: €6,013,363,762.67
Financial undertakings: 10.76%	Financial undertakings: €2,640,361,983.70
The proportion of exposures to financial and non-financial undertakings from non-EU countries not subject to Articles 19a and 29a of Directive 2013/34/EU over total assets covered by the KPI:	Value of exposures to financial and non-financial undertakings from non-EU countries not subject to Articles 19a and 29a of Directive 2013/34/EU:
Non-financial undertakings: 10.99%	Non-financial undertakings: €2,697,113,968.51
Financial undertakings: 9.79%	Financial undertakings: €2,403,925,653.6
The proportion of exposures to financial and non-financial undertakings subject to Articles 19a and 29a of Directive 2013/34/EU over total assets covered by the KPI:	Value of exposures to financial and non-financial undertakings subject to Articles 19a and 29a of Directive 2013/34/EU:
Non-financial undertakings: 7.81 %	Non-financial undertakings: €1,916,421,552.92
Financial undertakings: 8.47%	Financial undertakings: €2,078,641,260.67

The proportion of exposures to other counterparties and assets over total assets covered by the KPI:	Value of exposures to other counterparties and assets:
26.18%	€6,424,397,980.87
The proportion of the insurance or reinsurance undertaking's investments other than investments held in respect of life insurance contracts where the investment risk is borne by the policyholders, that are directed at financing, or are associated with, taxonomy-aligned economic activities:	Value of insurance or reinsurance undertaking's investments other than investments held in respect of life insurance contracts where the investment risk is borne by the policyholders, that are directed at financing, or are associated with, taxonomy-aligned economic activities:
8.30%	€2,037,613,745.80
The value of all the investments that are financing economic activity that are not taxonomy-eligible relative to the value of total assets covered by the KPI:	Value of all the investments that are financing economic activity that are not taxonomy-eligible:
Revenue 59.34%	Revenue: €14,563,629,123.45
CapEx 58.04%	CapEx: €14,243,891,668.08
The value of all the investments that are financing taxonomy-eligible economic activity, but not taxonomy-aligned relative to the value of total assets covered by the KPI:	Value of all the investments that are financing taxonomy-eligible economic activity, but not taxonomy-aligned:
Revenue 3.69%	Revenue: €905,139,805.42
CapEx 3.66%	CapEx: €897,107,358.43

Additional breakdown "NUMERATOR"

The proportion of taxonomy-aligned exposures to financial and non-financial undertakings subject to Articles 19a and 29a of Directive 2013/34/EU over total assets covered by the KPI:	Value of taxonomy-aligned exposures to financial and non-financial undertakings subject to Articles 19a and 29a of Directive 2013/34/EU:
Non-financial undertakings: Revenue-based: 2.31% CapEx-based: 3.64%	Non-financial undertakings: Revenue-based: €567,069,456.45 CapEx-based: €892,819,288.08
Financial undertakings: Revenue-based: 0.00% CapEx-based: 0.00%	Financial undertakings: Revenue-based: €0.00 CapEx-based: €0.00
The proportion of the insurance or reinsurance undertaking's investments other than investments held in respect of life insurance contracts where the investment risk is borne by the policyholders, that are directed at financing, or are associated with, taxonomy-aligned economic activities:	Value of insurance or reinsurance undertaking's investments other than investments held in respect of life insurance contracts where the investment risk is borne by the policyholders, that are directed at financing, or are associated with, taxonomy-aligned economic activities:
Revenue-based: 1.72%	Revenue-based: €421,596,006.50
CapEx-based: 2.73%	CapEx-based: €669,015,774.24
The proportion of taxonomy-aligned exposures to other counterparties and assets over total assets covered by the KPI:	Value of taxonomy-aligned exposures to other counterparties and assets over total assets covered by the KPI:
Revenue-based: 9.12%	Revenue-based: €18,997,351.22
Based on investment in fixed assets: 0.06%	Based on investment in fixed assets: €124,041.60

Breakdown of the numerator of the KPI per environmental objective (Taxonomy-aligned activities)

	Revenue: 2.805%
	CapEx: 3.211%
1) Climate change mitigation	Transitional activities: A 0.010% (revenue)
	Transitional activities: A 0.028% (CapEx)
	Enabling activities: B 0.774% (revenue)
	Enabling activities: B 1.333% (CapEx)
	Revenue: 0.021%
2) Climate change adaptation	CapEx: 0.017%
	Enabling activities: B 0.009% (revenue)
	Enabling activities: B 0.013% (CapEx)
	Revenue: (-)* %
3) Sustainable use and protection of water and marine resources	CapEx: %
	Enabling activities: B % (revenue)
	Enabling activities: B % (CapEx)
	Revenue: (-)* %
4) Transition to a circular economy	CapEx: %
	Enabling activities: B % (revenue)
	Enabling activities: B % (CapEx)
	Revenue: (-)* %
5) Pollution prevention and control	CapEx: %
	Enabling activities: B % (revenue)
	Enabling activities: B % (CapEx)
	Revenue: (-)* %
6) Protection and restoration of biodiversity and ecosystems	CapEx: %
	Enabling activities: B % (revenue)
	Enabling activities: B % (CapEx)

*In the 2023 report, the taxonomy indicates that financial companies will only have to report their alignment for objectives 1 and 2. Therefore, the fields for objectives 3 to 6 have not been completed in the Breakdown of the numerator of the KPI per environmental objective (Taxonomy-aligned activities) table. In the 2023 report, the taxonomy indicates that financial companies will only have to report their alignment for objectives 1 and 2. Therefore, the fields for objectives 3 to 6 in the Breakdown of the numerator of the KPI per environmental objective (Taxonomy-aligned activities) table.

Tabla 2. Nuclear and fossil gas related activities.

Nuclear energy related activities	
The undertaking carries out, finances or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	YES
The undertaking carries out, finances or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	YES
The undertaking carries out, finances or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	YES
Fossil gas related activities	
The undertaking carries out, finances or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	YES
The undertaking carries out, finances or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	YES
The undertaking carries out, finances or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	YES

Table 3. Taxonomy-aligned economic activity (denominator)

Economic activity	Revenue amount and proportion (the information is to be presented in monetary amounts and as percentages)					
	CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
	Amount	%	Amount	%	Amount	%
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€8,848,791.31	0.05 %	€8,848,791.31	0.05 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€930,703.38	0.01 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€421,870.77	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI	€767,016,629.06	4.54 %	€469,887,076.5	2.78 %	€5,212,506.34	0.03 %
Total applicable KPI	€775,865,420.	4.59 %	€480,088,441	2.84 %	€5,212,506.3	0.03 %

Table 4. Taxonomy-aligned economic activity (numerator)

Economic activity	Revenue amount and proportion (the information is to be presented in monetary amounts and as percentages)					
	CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
	Amount	%	Amount	%	Amount	%
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€8,848,791.3	1.10 %	€8,848,791.3	1.14 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€0.00	0.00 %	€930,703.38	0.12 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€0.00	0.00 %	€421,870.77	0.05 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the numerator of the applicable KPI	€767,016,62	98.90 %	€469,887,07	60.56 %	€5,212,506.3	0.67 %
Total amount and proportion of taxonomy-aligned economic activities in the numerator of the applicable KPI	€775,865,42	100.00 %	€480,088,44	61.88 %	€5,212,506.3	0.67 %

Table 5. Taxonomy-eligible but not taxonomy-aligned economic activity

Economic activity	Revenue amount and proportion (the information is to be presented in monetary amounts and as percentages)					
			Climate change mitigation (CCM)		Climate change adaptation (CCA)	
	Amount	%	Amount	%	Amount	%
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€427,536.11	0.00 %	€427,536.11	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€14,785,937.08	0.09 %	€22,697,640.33	0.13 %	€0.00	0.00 %
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€6,792,081.06	0.04 %	€12,430,219.31	0.07 %	€0.00	0.00 %
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€1,025,129.64	0.01 %	€1,025,129.64	0.01 %	€0.00	0.00 %
Amount and proportion of other taxonomy-eligible but not taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI	€1,942,864,005.66	11.51 %	€44,758,543.02	0.27 %	€0.00	0.00 %
Total amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activities in the denominator of the applicable KPI	€1,965,894,689.56	11.64 %	€81,339,068.41	0.48 %	€0.00	0.00 %

Table 6. Taxonomy non-eligible economic activity

Economic activity	Revenue Amount	Percentage
Amount and proportion of economic activity referred to in row 1 of template 1 that is taxonomy-non-eligible in accordance with Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %
Amount and proportion of economic activity referred to in row 2 of template 1 that is taxonomy-non-eligible in accordance with Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€36,931.42	0.00 %
Amount and proportion of economic activity referred to in row 3 of template 1 that is taxonomy-non-eligible in accordance with Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€3,097,501.55	0.02 %
Amount and proportion of economic activity referred to in row 4 of template 1 that is taxonomy-non-eligible in accordance with Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %
Amount and proportion of economic activity referred to in row 5 of template 1 that is taxonomy-non-eligible in accordance with Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %
Amount and proportion of economic activity referred to in row 6 of template 1 that is taxonomy-non-eligible in accordance with Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %
Amount and proportion of other taxonomy-non-eligible economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI	€14,176,240,070.37	83.95 %
Total amount and proportion of taxonomy-non-eligible economic activities in the denominator of the applicable KPI	€14,179,374,503.34	83.97 %

Table 7. Taxonomy-aligned economic activity (denominator)

Economic activity	CapEx amount and proportion (the information is to be presented in monetary amounts and as percentages)					
	CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
	Amount	%	Amount	%	Amount	%
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€1,672,727.78	0.01 %	€1,672,727.78	0.01 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€13,102,773.29	0.11 %	€13,102,773.29	0.11 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€361,859.79	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€241,239.86	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI	€887,070,237.73	7.34 %	€772,612,791.79	6.39 %	€4,101,453.25	0.00 %
Total applicable KPI	€901,845,738.7	7.46 %	€787,991,392.51	6.52 %	€4,101,453.2	0.00 %

Tabla 8. Taxonomy-aligned economic activity (numerator)

Economic activity	CapEx amount and proportion (the information is to be presented in monetary amounts and as percentages)					
	CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
	Amount	%	Amount	%	Amount	%
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€1,672,727.78	0.19 %	€1,672,727.78	0.19 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€13,102,773.29	1.45 %	€13,102,773.29	1.45 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€0.00	0.00 %	€361,859.79	0.04 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€0.00	0.00 %	€241,239.86	0.03 %	€0.00	0.00 %
Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the numerator of the applicable KPI	€0.00	0.00 %	€0.00	0.00 %	€3,587,372.67	0.40 %
Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the numerator of the applicable KPI	€887,070,237.73	98.36 %	€772,612,791.79	85.67 %	€514,080.58	0.06 %
Total amount and proportion of taxonomy-aligned economic activities in the numerator of the applicable KPI	€901,845,738.79	100.00 %	€787,991,392.51	87.38 %	€4,101,453.25	0.45 %

Table 9. Taxonomy-eligible but not taxonomy-aligned economic activity

Economic activity	CapEx amount and proportion (the information is to be presented in monetary amounts and as percentages)					
	CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
	Amount	%	Amount	%	Amount	%
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00%	€0.00	0.00%	€0.00	0.00%
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00%	€0.00	0.00%	€0.00	0.00%
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€427,536.	0.00%	€427,536.	0.00%	€0.00	0.00%
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€8,973,61	0.07%	€11,977,5	0.10%	€0.00	0.00%
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€5,462,77	0.05%	€9,239,50	0.08%	€0.00	0.00%
Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€123,038.	0.00%	€123,038.	0.00%	€0.00	0.00%
Amount and proportion of other taxonomy-eligible but not taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI	€0.00	0.00%	€0.00	0.00%	€0.00	0.00%
Total amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activities in the denominator of the applicable KPI	€14,986,9	0.12%	€21,767,6	0.18%	€0.00	0.00%

Table 10. Taxonomy non-eligible economic activity

Economic activity	Revenue Amount	Percentage
Amount and proportion of economic activity referred to in row 1 of template 1 that is taxonomy-non-eligible in accordance with Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00%
Amount and proportion of economic activity referred to in row 2 of template 1 that is taxonomy-non-eligible in accordance with Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€12,303,601.77	0.10%
Amount and proportion of economic activity referred to in row 3 of template 1 that is taxonomy-non-eligible in accordance with Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€2,103,936.95	0.02%
Amount and proportion of economic activity referred to in row 4 of template 1 that is taxonomy-non-eligible in accordance with Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00%
Amount and proportion of economic activity referred to in row 5 of template 1 that is taxonomy-non-eligible in accordance with Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€514,475.27	0.004%
Amount and proportion of economic activity referred to in row 6 of template 1 that is taxonomy-non-eligible in accordance with Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	€0.00	0.00%
Amount and proportion of other taxonomy-non-eligible economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI	€11,196,900,865.79	92.66%
Total amount and proportion of taxonomy-non-eligible economic activities in the denominator of the applicable KPI	€11,211,822,879.78	92.78%

Qualitative information

Based on the regulations, we consider the assets included in the Denominator as covered assets (€24,543.25 representing 44.67% of total assets). These include tangible assets (goodwill and other intangible assets); real estate investments; financial investments; equity-accounted investments; other investments; social and other loans; and cash.

In addition, in the Numerator (i.e., potentially eligible assets) the assets considered are real estate investments; financial investments; and equity-accounted investments.

The MSCI tool was used to obtain the eligibility and alignment percentages of companies. The amounts of aligned investments were calculated based on the alignment percentages published by the companies in 2022, where the MAPFRE Group has a position at the close of 2023. A review of the MSCI data extraction and relevant adjustments are made in case of obvious error in the tool. Investments that do not have an identifying code recognized by MSCI are analyzed separately.

For investment funds with available information, a look-through of the fund was conducted to analyze their eligibility and alignment. However, funds for which there is no information are listed as ineligible. Furthermore, investments within the Group are considered covered and ineligible once they qualify as investments according to regulations, but their eligibility and alignment cannot be assessed as they are part of the Group's own KPI.

In the case of environmentally sustainable bonds issued by a company, the taxonomy allows specific information on said financing to be included in the calculation of KPIs in relation to its eligibility and alignment. However, in the calculation process, eligibility and alignment information from the company issuing the environmentally sustainable bond has been used, given that it has not been possible to obtain the specific information on environmentally sustainable bonds provided by the MSCI tool.

All properties generating rental income were considered eligible based on activity 7.7 Acquisition and Ownership of Buildings. Real estate for own use was not considered covered. To determine their alignment, an analysis was conducted on all properties generating rental income (where CapEx for renovations to improve environmental efficiency is considered) during the year. Once these criteria were verified, a check was performed to determine whether the properties comply with the requirements in the regulations of activity 7.7. In relation to real estate investment funds, a preliminary analysis was conducted to verify the availability of taxonomy information in the annexes of articles 8 or 9 of the SFDR. In any case, for the alignment analysis of real estate investment funds, alignment data was requested for each one. For those funds that provided this data, it was used as a reference for calculating the corresponding KPIs included in the tables reported earlier. However, for those funds that do not have this information, their underlying assets were analyzed using the property analysis procedure whenever available. The taxonomy information of the MAPFRE Group's real estate properties and real estate investment funds was collected by filling out the corresponding questionnaires.

Remarks:

Table 1 shows the KPIs of the weighted average of the aligned investments, calculated based on the weight of each investment within the MAPFRE GROUP's portfolio.

Since the table "Additional Breakdown of the Denominator" is in terms of total amount and not in terms of CapEx or Business Volume, investments that had eligible CapEx or Business Volume but have neither CapEx nor aligned Business Volume were considered as eligible but not aligned. Eligibility was calculated with the total amount of the investment.

The amounts corresponding to CapEx and Business Volume in the tables "Additional Breakdown of the Denominator", "Additional Breakdown of the Numerator," "Table 2," "Table 3," "Table 4," and "Table 5" were calculated using the eligibility and alignment percentages obtained from MSCI in relation to the investment amount.

For the climate objectives (mitigation and adaptation objective), the eligibility percentages have been calculated with data reported by financial and non-financial companies in the year 2022 obtained by the MSCI tool.

Breakdown of the denominator of the key result indicator by environmental objective (Taxonomy-eligible activity)

1) Climate change mitigation	Business volume: 1.232%
	CapEx: 1.118%
2) Adaptation to climate change	Business volume: 0.000%
	CapEx: 0.000%

Since the analysis of the eligibility of objectives 3 to 6 can only be performed by proxies (through NACE), the corresponding figures were not included in the mandatory reporting tables included above. The result of the proxy analysis is as follows:

Total Eligible Assets with the 3-6 PROXY Objectives	Amount (€ M)
Total Eligible Assets - Objective 3 "Sustainable use and protection of water and marine resources"	€0.00
Total Eligible Assets - Objective 4 "Transition to a circular economy"	€309,434,622.84
Total Eligible Assets - Objective 5 "Pollution prevention and control"	€3,766,550.50
Total Eligible Assets - Objective 6 "Protection and restoration of biodiversity and ecosystems"	€0.00

Alignment of premiums according to EU Taxonomy. Additional information

Qualitative information

Study phases:

The study consists of two phases: eligibility analysis and alignment analysis.

Both phases are analyzed based on the results obtained in premiums and once the process is completed by product, a proportional conversion is carried out by line of business to obtain the KPIs with the insurance revenue metric.

In the eligibility phase, the entire non-life business of each company in the MAPFRE Group's scope of study was analyzed in detail. Said study not only identifies all non-life business products, but also products that directly cover at least one climate risk found in Table A of Delegated Regulation (EU) 2021/2139. The volume of eligible insurance revenue under IFRS 17 was calculated based on the ratio obtained from identifying the premium directly related to a climate risk found in Table A of Delegated Regulation 2021/2139 over the total premium of the product. Therefore, the eligibility KPI represents the total revenue directly covering a climate risk over the total revenue of the non-life business under IFRS 17.

One of the challenges in meeting the obligations of this report was managing data across all domains.

1. **Traceability:** This poses a notable challenge as the financial systems lack the necessary depth to link accounting and technical data, hindering the acquisition of the detailed disaggregated information needed to align with technical criteria compliance.
2. **Information systems:** The information obtained from the Group's accounting information management systems (e.g., SAP and HFM) was used to calculate the reported information. The information found in each of these systems reaches a different level of granularity, and not in all cases was it possible to correctly identify the premium linked to climate risks. There are four different situations depending on the information available:
 - a. **Premium breakdown** at the level of coverages and guarantees: In these cases, the eligible insurance revenue was obtained from the premium breakdown. For this purpose, only the guarantees/coverages related to atmospheric phenomena were selected.
 - b. **Historical loss experience series:** In cases where it was not possible to break down the premium, but it was possible to identify the climate-related coverage, an approximation was made based on claims data.
 - c. **Market studies:** In cases where it was not possible to break down the premium or perform a study on the basis of loss experience, but there was an uncoded climate-related loss experience, the value of the eligible premium was obtained from market studies on climate-related loss experience, such as the UNESPA study "Insurance and Climate Sustainability" or the APESEG study in Peru, among others.
 - d. **Non-eligible:** Where not present in the above situations, no eligible insurance revenue was considered.

The alignment phase involves the analysis of three segments:

1. **Technical Selection Criteria:** Each of the eligible products obtained in the previous phase was analyzed in detail to verify compliance. It is worth noting that compliance with these criteria requires not only the literal interpretation of the regulation but also the diligent interpretation of the company for each of the sub-criteria. The MAPFRE Group's taxonomy information used for the analysis of the technical selection criteria was collected via corresponding questionnaires with a solid evidence base.

From the information obtained after the analysis of this segment, the percentage used to indicate the alignment of the eligible revenue is calculated, with two values per product obtained as a result: 100% alignment percentage where all the sub-criteria are met or an alignment percentage of 0% where not all of the sub-criteria are met. The volume of insurance revenue aligned for the MAPFRE Group was calculated in such a way as to verify compliance with all the criteria and sub-criteria of the standard, obtaining as a result:

- Volume of insurance revenue aligned: 465,971,550.62€

- Alignment percentage: 2.62%

2. **DNSH criterion:** Revenue obtained from customers with economic activities related to fossil fuels was excluded from the volume of eligible revenue to comply with this criterion.

3. **MSS criterion:** the MAPFRE GROUP complies with the Minimum Social Safeguards as established in the Human Rights policy and the Code of Ethics and Conduct, which encompass procedures and policies for due diligence, including those required by the taxonomy regarding respect of and compliance with the following principles and declarations:

- OECD Guidelines for Multinational Enterprises

- ILO Declaration on Fundamental Principles and Rights at Work

- UN Guiding Principles on Business and Human Rights

- International Bill of Human Rights

With regard to the EU Taxonomy KPI eligibility report for the 2023 fiscal year, the MAPFRE Group, has chosen to follow a conservative and prudent criterion with respect to the 2022 reporting, considering only valid criteria that are possible to demonstrate objectively.



For more information on Due Diligence and Human Rights Due Diligence, please see 7.1. Our principles: due diligence, control and compliance, page 166 and 7.1.1. Due diligence, page 166, which defines the main channels for stakeholder relations and risk prevention and assessment mechanisms that help to prevent the violation of fundamental rights by business areas and operations.

Note 5. People and Organization Indicators

Note 5.1. New hires and employee departures in 2023 by job position level

NEW HIRES AND EMPLOYEE DEPARTURES

Reason for new hire	2023	2022
Merger or acquisition	22	2
External recruitment	4,217	4,462
Return after leave of absence	75	63
Return from international posting	0	2
Temporary contract	425	497
Total	4,739	5,026

Reason for departure	2023	2022
Transfer	94	983
Voluntary	2,356	2,717
Dismissal	1,909	2,255
Leave of absence	139	139
Retirement	134	103
Early retirement	0	2
Death	24	21
Disability	58	46
Termination of temporary contract	445	389
Total	5,159	6,655

TERMINATIONS BY JOB POSITION LEVEL, GENDER AND AGE IN 2023

	Veterans			Baby Boomers			Generation X			Generation Y			Generation Z		
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
Management and expert management	1	0	1	35	3	38	20	10	30	5	5	10	0	0	0
Middle managers and experts	1	1	2	43	12	55	47	39	86	47	30	77	5	6	11
Advisors	0	0	0	115	43	158	80	124	204	149	170	319	77	166	243
Associates	1	2	3	43	49	92	44	71	115	113	153	266	88	111	199
TOTAL	3	3	6	236	107	343	191	244	435	314	358	672	170	283	453

NEW HIRES, AVERAGE AGE, AVERAGE SENIORITY, UNWANTED STAFF TURNOVER AT THE GROUP BY GENDER

	2023			2022		
	Men	Women	Total	Men	Women	Total
New hires	45.20 %	54.80 %	4739	45 %	55 %	5610
Average age	43.1	41.6	42.2	43	41.1	42
Average length of service	12.5	11.7	12.1	12.5	11.6	12
Unwanted staff turnover (*)	7 %	8 %	8 %	9 %	8 %	8 %
Total staff turnover (**)	16.8 %	16.6 %	16.7 %	20.8 %	20.6 %	20.7 %

(*) Unwanted staff turnover is calculated using the following formula: voluntary departures over average workforce. We consider that within a Group as large as MAPFRE, this remains at low levels.

(**) Total staff turnover is calculated using the following formula: departures over average workforce. (This data is impacted by the assistance business exiting the following countries: United States, United Kingdom, Australia, Belgium, Hungary, Canada, China, India)

NEW HIRES

Job position level	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		TOTAL
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management and expert management	1	0	5	0	21	15	16	8	0	0	66
Middle managers and experts	0	0	4	1	65	39	92	80	19	17	317
Advisors	1	0	14	16	141	181	421	446	480	640	2,340
Associates	0	0	16	21	92	144	273	372	480	618	2,016
TOTAL	2	0	39	38	319	379	802	906	979	1,275	4,739

STAFF TURNOVER

Job position level	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		TOTAL
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management and expert management	200.0%	—%	14.9%	8.0%	6.4%	7.7%	8.3%	11.3%	—%	—%	8.9%
Middle managers and experts	20.0%	50.0%	13.4%	10.8%	6.9%	6.6%	14.6%	12.5%	20.5%	19.0%	10.1%
Advisors	16.7%	33.3%	17.1%	10.8%	7.2%	7.8%	18.0%	18.5%	30.5%	33.6%	15.9%
Associates	200.0%	21.4%	23.9%	16.8%	18.0%	10.6%	29.3%	23.1%	39.3%	34.0%	23.4%
TOTAL	36.8 %	29.0 %	17.1 %	12.5 %	8.8 %	8.4 %	19.7 %	19.2 %	33.7 %	33.5 %	16.7 %

UNWANTED STAFF TURNOVER

Job position level	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		TOTAL
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management and expert management	—%	—%	0.9%	2.0%	2.0%	3.7%	5.1%	5.7%	—%	—%	2.7%
Middle managers and experts	—%	—%	0.7%	1.5%	2.5%	2.3%	8.1%	7.2%	14.5%	7.9%	4.1%
Advisors	—%	—%	1.1%	2.2%	2.9%	2.9%	10.0%	10.1%	18.7%	18.3%	7.7%
Associates	—%	—%	2.1%	3.0%	5.8%	3.6%	13.1%	11.1%	20.1%	20.4%	10.5%
TOTAL	— %	— %	1.2 %	2.3 %	3.1 %	3.0 %	10.2 %	10.0 %	19.1 %	19.1 %	7.6 %

Unwanted staff turnover is calculated using the following formula: voluntary departures over average workforce. We consider that within a Group as large as MAPFRE, this remains at low levels.

TOTAL WORKFORCE BY JOB POSITION LEVEL, CONTRACT TYPE, WORKING HOURS, GENDER AND GENERATION - DECEMBER 2022

Job position level	Type of contract	Working Day	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		TOTAL
			M	W	M	W	M	W	M	W	M	W	
Senior management	Permanent	Full-time			20	2	27	7					56
		Part-time											0
	Temporary	Full-time											0
		Part-time											0
Management	Permanent	Full-time	2		329	99	621	327	144	94	2	1	1,619
		Part-time											0
	Temporary	Full-time				1			1	1			3
		Part-time											0
Middle management	Permanent	Full-time	4	3	459	269	1,367	1,190	761	697	65	41	4,856
		Part-time			2	4	1	8		10	1	2	28
	Temporary	Full-time					1	3	5	1		1	11
		Part-time					1						1
Advisors	Permanent	Full-time	14	14	1,021	838	2,671	3,236	2,256	2,492	674	779	13,995
		Part-time	1	4	9	22	31	186	110	375	122	418	1,278
	Temporary	Full-time			3	2	15	14	37	79	55	75	280
		Part-time				1		3	4	6	8	6	28
Associates	Permanent	Full-time	2	14	334	517	865	1,720	948	1,772	522	1,017	7,711
		Part-time			4	50	36	244	72	226	47	105	784
	Temporary	Full-time			6	2	31	23	80	82	76	111	411
		Part-time			1	3	3	4	8	13	33	64	103
TOTALS			23	36	2,190	1,810	5,671	6,969	4,431	5,868	1,636	2,659	31,293

AVERAGE WORKFORCE BY JOB POSITION LEVEL, CONTRACT TYPE, WORKING HOURS, GENDER AND GENERATION -

DECEMBER 2022

Job position level	Type of contract	Working Day	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		TOTAL
			M	W	M	W	M	W	M	W	M	W	
Senior management	Permanent	Full-time	0	0	22	3	27	8	0	0	0	0	60
		Part-time	0	0	0	0	0	0	0	0	0	0	0
	Temporary	Full-time	0	0	0	0	0	0	0	0	0	0	0
		Part-time	0	0	0	0	0	0	0	0	0	0	0
Management	Permanent	Full-time	3	0	337	103	623	326	139	89	2	0	1,622
		Part-time	0	0	0	0	0	1	0	0	0	0	1
	Temporary	Full-time	0	0	0	2	0	1	1	1	0	0	5
		Part-time	0	0	0	0	0	0	0	0	0	0	0
Middle management	Permanent	Full-time	3	2	451	257	1,349	1,191	729	677	49	31	4,739
		Part-time	0	0	1	3	1	7	1	5	0	1	19
	Temporary	Full-time	0	0	0	0	1	1	4	1	1	0	8
		Part-time	0	0	0	0	0	0	0	0	0	0	0
Advisors	Permanent	Full-time	15	16	1,072	883	2,826	3,318	2,421	2,627	612	745	14,535
		Part-time	1	4	10	24	30	191	103	365	113	408	1,249
	Temporary	Full-time	0	0	3	2	8	16	45	76	51	55	256
		Part-time	0	1	0	2	0	1	5	7	4	6	26
Associates	Permanent	Full-time	4	15	347	558	878	1,762	1,063	1,857	546	946	7,976
		Part-time	0	1	24	72	53	351	84	301	64	134	1,084
	Temporary	Full-time	0	0	4	2	26	24	72	89	69	119	405
		Part-time	0	1	1	3	4	7	13	30	56	87	202
TOTALS			26	40	2,272	1,914	5,826	7,205	4,680	6,125	1,567	2,532	32,187

TOTAL WORKFORCE BY JOB POSITION LEVEL, CONTRACT TYPE, WORKING HOURS, GENDER AND GENERATION - DECEMBER 2023

Job position level	Type of contract	Working Day	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		TOTAL
			M	W	M	W	M	W	M	W	M	W	
Senior management	Permanent	Full-time	0	0	18	2	30	9	0	0	0	0	59
		Part-time	0	0	0	0	0	0	0	0	0	0	0
	Temporary	Full-time	0	0	0	0	0	0	0	0	0	0	0
		Part-time	0	0	0	0	0	0	0	0	0	0	0
Management	Permanent	Full-time	0	0	293	95	627	342	164	111	3	1	1,636
		Part-time	0	0	0	0	0	0	0	0	0	0	0
	Temporary	Full-time	1	0	0	1	0	0	0	0	0	0	2
		Part-time	0	0	0	0	0	0	0	0	0	0	0
Middle management	Permanent	Full-time	5	1	429	247	1,453	1,230	837	781	81	75	5,139
		Part-time	0	0	1	1	1	13	0	8	0	0	24
	Temporary	Full-time	0	0	2	0	5	2	5	3	3	3	23
		Part-time	0	0	0	0	0	0	0	1	0	0	1
Advisors	Permanent	Full-time	11	10	849	770	2,490	3,184	2,245	2,664	997	1,397	14,617
		Part-time	1	4	7	19	11	79	32	89	7	10	259
	Temporary	Full-time	0	0	1	4	9	16	40	67	62	70	269
		Part-time	0	0	1	1	1	2	4	4	12	14	39
Associates	Permanent	Full-time	0	12	299	463	806	1,623	898	1,654	621	1,081	7,457
		Part-time	0	0	5	37	31	228	53	185	23	72	634
	Temporary	Full-time	0	0	5	2	29	25	66	64	92	140	423
		Part-time	0	0	0	3	3	8	9	33	86	149	291
TOTALS			18	27	1,910	1,645	5,496	6,761	4,353	5,664	1,987	3,012	30,873

AVERAGE WORKFORCE BY JOB POSITION LEVEL, CONTRACT TYPE, WORKING HOURS, GENDER AND GENERATION -

DECEMBER 2023

Job position level	Type of contract	Working Day	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		TOTAL
			M	W	M	W	M	W	M	W	M	W	
Senior management	Permanent	Full-time	0	0	19	2	26	9	0	0	0	0	56
		Part-time	0	0	0	0	0	0	0	0	0	0	0
	Temporary	Full-time	0	0	0	0	0	0	0	0	0	0	0
		Part-time	0	0	0	0	0	0	0	0	0	0	0
Management	Permanent	Full-time	1	0	296	96	629	342	157	105	2	1	1,629
		Part-time	0	0	1	1	2	0	0	1	0	0	5
	Temporary	Full-time	0	0	0	1	0	0	0	0	0	0	1
		Part-time	0	0	0	0	0	0	0	0	0	0	0
Middle management	Permanent	Full-time	5	2	435	256	1,447	1,219	833	771	80	60	5,108
		Part-time	0	0	3	3	8	17	6	13	1	1	52
	Temporary	Full-time	0	0	1	0	4	3	4	2	2	2	18
		Part-time	0	0	0	0	0	0	0	1	0	0	1
Advisors	Permanent	Full-time	11	11	862	781	2,505	3,212	2,233	2,679	903	1,303	14,500
		Part-time	1	4	18	22	30	94	51	103	10	17	350
	Temporary	Full-time	0	0	2	3	12	15	41	68	60	70	271
		Part-time	0	0	0	1	1	2	4	4	13	12	37
Associates	Permanent	Full-time	1	14	312	485	824	1,651	921	1,697	587	1,051	7,543
		Part-time	0	0	9	52	39	241	60	199	29	84	713
	Temporary	Full-time	0	0	5	2	30	23	73	72	92	123	420
		Part-time	0	0	0	3	2	7	9	27	58	110	216
TOTALS			19	31	1,963	1,708	5,559	6,835	4,392	5,742	1,837	2,834	30,920

VACANCIES COVERED INTERNALLY

Job position level	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		TOTAL
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Management and expert management	0	0	3	3	4	7	4	4	0	0	25
Middle managers and experts	0	0	11	7	57	44	59	77	18	25	298
Advisors	0	0	8	22	45	91	150	199	119	151	785
Associates	0	0	2	1	14	37	25	58	47	69	253
TOTAL	0	0	24	33	120	179	238	338	184	245	1,361

Workforce data by FTE

FTES BY GENDER

	FTE	%
Men	13,657	45.0 %
Women	16,670	55.0 %
TOTAL	30,327	100.0 %

FTES BY AGE RANGE

	FTE	%
Under 30	4,852	16.0 %
Between 30 and 50	16,980	56.0 %
Over 50	8,495	28.0 %
TOTAL	30,327	100.0 %

FTES BY MAIN NATIONALITIES

	FTE	%
Spanish	10,483	34.6 %
Brazilian	4,916	16.2 %
Mexican	1,848	6.1 %
Peruvian	1,420	4.7 %
Dominican	1,067	3.5 %
Colombian	1,061	3.5 %
Argentinian	865	2.9 %
Turkish	636	2.1 %
Italian	581	1.9 %
American	522	1.7 %

% OF WOMEN OUT OF TOTAL FTES BY JOB POSITIONS OF RELEVANCE

	FTE
Women in management positions	33.1 %
Women in Top Management	28.7 %
Women in junior management	44.7 %
Women in revenue-generating management job positions	43.4 %
Women* in STEM job positions	31.3 %

*Data calculated based on the total number of IT employees.

FTES WITH A DISABILITY BY GENDER

	FTE	%
Men	333	32.1 %
Women	410	39.5 %
Not disclosed*	296	28.4 %
TOTAL	1,039	100.0 %

*There is no disability disclosure requirement in the USA

Average payroll cost per FTE throughout 2023: €1,551.40.

The number of hours of training per FTE in 2023 was 32.5, at an average cost of €359.7.

Note 5.2. Information on remuneration

Average remuneration and evolution, broken down by gender, age and professional classification

AVERAGE REMUNERATIONS IN SPAIN (figures in euros)

2022				
Age and job position level	No. of people		Average fixed remuneration	
	M	W	M	W
VETERANS				
Management and expert management	1		*	
Middle managers and experts				
Advisors	1		*	
Associates and support personnel				
BABY BOOMERS				
Management and expert management	202	45	138,410	105,485
Middle managers and experts	282	123	64,390	59,339
Advisors	745	491	47,394	40,725
Associates and support personnel	161	246	37,038	35,446
GENERATION X				
Management and expert management	270	122	101,370	96,338
Middle managers and experts	638	517	50,237	47,419
Advisors	1,612	1,903	39,156	35,398
Associates and support personnel	250	995	30,920	29,931
GENERATION Y				
Management and expert management	28	13	80,882	68,661
Middle managers and experts	140	114	46,424	38,717
Advisors	568	621	32,714	31,320
Associates and support personnel	117	468	23,346	23,328
GENERATION Z				
Middle managers and experts	6	3	35,312	29,600
Advisors	172	141	24,133	24,864
Associates and support personnel	47	90	20,121	19,082

*For data protection and confidentiality reasons, in those groups in which there are two or fewer men or women, the information is not published.

2023				
Age and job position level	No. of people		Average fixed remuneration	
	M	W	M	W
VETERANS				
Management and expert management	0	0	0	0
Middle managers and experts	0	0	0	0
Advisors	1	0	*	0
Associates and support personnel	0	0	0	0
BABY BOOMERS				
Management and expert management	171	44	144,737	108,450
Middle managers and experts	260	124	67,184	62,011
Advisors	596	448	47,999	41,339
Associates and support personnel	121	213	38,115	36,265
GENERATION X				
Management and expert management	282	133	105,701	99,454
Middle managers and experts	741	562	52,374	48,972
Advisors	1,472	1,848	40,137	36,396
Associates and support personnel	253	966	32,470	30,854
GENERATION Y				
Management and expert management	31	15	84,900	71,793
Middle managers and experts	188	149	49,166	42,382
Advisors	566	617	34,071	32,603
Associates and support personnel	117	439	23,389	24,529
GENERATION Z				
Middle managers and experts	14	7	36,718	38,868
Advisors	200	170	26,358	26,568
Associates and support personnel	58	109	19,844	19,996

*For data protection and confidentiality reasons, in those groups in which there are two or fewer men or women, the information is not published.

AVERAGE FIXED REMUNERATION BY COUNTRY, JOB POSITION LEVEL AND GENDER (figures in local currency)

Country	Management and expert management			Middle managers and experts			Advisors			Associates		
	Average fixed remuneration - Men	Average fixed remuneration - Women	Ratio	Average fixed remuneration - Men	Average fixed remuneration - Women	Ratio	Average fixed remuneration - Men	Average fixed remuneration - Women	Ratio	Average fixed remuneration - Men	Average fixed remuneration - Women	Ratio
GERMANY INSURANCE	137,254	131,239	1	81,599	75,347	1	51,034	47,955	1	33,850	34,428	1
ALGERIA MAWDY	4,687,734			1,493,005	1,301,920	1	982,184	735,539	1	734,721	618,337	1
ARGENTINA MAWDY	*	29,439,266		12,814,774	9,716,059	1	6,090,775	5,662,782	1	2,720,598	2,825,800	1
ARGENTINA INSURANCE	31,862,985	29,368,338	1	18,888,806	19,413,449	1	10,851,952	10,539,738	1	7,406,599	8,263,906	1
BRAZIL MAWDY	500,852	*		152,629	127,631	1	52,393	43,627	1	25,714	29,474	1
BRAZIL INSURANCE	610,622	508,165		197,222	168,711	1	80,554	72,844	1	26,691	24,744	1
BANCO BRASIL	564,839	492,378	1	200,971	171,987	1	84,789	80,096	1	18,906	18,723	1
CHILE MAWDY	59,871,624	*		29,176,363	22,692,403	1	20,322,792	19,518,118	1	10,337,828	10,424,851	1
CHILE INSURANCE	86,018,678	92,479,783	1	45,888,873	44,458,113	1	25,657,507	26,274,432	1	14,559,361	14,479,341	1
CHINA MAWDY	*							*				
COLOMBIA MAWDY	*	*		49,552,000	86,282,000	2	33,088,800	40,939,826	1	21,031,000	18,889,760	1
COLOMBIA INSURANCE	334,940,835	254,839,906	1	110,413,114	90,138,277	1	44,882,985	43,219,171	1	23,896,563	26,706,290	1
COSTA RICA MAWDY				*	*			13,064,939			*	
COSTA RICA INSURANCE	*	34,076,491		*	15,328,977		9,585,789	7,991,883	1	6,109,334	6,102,688	1
ECUADOR MAWDY		70,122		14,358	17,506	1	12,778	13,768	1	7,527	7,515	1
ECUADOR INSURANCE	75,427	66,967	1	27,354	20,409	1	14,825	15,353	1	9,520	10,519	1
SALVADOR MAWDY	*	*		*			10,792	9,429	1	*	*	
SALVADOR INSURANCE	65,373	74,878	1	33,870	33,368	1	17,995	18,524	1	14,061	10,266	1
SPAIN	118,160	99,355	1	54,891	49,642	1	39,631	35,813	1	30,445	29,228	1
FUNESPAÑA	46,294	33,786	1	37,312	37,041	1	28,322	22,399	1	24,169	21,703	1
AMERICA INSURANCE	204,368	183,146	1	114,631	102,629	1	81,106	72,701	1	44,362	43,849	1
GUATEMALA MAWDY	*			192,383	*		74,893	118,291	2	*	*	
GUATEMALA INSURANCE	839,971	*		321,840	310,115	1	134,180	116,252	1	63,972	62,042	1
HONDURAS MAWDY	*				405,849			*		202,196	177,514	1
HONDURAS INSURANCE	1,753,349	1,403,064	1	652,817	747,690	1	384,253	348,256	1	288,801	290,556	1
HUNGARY MAWDY	*				*		*	*		*		
IRELAND MAWDY	105,667	84,333	1	47,062	45,930	1	32,764	30,915	1	24,053	23,647	1
ITALY MAWDY	84,536	76,500	1	42,134	33,648	1	29,319	29,514	1	23,849	23,651	1
ITALY INSURANCE	116,012	96,865	1	62,400	55,699	1	43,070	43,028	1	33,329	38,667	1
MALTA MAWDY	*			26,400	23,509	1	19,566	18,799	1	17,368	16,964	1
MALTA INSURANCE	96,378	100,279	1	57,691	48,410	1	33,604	30,778	1	21,666	21,179	1
MEXICO MAWDY	*			439,368	394,898	1	187,016	181,745	1	110,612	108,095	1

Country	Management and expert management			Middle managers and experts			Advisors			Associates		
	Average fixed remuneration - Men	Average fixed remuneration - Women	Ratio	Average fixed remuneration - Men	Average fixed remuneration - Women	Ratio	Average fixed remuneration - Men	Average fixed remuneration - Women	Ratio	Average fixed remuneration - Men	Average fixed remuneration - Women	Ratio
MEXICO INSURANCE	2,524,520	2,058,000	1	758,736	686,620	1	281,468	319,534	1	214,364	254,029	1
NICARAGUA MAWDY	*	*		*			*	*		172,741	176,861	1
NICARAGUA INSURANCE	1,449,345	3,115,649	2	767,673	623,961	1	415,977	303,152	1	220,072	216,990	1
PANAMA MAWDY	*	*		*	24,123		18,693	14,498	1	9,993	9,836	1
PANAMA INSURANCE	121,358	83,148	1	44,297	46,966	1	19,430	17,867	1	12,491	12,293	1
PARAGUAY MAWDY							*					
PARAGUAY INSURANCE	312,019,556	330,101,844	1	146,980,750	126,118,462	1	79,842,000	70,688,545	1	48,338,500	53,507,333	1
PERU INSURANCE	360,844	240,851	1	105,261	86,631	1	56,308	46,895	1	24,239	29,455	1
PORTUGAL MAWDY	64,106	*		29,566	26,636	1	19,363	18,506	1	18,945	17,876	1
PORTUGAL INSURANCE	83,141	88,029	1	39,197	38,746	1	26,577	25,703	1	20,148	21,139	1
RICO INSURANCE	144,452	102,824	1	66,674	56,859	1	38,986	35,962	1	23,735	24,679	1
REPUBLIC MAWDY		3,070,218		816,776	821,326	1	521,283	357,247	1	308,978	302,786	1
REPUBLIC INSURANCE	5,929,924	5,299,205	1	1,883,229	1,577,709	1	822,480	746,778	1	419,931	419,231	1
TUNISIA MAWDY	85,222	44,075	1	16,939	18,174	1	12,066	*		10,276	10,864	1
TURKEY INSURANCE	1,749,337	1,275,193	1	643,597	663,742	1	429,908	416,464	1	227,454	300,913	1
URUGUAY MAWDY	3,670,708	*		1,089,080	1,330,902	1	942,992	859,429	1	528,046	509,611	1
URUGUAY INSURANCE	5,867,350	*		3,325,403	2,847,122	1	2,133,038	1,688,628	1	1,430,527	1,456,414	1
VENEZUELA MAWDY	*	*		56,045	62,476	1	32,997	33,409	1	13,853	14,588	1

* For data protection and confidentiality reasons, in those countries where there are two or less men or women in a given group, the information is not published.

AVERAGE FIXED REMUNERATION BY COUNTRY AND GENERATION (figures in local currency)

Country	Veterans	Baby Boomers	Generation X	Generation Y	Generation Z
GERMANY INSURANCE		52,514	56,156	54,014	34,496
ALGERIA MAWDY		*	2,168,667	941,351	607,869
ARGENTINA MAWDY	*	*	13,197,327	4,645,914	2,997,043
ARGENTINA INSURANCE	*	15,424,251	14,557,178	11,414,947	8,575,206
BRAZIL MAWDY	*	51,807	151,980	67,625	34,894
BRAZIL INSURANCE	*	106,853	141,149	94,664	46,822
BANCO BRASIL	*	177,200	145,245	79,203	32,133
CHILE MAWDY	*	27,593,192	19,759,891	13,919,322	13,372,424
CHILE INSURANCE		53,042,335	35,151,214	28,879,200	19,022,732
CHINA MAWDY			*		
COLOMBIA MAWDY		15,180,000	54,964,258	33,118,479	18,650,000
COLOMBIA INSURANCE		80,551,286	82,074,269	52,582,298	30,181,463

Country	Veterans	Baby Boomers	Generation X	Generation Y	Generation Z
COSTA RICA MAWDY				18,622,572	6,008,340
COSTA RICA INSURANCE		*	21,058,057	9,859,605	7,248,420
ECUADOR MAWDY		7,451	22,197	10,040	8,353
ECUADOR INSURANCE		*	32,604	18,381	12,185
EL SALVADOR MAWDY			15,957	13,218	8,731
EL SALVADOR INSURANCE		35,310	37,421	16,976	10,147
SPAIN	*	57,735	43,747	34,011	24,919
FUNESPAÑA		29,392	26,999	22,728	22,062
UNITED STATES OF AMERICA INSURANCE	70,817	92,280	86,257	69,743	53,917
GUATEMALA MAWDY			*	124,166	160,811
GUATEMALA INSURANCE		281,746	306,094	142,750	67,394
HONDURAS MAWDY			*	242,418	199,044
HONDURAS INSURANCE		844,717	802,464	405,236	334,047
HUNGARY MAWDY			9,833,200	*	*
IRELAND MAWDY		38,154	45,427	38,367	25,951
ITALY MAWDY		57,053	34,763	27,549	23,244
ITALY INSURANCE		64,391	50,882	44,918	35,985
MALTA MAWDY		*	17,077	27,725	18,188
MALTA INSURANCE		58,460	51,266	34,929	26,644
MEXICO MAWDY		126,287	210,411	193,794	134,897
MEXICO INSURANCE	*	1,258,754	599,064	417,502	288,603
NICARAGUA MAWDY		*	638,995	350,455	191,166
NICARAGUA INSURANCE		*	988,165	408,698	264,313
PANAMA MAWDY		*	26,912	16,601	10,104
PANAMA INSURANCE		83,255	36,579	24,749	14,010
PARAGUAY MAWDY				*	*
PARAGUAY INSURANCE			287,462,514	104,841,260	57,176,986
PERU INSURANCE	120,161	111,096	87,231	54,408	34,922
PORTUGAL MAWDY		23,103	27,881	19,213	16,699
PORTUGAL INSURANCE		41,821	30,768	22,246	20,757
PUERTO RICO INSURANCE	42,458	57,742	44,684	34,671	28,882
DOMINICAN REPUBLIC MAWDY		2,865,295	962,469	498,670	326,283
DOMINICAN REPUBLIC INSURANCE		3,609,058	1,815,311	766,564	476,369
TUNISIA MAWDY		119,908	22,929	12,496	10,660
TURKEY INSURANCE		1,024,207	639,596	516,879	365,790
URUGUAY MAWDY			2,606,099	910,568	649,095

Country	Veterans	Baby Boomers	Generation X	Generation Y	Generation Z
URUGUAY INSURANCE		3,573,367	2,404,881	2,311,974	1,352,495
VENEZUELA MAWDY		*	89,812	40,598	20,356
VENEZUELA INSURANCE	57,601	168,528	355,176	39,555	30,974

* For data protection and confidentiality reasons, in those countries where there are two or less men or women in a given group, the information is not published.

Average remuneration of board directors and managers, including fixed and variable remuneration, payments from long-term retirement savings systems, by gender

MANAGEMENT IN SPAIN BY GENDER AND AGE (figures in euros)

2023*

Age Group	NO. of people		Average Remuneration	
	Men	Women	Men	Women
Veterans	0	0	0	0
Baby Boomers	167	44	244,849	176,083
Generation X	282	132	172,671	155,285
Generation Y	31	15	112,731	96,943

*This table includes the information related to the main executives of the Group worldwide with headquarters in Spain. Includes all persons with a management position level, excluding directors of MAPFRE S.A. whose information is presented in the Annual Report on Directors' Remuneration of Listed Companies, published on the corporate website at www.mapfre.com and as Note 6.21. Transactions with related parties of the 2023 Consolidated Annual Accounts.

MANAGEMENT BY GENDER AND COUNTRY (figures in local currency)

2023

Country	Men	Women	Average remuneration - Men	Average remuneration - Women
GERMANY INSURANCE	10	4	187,892	191,675
ALGERIA MAWDY	4		6,124,146	
ARGENTINA MAWDY	2	3	*	33,280,593
ARGENTINA INSURANCE	25	13	36,093,518	35,201,189
BRAZIL MAWDY	4	2	705,033	*
BRAZIL INSURANCE	47	25	902,765	657,990
BANCO DO BRASIL	25	13	806,434	695,535
CHILE MAWDY	3	1	76,204,957	*
CHILE INSURANCE	19	10	102,211,730	113,507,021
CHINA MAWDY	1		*	
COLOMBIA MAWDY	2	2	*	*
COLOMBIA INSURANCE	18	11	463,465,751	321,317,122
COSTA RICA INSURANCE	1	5	*	37,604,158
ECUADOR MAWDY		3		81,122
ECUADOR INSURANCE	4	5	102,187	82,605
EL SALVADOR MAWDY	1	1	*	*
EL SALVADOR INSURANCE	8	5	79,704	93,918
UNITED STATES OF AMERICA INSURANCE	68	40	291,105	241,161
FUNESPAÑA	14	5	63,497	44,905
GUATEMALA MAWDY	2		*	
GUATEMALA INSURANCE	6	2	1,364,500	*
HONDURAS MAWDY	1		*	
HONDURAS INSURANCE	8	11	2,008,430	1,551,069

HUNGARY MAWDY	1		*	
IRELAND MAWDY	3	3	140,667	102,667
ITALY MAWDY	10	4	111,636	96,250
ITALY INSURANCE	8	8	164,035	127,381
MALTA MAWDY	2		*	
MALTA INSURANCE	17	8	121,920	117,341
MEXICO MAWDY	2		*	
MEXICO INSURANCE	30	15	3,540,494	2,665,204
NICARAGUA MAWDY	2	2	*	*
NICARAGUA INSURANCE	3	6	1,771,935	5,270,814
PANAMA MAWDY	1	2	*	*
PANAMA INSURANCE	13	9	176,746	106,420
PARAGUAY INSURANCE	9	14	370,142,889	506,032,296
PERU INSURANCE	64	28	529,075	289,262
PORTUGAL MAWDY	3	2	83,606	*
PORTUGAL INSURANCE	13	3	122,870	102,029
PUERTO RICO INSURANCE	24	15	217,101	142,466
DOMINICAN REPUBLIC MAWDY		4		4,107,843
DOMINICAN REPUBLIC INSURANCE	17	14	9,260,697	7,707,625
TUNISIA MAWDY	4	7	117,423	49,866
TURKEY INSURANCE	36	35	2,357,017	1,589,173
URUGUAY MAWDY	3	1	4,646,522	*
URUGUAY INSURANCE	6	1	7,586,704	*
VENEZUELA MAWDY	1	1	*	*
VENEZUELA INSURANCE	12	7	3,498,628	626,993

* For data protection and confidentiality reasons, in those countries where there are two or less men or women in a given group, the information is not published.

Ratio of the standard entry-level salary by gender compared to the local minimum salary

MAPFRE applies the principle of equal opportunity and non-discrimination to all selection, promotion and mobility processes, with the aptitudes, merits, worth and professional capacity of the candidates being the criteria that are taken into account in order to make choices in an objective manner.

At MAPFRE, the salary ratio for the standard entry-level category is established by level and the nature of the job function to be performed and does not vary by gender.

Normally, the ratio of the standard initial category is determined by a collective agreement (sector or company). In general, in those countries where there is a local minimum wage, MAPFRE's entry level is higher. For example, in Spain, the headquarters of the Group, the ratio is 1.10.

Annual total compensation ratio

This ratio is calculated for Iberia employees based in Spain, being the location of the company's headquarters, excluding the Corporate Areas or Business Units (MAPFRE RE, MAPFRE Global Risks and MAWDY), as the relationship between the total annual compensation (fixed compensation plus target variable compensation) of the highest paid person in the company and the median total annual compensation (fixed compensation plus target variable compensation) of all employees, taking full-time annualized compensation, excluding the highest paid person. The resulting data is reasonable considering the current structure of the workforce.

The annual total compensation ratio in Spain is 20.12. Iberia in Spain represents 29.84% of the Group's workforce.

Ratio of the percentage increase of the annual total compensation

The ratio of the percentage increase in total annual compensation in Spain is 0.43. The variation in the ratio on the increase in annual compensation responds to the salary composition of the profiles incorporated in relation to staff turnover and not to changes in the remuneration policy.

This ratio is calculated for Iberia employees located in Spain, being the location of the company's headquarters, excluding the Corporate Areas or Business Units (MAPFRE RE, MAPFRE Global Risks and MAWDY), as the relationship between the increase in the total annual compensation (fixed remuneration plus target variable remuneration) of the highest paid person in the company and the percentage increase in the median total annual compensation (fixed remuneration plus target variable remuneration) of all employees taking the full-time annualized salary, excluding the highest paid person. Iberia represents 29.84% of the Group's workforce.



Note 5.3. Occupational accident data: calculation methods



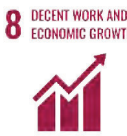
In 2023, work continued on collating and reporting accident data globally, in strict adherence with GRI 403.



The formulas used to calculate these indices are detailed below.

- **OCCUPATIONAL ACCIDENT FREQUENCY RATE:** Represents the number of accidents with leave occurring during the workday for every one million hours worked.
- **OCCUPATIONAL ILLNESSES FREQUENCY RATE:** Represents the number of occupational illnesses with leave occurring for every one million hours worked.
- **OCCUPATIONAL ILLNESS INCIDENCE RATE:** Represents the number of occupational illnesses resulting in an absence per 100,000 workers.
- **OCCUPATIONAL ACCIDENT INCIDENCE RATE:** Represents the number of work-related accidents resulting in an absence per 100,000 workers.
- **LOST WORKDAY RATE:** Represents the number of days lost for every 1,000 hours worked.
- **EMPLOYMENT ABSENTEEISM RATE:** Refers to the number of days lost in the period in question in relation to the total days listed by the workforce in the same period, indicating how many days have been lost in every 100.
- **FREQUENCY INDEX:** Represents the number of accidents for every one million hours worked.
- **SEVERITY INDEX:** Represents the number of days lost for every 1,000 hours worked.
- **OCCUPATIONAL ACCIDENT FATALITIES:** Represents the number of deaths resulting from a work-related accident for every one million hours worked.
- **OCCUPATIONAL ILLNESS FATALITIES:** Represents the number of deaths resulting from an occupational illness for every one million hours worked.

Note 6. Framework to identify MAPFRE's contribution to the Sustainable Development Goals

Environmental	11. Sustainable Cities and Communities ¹⁹	MAPFRE protects its clients and, by extension, society as a whole, thanks to the design, insurance, use, maintenance, repair and recycling of vehicles and other mobility solutions for goods and people. The work of CESVIMAP, a global benchmark technology center that focuses its technological research on, among other things, reducing accident rates and defining more efficient repair processes, is detailed in 5.5. Innovation and digitization in products, services and processes. (Goal 11.2).
		Activity in the event of catastrophes and the mitigation of their impact on people (Goal 11.5) is inherent to insurance activity. MAPFRE has a catastrophic risk management framework in place (see 4.5.2 Integration of ESG aspects in MAPFRE's underwriting processes). Example of this are catastrophic claims associated with hail storms in Europe, hurricane Otis in Mexico and the fire in Maui (United States). The effect of these losses on the Group's attributable profit was 157 million euros.
	13. Climate Action	MAPFRE is working on adapting financial planning to climate change, both from a risk and an opportunity approach (Goal 13.2). The levers driving our transformation into a low-carbon company and its performance are detailed in 6. Committed to the environment. (For more information, please see 8.2. Notes on additional information / Note 8. Environmental indicators.)
		<p>Given the nature of the insurance business, MAPFRE contributes to reinforcing resilience and adaptability to climate risks and climate-related natural disasters (Goal 13.1). The information on taxonomy-eligible economic activity can be found in 4.5.2. Integration of ESG aspects in MAPFRE's underwriting processes.</p> <p>As an expert in providing risk coverage, MAPFRE works to improve education, awareness and individual and institutional capacities in relation to climate change adaptation, mitigation and early warning systems (Goal 13.3). It does so not only directly, through participation in the Spanish Green Growth Group, but also by promoting environmental products and services. (For more information, please see 8.2 Notes on additional information / Note 3. Sustainable Products.)</p>

Social	01. No Poverty	<p>MAPFRE encourages all people, particularly the most vulnerable, to have access to economic services, including microfinancing (Goal 1.4). Given the nature of its insurance activity, MAPFRE contributes to promoting the resilience of these people, reducing their exposure and vulnerability to extreme events (Goal 1.5). In particular, the Company promotes high social content products with basic coverage (Burial, Homeowners, Life, etc.) adapted to very specific local needs and with low premiums, which contribute to preventing and covering the personal risks of different groups and which promote the insurance culture. (For more information, please see 8.2. Notes on additional information / Note 3. Sustainable Products.)</p> <p>MAPFRE's volunteers and the donations program linked to it provide assistance to people living in extreme poverty and help to eradicate this phenomenon (Goals 1.1 and 1.2). (For more information, please see 5.6.2.3 Corporate citizenship.)</p>
		
	03. Good Health and Well-being	<p>MAPFRE has a healthy company model in place that makes it possible to systematize both physical and mental health promotion actions. (For more information, please see 5.1.5 Health and Well-being.) The Group's health promotion strategy involves working on the main causes of death and illness worldwide, which according to the WHO consist of intervention in the prevention of non-communicable diseases and psycho-emotional well-being (Goal 3.4).</p> <p>Through the promotion of microinsurance (for more information, please see 8.2. Notes on additional information / Note 3. Sustainable Products), the Group contributes to universal healthcare coverage, protection against financial risks and access to quality essential health services (Goal 3.8).</p> <p>Also, among the CESVIMAP lines of action (for more information, please see 5.5. Innovation and digitization in products, services and processes) is technological research aimed at reducing accident rates, which impacts on reducing the number of deaths and injuries caused by traffic accidents in the world (Goal 3.6).</p>
		
	08. Decent Work and Economic Growth	<p>Within the framework of the circular economy, MAPFRE provides SMEs with advice, training, technological support and information, with the objective of improving the competitiveness and sustainability of the business sector in Spain (Goals 8.3 and 8.4).</p> <p>The Group has a Diversity and Equal Opportunities Policy in place globally (for more information, please see 5.1.5. Diversity, equality and inclusion) that aims to contribute to the achievement of full and productive employment and decent work for all women and men, including young people and people with disabilities, as well as equal remuneration for work of equal value (for more information, please see 8.2. Notes on additional information / Note 5.2. Information on remuneration) (Goal 8.5); employing 30,920 people in 2023.</p> <p>As regards indirect employment, MAPFRE promotes between its nearly 125,000 providers (for more information see Chapter 5.2. We generate business for our providers) responsible and sustainable management in terms of occupational health and safety of their contracted personnel (goal 8.8) and human rights: rejection of child and forced labor, basic labor rights, etc. (Goal 8.7) as the Company's priority. This management focus extends to the sales network made up of 81,000 intermediaries. (For more information, please see 5.3. We protect our clients.)</p>
		

Governance	16. Peace; Justice and Strong Institutions	
		<p>MAPFRE recognizes the importance of human rights, which is why the protection of same is linked to the Group's internal regulations. In order to contribute to significantly reducing all forms of violence (Goal 16.1) and to promote the protection of fundamental rights, 452 security providers have been trained in this area. It also maintains a zero-tolerance policy toward corruption and bribery (Goal 16.5).</p> <p>To ensure compliance in this respect, MAPFRE has an internal control policy in place that, among other objectives, strives for informational credibility (financial and non-financial and both internal and external) with regard to its reliability, opportunity or transparency (Goal 16.6), and as such, has created channels that facilitate reporting and grant access to complaint mechanisms and enable the restitution of damage caused (Goal 16.3). (For more information, please see 7.2. Business conduct: main ethical behavior measures)</p>
	17. Partnerships for the Goals	
		<p>MAPFRE collaborates and participates in business and industry organizations that help it to shape a more comprehensive and global vision of the environment in which the insurance industry operates and the relevant impacts, risks and opportunities of same, while also allowing it to understand the key aspects of an increasingly complex and interconnected economic and social reality. (Goal 17.6 and 17.7) (For more information, please see 8.2. Notes on additional information / Note 7. Collaboration and participation in industry and trade organizations.)</p> <p>MAPFRE's international and local commitment to sustainable development and the 2030 Agenda is solid and is reflected in its voluntary adherence to the main benchmark international and local initiatives it actively participates in (https://www.mapfre.com/en/sustainability/international-commitments/).</p>

There follows an explanation of the underlying theory of change that guides these contributions and the financial and social or environmental impact information related to same.

Contribution and Theory of Change	Financial KPIs	Environmental KPIs
<p>Goal 11.2</p> <p>MAPFRE protects its customers and, by extension, society as a whole through the design, insurance, use, maintenance, repair and recycling of vehicles and other solutions for the mobility of goods and people.</p> <p>Theory of change</p> <p>The promotion of increasingly effective and efficient accident prevention systems is key to reducing the number of accidents on the roads and in cities. A lower accident rate not only improves the health and well-being of citizens, but also frees up resources that would otherwise be used by insurers to repair damage caused to public spaces and real estate, directing them towards research aimed at further reducing accident rates or developing repair techniques with a lower environmental impact.</p> <p>In this sense, traffic accidents, in addition to having a high social impact, leave a significant footprint on the planet. The treatment of the waste generated in the accident itself, as well as in the subsequent repair of the vehicles involved, can be an opportunity to contribute to the circular economy and safeguard natural capital.</p>	<p>8.2. Notes on additional information / Note 3. Sustainable Products gives details of those products and services that respond to challenges of sustainable mobility.</p>	<p>In 2023, 5,335 vehicles were processed, from which a total of 57,472 parts were recovered for reuse in different markets.</p>

Contribution and Theory of Change	Financial KPIs	Environmental KPIs
<p>Goal 11.5</p> <p>Action in the event of catastrophes and mitigation of their impact on people is inherent to MAPFRE's insurance activity.</p> <p>Theory of change</p> <p>The World Meteorological Organization (WMO) and the United Nations Office for Disaster Risk Reduction (UNDRR) explain a dangerous trend has been observed, especially in recent years, involving a steady rise in natural disasters. Preventing and repairing the damage caused to the environment helps to reduce the danger of these phenomena for people and the planet.</p> <p>According to data collected by both entities in the Atlas of Mortality and Economic Losses from Weather, Climate and Water Extremes, from 1970 to 2019 natural hazards accounted for half of the disasters that occurred, causing 45% of the deaths reported and 74% of the economic losses. There were more than 11,000 natural disasters, just over 2 million deaths, and 3.46 trillion dollars in losses.</p> <p>According to the The impact of disasters and crises on agriculture and food security: 2021 study from the United Nations Food and Agricultural Organization (FAO), natural hazards (large fires), extreme weather events and even the coronavirus pandemic have caused considerable damage that is particularly affecting the agricultural sector, so much so that up to 63% of the impact of these disasters is on agriculture. This severely affects local communities in particular—which are put under strain by major economic losses—and it also has a big impact at the national and international level more generally.</p> <p>MAPFRE helps people and communities adapt to the risks derived from climate change and different catastrophes by underwriting insurance to cover damages derived from fires, rain, etc. and, where appropriate, agricultural insurance.</p>	<p>8.2. Notes on additional information / Note 3. Sustainable Products includes information on those insurance products that prevent and/or repair damage caused to the environment.</p>	<p>8.2. Notes on additional information / Note 3. Sustainable Products includes information on those insurance products that prevent and/or repair damage caused to the environment.</p>

Contribution and Theory of Change	Financial KPIs	Environmental KPIs
<p>Goal 13.1</p> <p>MAPFRE contributes to strengthening resilience and adaptive capacity in the face of climate risks and climate-related natural disasters.</p> <p>Theory of change</p> <p>The climate crisis compels us to act to cut carbon dioxide emissions in half by 2030 and achieving neutrality by 2050 if the Paris Agreement targets are to be met.</p> <p>To achieve this, it is necessary to promote investments, products and services that truly meet the needs of the sustainable agenda and build a recovery and development model that, as part of the Green Recovery, gives way to a decarbonized, sustainable and resilient economy.</p> <p>Along these lines, the European sustainability goals are one of the reference frameworks guiding the Group's activity.</p>	<p>The exposure of Non-Life insurance premiums to Taxonomy-eligible economic activity is 7.33%. For more information see section 4.5.2.5. and 8.2. Notes on additional information / Note 4. Taxonomy alignment according to the EU</p>	<p>N/R / N/A</p>

<p>Goal 13.2 and 13.3</p> <p>MAPFRE undertakes to incorporate environmental protection policies and measures in its activity, in the policyholder and customer portfolio and in the supply chain, working to improve education, awareness and individual institutional capacities in relation to climate change adaptation, mitigation and early warning systems.</p> <p>Theory of change</p> <p>Global CO₂ emissions have increased by almost 50% since 1990. In light of this situation, the United Nations urges action to address the climate emergency in order to save lives and livelihoods.</p> <p>To accelerate the decarbonization of all aspects of the company, a wide range of technological measures and behavioral changes have been put in place to help limit the increase in the average global temperature.</p>	<p>During 2023, energy consumption was reduced by 33.29 GWh compared to 2019, which represents a 21% reduction, which exceeds the planned reduction target of 11% for 2023.</p> <p>The consumption of 276 tons of paper has been avoided thanks to making use of biometric electronic signatures, thereby avoiding the emission of 251,75 metric tons of CO₂eq in Spain and Portugal.</p>	<p>The total photovoltaic generation in 2022 was 3,2 GWh, which is equivalent to 9.3% of electricity consumed from own generation.</p> <p>Awareness-raising campaigns aimed at achieving a more efficient and responsible use of water in offices and buildings by employees in Argentina, Chile, Costa Rica, Honduras, Peru, Puerto Rico, El Salvador and Uruguay.</p>
Contribution and Theory of Change	Financial KPIs	Social KPIs
<p>Goals 1.1 and 1.2</p> <p>MAPFRE's volunteers and the related donation program assist people living in extreme poverty and help to eradicate this phenomenon.</p> <p>Theory of Change</p> <p>Volunteering from its community and corporate dimension creates links between excluded groups, the community and the companies present in it, thus fostering dialogue and social improvement.</p> <p>Through the voluntary service of the people who work at MAPFRE, the company multiplies the impact of its social purpose as an insurer and the activity of Fundación MAPFRE, its main shareholder.</p> <p>The Global Corporate Volunteering Program run through Fundación MAPFRE sets the basic lines of action for volunteer development in the various countries. Its lines of action (nutrition, health, education, environment, emergency aid and social action) contribute both directly to ending poverty and indirectly by establishing the minimum conditions necessary to promote the growth of communities and the individual development of their members.</p> <p>Goals 1.3; 1.4 and 1.5</p> <p>MAPFRE contributes to providing a shield of economic protection to all people</p> <p>Theory of Change</p> <p>Insurance provides a safety net to all those who have access to it (Goal 1.3), thus making it easier for families not to experience situations of vulnerability after an accident (Goal 1.5). In this sense, insurance provides an economic protection shield for people (Goal 1.4).</p> <p>In an environment of growing vulnerability, the company promotes products with a high social content with basic coverage (Burial, Homeowners, Life, etc.) adapted to very specific local needs and with reduced premiums, which contribute to prevent and cover the personal risks of different groups and promote the culture of insurance. (See Note 3. Sustainable Products.)</p>	<p>In 2023, resources amounting to 665,410 euros were earmarked for the development of the volunteering program.</p> <p>8.2. Notes on additional information / Note 3. Sustainable Products includes information on those products and services that respond to social challenges and the problems faced by socially disadvantaged groups.</p>	<p>A total of 7217 volunteers and their family members participated in 1917 activities worldwide in 2023, directly impacting more than 127000 people. 21,3% of the global workforce has enjoyed a volunteering experience.</p> <p>The global impact of volunteer actions directly aimed at ending poverty was 9,9% in 2023; representing 2,8% of the funds raised in various collections and reaching 10,1% of the direct beneficiaries of the program.</p> <p>8.2. Notes on additional information / Note 3. Sustainable Products includes information on those products and services that respond to social challenges and the problems faced by socially disadvantaged groups.</p>
Contribution and Theory of Change	Financial KPIs	Social KPIs

Goal 3.4		
<p>The Group's health promotion strategy involves working on the main causes of death and disease in the world which, according to the WHO consist of intervention in the prevention of non-communicable diseases and psychological and emotional well-being.</p>		
Theory of Change		
<p>The World Health Organization has defined health as the capacity of people to develop harmoniously in all areas of their lives:</p> <p>In its People Space, MAPFRE is developing coverages that complete the protection of our policyholders against contingencies that occur in everyday family life, added-value services linked to healthy habits and health care and personalized counseling, proactively adapting products and solutions to the family life cycle.</p> <p>In the workplace, one of the central tools for the continuous improvement of occupational health and safety conditions is the development and consolidation of a culture of prevention.</p> <p>Promoting remedial action in these two areas helps reduce the main causes of death and illness around the world, which, according to the WHO, comprise intervening in the prevention of non-communicable diseases and boosting psychological-emotional well-being (Goal 3.4).</p>		
	<p>In 2023, €1,7 million was invested in various actions to promote physical and psychological health, both at work and within the family environments of employees.</p>	<p>MAPFRE promotes health care globally by maintaining collaboration agreements with 11,204 clinics in 14 countries.</p> <p>More than 27,000 employees, 90% of the workforce, are represented in joint management-employee health and safety committees, which have been established to help control and advise on this matter.</p> <p>227,383 days were lost to absenteeism due to non-occupational accidents and common illnesses in 2023, a reduction of 0.10 pps in the absenteeism ratio with regard to the target.</p>

Contribution and Theory of Change	Financial KPIs	Social KPIs
Goal 3.6		
<p>MAPFRE, through CESVIMAP, is committed to technological research aimed at reducing accident rates, which will have an impact on reducing the number of deaths and injuries caused by road traffic accidents in the world.</p>		
Theory of change		
<p>Since 2015, CESVIMAP has been carrying out research through testing, disassembling and evaluating vehicles incorporating ADAS, such as the Autonomous Emergency Braking System (AEB), Lane Departure Warning (LDW) or its evolution, which is capable of correcting the trajectory, or the Lane Keeping System (LKS), with the aim of gaining clear and precise insight into how these systems work and the limits of same.</p> <p>The main objective of this evaluation is to assess the vehicle's ability to avoid accidents and, therefore, personal and material damages with a direct influence on road safety. Also, the incorporation of ADAS system sensors can influence the cost of vehicle repair, as they are located in areas of relative exposure to accidents.</p> <p>Likewise, the investigation of traffic accidents makes it possible to determine the conditions prior to the accident and to reconstruct the mechanics of the event. CESVIMAP conducts research in this field with the aim of offering objective data that can lead to the resolution of events and the issuance of expert reports for use in court cases.</p> <p>Accident reconstruction also has a positive impact on road safety since it provides significant data on the human factor, the road, weather conditions, the condition of vehicles and the functioning of safety elements.</p>		
	<p>More than €100,000 was allocated to investigating road traffic accidents and reducing accident levels.</p>	<p>CESVIMAP has evaluated the ADAS systems of 33 different models of vehicles, extrapolating results to multiple different versions. 86% of the models listed in the MAPFRE Spain product catalog are covered.</p>
Contribution and Theory of Change	Financial KPIs	Social KPIs

Goal 3.8

MAPFRE contributes to universal health coverage through facilitating access to quality essential health services.

Theory of Change

Health and illness insurance together with social security systems play a complementary role until effective universal coverage is achieved.

Through the promotion of microinsurance and assistance services (see Note 3. Sustainable products / A. Social products and services). MAPFRE contributes to universal health coverage by facilitating access to quality essential health services (Goal 3.8).

The development of this activity not only promotes a greater share of penetration in markets with growth potential for MAPFRE, but also contributes to modifying behavior related to seeking health care in these environments. Among the evidence collected by Tra T.T. Pham and Thong L. Pham, in a study developed in Vietnam and published by the Labor Organization in 2012 in relation to health care-seeking behaviors, is the observation that taking out a health microinsurance for vulnerable HCFP people increased to a great extent attendance at outpatient consultations, at 1.11 times, and visits to a public hospital, at 1.7 times.

(<http://www.impactinsurance.org/sites/default/files/repaper11.pdf>)

8.2. Notes on additional information / Note 3. Sustainable Products includes information on those products and services that respond to social challenges and the problems faced by socially disadvantaged groups in relation to health coverage.

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Contribution and Theory of Change	Financial KPIs	Social KPI
<p>Goal 8.5</p> <p>MAPFRE contributes to the achievement of full productive employment and decent work for all women and men, including young people and people with disabilities; as well as equal pay for work of equal value.</p> <p>Theory of change</p> <p>The ILO-Gallup global survey, Towards a better future for women at work: Voices of women and men, shows how women, on a global scale, want to do paid work. However, one of the main challenges for women in the workplace is unequal pay.</p> <p>It is a nearly universal fact that women are paid less than men for work of equal value. In the G20 and OECD countries, the average monthly income of women is 17% lower than that of men.</p> <p>One of the levers to achieving full employment and decent work is to move toward equal pay for work of equal value or to establish, as a general rule, an entry-level wage higher than the local minimum wage (in those countries where it exists).</p>	<p>The amount paid in salaries and wages amounted to €1,258.9 billion in 2023.</p>	<p>The median global adjusted gap on fixed remuneration of the Group, considering 99% of the workforce, is 0.9%, a percentage equivalent to that of the previous year.</p> <p>For 2023, in Spain, where the Group employs 29,84% of its workforce, the starting category salary ratio is 1.10.</p> <p>During fiscal 2023, 26,931 people worked under annual variable remuneration systems, which represents 87.23% of the global workforce.</p>

Contribution and Theory of Change	Financial KPIs	Social KPIs
<p>Goals 8.7 and 8.8</p> <p>MAPFRE protects fundamental and labor rights with effective monitoring and control systems and promotes awareness and respect for same among its providers and intermediaries.</p> <p>Theory of change</p> <p>Forced labor is sometimes the result of situations of vulnerability that households go through when the main breadwinner dies or becomes seriously ill.</p> <p>In addition to the indirect contribution of insurance in covering the loss of income resulting from such events, it can have a direct impact by establishing approval procedures throughout its value chain to assess the human and labor rights performance of providers, intermediaries and investees.</p>	<p>Spending on approved providers represents 48% of total spending on service providers in 4 countries where the process is implemented.</p> <p>Promotion of indirect employment through contracts with special employment centers or companies with similar characteristics for an amount of 46,072.95 euros.</p>	<p>The ESG certification process involves about 15,000 suppliers in seven countries. To date, 10,499 suppliers from 6 countries have been approved.</p> <p>The performance of the suppliers included in the homologation in matters related to human and labor rights is as follows: forced labor 8.86/10 and child labor 8.50/10.</p>

Contribution and Theory of Change	Financial KPIs	Governance KPIs
<p>Goal 16.1</p> <p>To significantly reduce all forms of violence and promote protection of fundamental rights.</p>	N/R / N/A	<p>452 security providers have been trained in the area of human rights, which represents 90% of all providers of this type.</p>

Goal 17.6 and 17.7

MAPFRE collaborates and participates in industry and trade organizations, helping it to obtain a more comprehensive and global view of the environment in which the insurance industry operates, its impacts, risks and opportunities, and the key factors in an increasingly complex and interconnected economic and social reality.

The expense corresponding to contributions from trade and institutional organizations that help create a more comprehensive and global vision of the environment in which the insurance industry operates, its impacts, risks and opportunities was approximately 2 million euros in 2023.

The MAPFRE Group carries out its institutional activity mainly through 37 business and sector associations, foundations, chambers of commerce, and other non-profit organizations.

Note 7. Collaboration and participation in industry and trade organizations

MAPFRE's Executive Committee, acting on behalf of the Board of Directors, conducts an annual assessment and approval of MAPFRE's Global Institutional Presence Map, which encompasses a wide array of affiliations, collaborations, and partnerships with numerous international and national institutions in all the countries where the company maintains a presence. The primary industry and trade associations, foundations, chambers of commerce, and other non-profit organizations through which the MAPFRE Group undertakes its institutional activities are listed below.

Cámara de Comercio de España / Spanish Chamber of Commerce	SPAIN	Massachusetts Insurance Federation	USA
Confederación Española de Organizaciones Empresariales (CEOE) / Spanish Confederation of Business Organizations		Ohio Insurance Institute	
Unión Española de Entidades Aseguradoras y Reaseguradoras (UNESPA) / Spanish Association of Insurance and Reinsurance Companies		Insurance Association of Connecticut	
Fundación de Estudios de Economía Aplicada (FEDEA) / Foundation for Applied Economics Studies		American Property Casualty Insurance Association	
Investigación Cooperativa entre Entidades Aseguradoras y Fondos de Pensiones (ICEA) / Cooperative Research between Insurance Companies and Pension Funds		Asociación Mexicana de Instituciones de Seguros (AMIS) / Mexican Association of Insurance Institutions	MÉXICO
Asociación de Instituciones de Inversión Colectiva y Fondos de Pensiones (INVERCO) / Association of Collective Investment Institutions and Pension Funds		Cámara Española de Comercio, A.C. / Spanish Chamber of Commerce	PERÚ
Fundación Instituto para el Desarrollo e Integración de la Sanidad (IDIS) / Foundation Institute for the Development and Integration of Health		Cámara Oficial de Comercio de Perú / Official Chamber of Commerce of Peru	
Asociación de Trabajadores Autónomos (ATA) / Association of Self-Employed Workers		Puerto Rico Association of Insurance Companies	PUERTO RICO
Fundación SERES / Foundation for Social and Corporate Responsibility		Spain's Chamber of Commerce in Puerto Rico	
Forética / Promoting Social Responsibility and Sustainability		Gesamtverband der Deutschen Versicherungswirtschaft / General Association of the German Insurance Industry	GERMANY
Confederación Española de Asociaciones de Jóvenes Empresarios (CEAJE) / Spanish Confederation of Young Entrepreneurs Associations		Industrie - und Handelskammertag / Chamber of Industry and Commerce	
Consejo Empresarial Alianza por Iberoamérica (CEAPI) / Business Council Alliance for Ibero-America		International Underwriters Association	MAPFRE RE
Fundación Iberoamericana Empresarial (FIE) / Ibero-American Business Foundation		Federação Nacional das Empresas de Resseguros (FENABER) / National Federation of Reinsurance Companies	
Cámara de Comercio Brasil-España / Brazil-Spain Chamber of Commerce		IUAL (International Union of Aerospace Insurers)	MAPFRE GLOBAL RISKS
Cámara de Comercio de EE.UU. en España / US Chamber of Commerce in Spain		Asociación Latinoamericana de Suscriptores Marítimos (ALSUM) / Latin American Association of Maritime Underwriters	
Cámara Comercio Hispano-Turca / Spanish-Turkish Chamber of Commerce		The International Association of Engineering Insurers (IMIA)	
Federação Nacional de Seguros Gerais (FENSEG) / National Federation of General Insurance Companies	BRAZIL	International Union of Marine Insurance (IUMI)	
Federação Nacional de Capitalização (FENACAP) / National Business Federation			
Câmara Oficial Espanhola de Comércio no Brasil / Official Chamber of Commerce of Spain in Brazil			
Federação Nacional de Previdência Privada e Vida (FENAPREVI) / National Pensions and Private Insurance Federation			

Primary trade organizations and the Paris Agreement

MAPFRE partners with leading European and global trade organizations, and assesses their alignment with the goals of the Paris Agreement. Approvals for memberships in institutions specifically focused on sustainability and climate change follow a three-tier governance process, with an initial evaluation done by the Sustainability Operating Committee, followed by the Executive Committee, and finally by the Risk and Sustainability Committee, which is one of the three delegate committees of the Board of Directors.

Trade association	Status	Information on its engagement in climate action
Institute of International Finance (IIF)	Aligned	<p>The Sustainable Finance Policy Expert Group (SFPEG) facilitates industry discussions on policy and regulatory advancements in the climate and ESG domain, exploring options to enhance alignment between jurisdictional frameworks and emerging global standards.</p> <p>In 2023, the IIF released a report titled <i>The Role of The Financial Sector in the Net Zero Transition: Assessing Implications for Policy, Supervision, and Market Frameworks</i>, which provides recommendations for governments and policymakers to facilitate a transition across the entire economy.</p>
CRO Forum	Aligned	<p>The CRO Forum is a high-level group comprising Chief Risk Officers from leading European insurance companies, encompassing both publicly traded and privately held companies.</p> <p>In 2023, the organization released a position paper delving into energy storage systems as a pivotal emerging domain for the insurance sector. According to the CRO, the decarbonization of the economy requires substantial new investment and the development of renewable energy infrastructure. This, in turn, mandates the availability of technologies for storing energy across diverse temporal scales.</p>
Pan-European Insurance Forum (PEIF)	Aligned	<p>The PEIF is a forum for CEOs of prominent European insurance companies to exchange and articulate their perspectives on political and regulatory issues impacting the European insurance industry.</p> <p>In 2023, the PEIF engaged in the Climate Resilience Dialogue promoted by the European Commission. The Dialogue is a special group co-chaired by the Directorate-General for Climate Action and the Directorate-General for Financial Stability, Financial Services and Capital Markets Union and constitutes one of the Commission's actions to address the climate protection gap, as outlined in the EU Strategy for Adaptation to Climate Change and the Strategy for Financing the Transition to a Sustainable Economy.</p>
Geneva Association	Aligned	<p>The Geneva Association is the only international association of insurance companies, comprising CEOs from various insurance and reinsurance entities.</p> <p>The association addresses pressing climate-related challenges through a research focus on climate change and the environment. Collaborating with reinsurers and experts, their efforts concentrate on finding innovative solutions for risk management and investment strategies. This allows insurers and other stakeholders to expedite the transition toward a more resilient, low-carbon, and nature-friendly economy.</p> <p>In 2023, among various initiatives, it hosted an event on public policy related to energy transition titled <i>Climate Change: Mitigation and the Role of Insurers in Energy Transition</i>, which aimed to highlight the active role insurers play through investment strategies and product development in supporting responsible pathways for transition.</p>
European Financial Services Roundtable (EFR)	Aligned	<p>The EFR brings together Chairpersons and CEOs from prominent banks and insurance companies in Europe, with a focus on priorities such as sustainable finance and climate change.</p> <p>In November 2015, the Chairpersons and CEOs of EFR members (including MAPFRE's CEO) signed a statement (still in effect) in support of a robust and ambitious response to climate change.</p> <p>In 2023, the EFR conducted a session addressing the state of the climate and environmental risk management in the finance sector, which featured a presentation by Frank Elderson, member of the Executive Board of the ECB and Vice-Chair of the Supervisory Board of the ECB.</p>
Global Reinsurance Forum (GRF)	Aligned	<p>The GRF, comprising 13 leading global reinsurers, is dedicated to fostering a stable, innovative, and competitive global reinsurance market.</p> <p>The GRF endorses the 2022 research report <i>Anchoring Climate Change Risk Assessment in Core Business Decisions in Insurance</i> by the Geneva Association.</p> <p>Member companies of the GRF are eager to collaborate with insurers and other stakeholders, aiming to leverage climate change risk assessment for both adaptation and mitigation efforts.</p>

Trade association	Status	Information on its engagement in climate action
The European CFO Forum	Aligned	<p>The CFO Forum is a high-level group comprised of CFOs from leading European insurance companies, whether publicly traded or privately held.</p> <p>In January 2023, the CFO Forum, in collaboration with Insurance Europe, jointly released key messages regarding the initial set of European sustainability reporting standards by the European Financial Reporting Advisory Group (EFRAG). In this declaration, both organizations pledged to actively support the transition to a sustainable economy, emphasizing the prioritization of addressing climate change. They also expressed unwavering support for the EU's ambition to achieve a climate-neutral economy in Europe by 2050.</p>

Moreover, MAPFRE's affiliation with these organizations, including the Net-Zero Asset Owner Alliance (NZAOA) and others, enables the company to take part in diverse working groups dedicated to addressing climate change and related environmental challenges. This participation assists in identifying upcoming policies and regulatory initiatives that could affect the company's operations. At the same time, it contributes to pertinent national and international public discussions regarding the assessment of climate change risks.

	2023	2022	2021
Lobbying, interest representation or similar	€1,413,000	€1,949,000	€2,207,000
Local, regional or national political campaigns / organizations / candidates	€0	€0	€0
Business associations, chambers of commerce or tax-exempt groups (e.g. think tanks)	€625,000	€665,000	€576,000
Other (e.g. spending related to ballot measures or referendums)	€0	€0	€0
Total contributions and other spending	€2,038,000	€2,614,000	€2,783,000

MAPFRE supports most of its promotion, lobbying, defense of interests or similar activities in local and international industry and trade associations in which the Group participates as a member, while gaining a global and complete vision of industry trends and the regulatory framework, as well as guidance on issues of interest to the insurance sector, their impact and associated risks and opportunities.

The expenditure associated with contributions from the mentioned industry and institutional organizations amounted to approximately €2 million in 2023, among them The Geneva Association (contribution of €80,709), European CFO Forum (contribution of €62,000), and the Institute of International Finance – IIF (contribution of €35,944).

The primary areas of interest that have been the focal points of the work carried out by these trade organizations over the course of 2023 were, in order of importance:

- 1) EU strategy for retail investors -RIS (457,887 euros);
- 2) Financial and non-financial corporate information (400,651 euros);
- 3) Financial and prudential regulation (286,179 euros).

Contributions made to chambers of commerce in different countries total €367,314.

Framework for responsible institutional relations

In its interactions with governments and authorities, MAPFRE conducts its business activities with utmost respect for the prevailing regulations in the countries where it operates. This approach aligns with the provisions outlined in the Group's Code of Ethics and Conduct, as well as the company's Anti-Corruption Policy and Corporate Sustainability Policy.

Since 2019, MAPFRE has contributed to the European Union Transparency Register. This registration is driven by its commitment to enhance transparency and openness in interactions with EU institutions, facilitating active involvement in decision-making processes and policy formulation. By adhering to a code of conduct, contributing to the register underscores respect for ethical principles and proper behavior in representing interests with EU institutions, thereby ultimately contributing to the reinforcement of institutional trust.

MAPFRE's institutional activity and its objectives in engaging with various organizations on matters of public policy related to the Company's material topics are outlined below.

Material issue	Subject of public policy	Interaction with associations	Objective of the interaction
Adaptation of the business to climate change	Climate change underwriting risk	Insurance Europe, The Geneva Association, Institute of International Finance, UNESPA	To promote awareness that insurers have been actively committed to sustainability and climate change adaptation for decades, emphasizing the positive contributions of European insurers in this area.
	Climate protection gap	Insurance Europe, Pan-European Insurance Forum, The Geneva Association, UNESPA	To advocate for the necessity of collaboration with public authorities in both mitigation and adaptation efforts.
Innovation and digitalization	Cyber risk insurance	Insurance Europe, The Geneva Association, Institute of International Finance	To foster increased awareness regarding the pivotal role of cyber insurers in enhancing the EU's cyber resilience and the necessary conditions for fulfilling this role, including access to data. Specifically, to raise awareness among SMEs about the imperative for cyber resilience and the significant role that insurance plays in achieving it.
	Artificial intelligence	European Financial Services Roundtable, Insurance Europe, The Geneva Association, Pan-European Insurance Forum, UNESPA	To promote a regulatory framework that is proportionate, aligned with digital technology, future-oriented, and grounded in principles that encourage innovation, facilitating mutual benefits for consumers and insurers through digitization.
	Insurtech	European Financial Services Roundtable, Insurance Europe, Institute of International Finance, UNESPA	To advocate for upholding the principle of "same activities, same risks, same rules".
	Cybersecurity	CRO Forum, Insurance Europe, Institute of International Finance, UNESPA	To contribute to constructive discussions in EU regulatory forums, including the European Commission, the European Insurance and Occupational Pensions Authority (EIOPA), and the European Union Agency for Cybersecurity (ENISA), regarding insurers' cybersecurity.
Cyber security and privacy	Dissemination of cyber information	European Financial Services Roundtable, Insurance Europe	To encourage collaboration with regulators (ENISA, EIOPA) to establish a foundational information set that facilitates appropriate underwriting, with the flexibility for potential evolution of the shared information in the future.
	Cyber protection gap	The Geneva Association, Pan-European Insurance Forum, UNESPA	To explore the possibility of establishing collaboration agreements between public authorities and private actors (PPP) in the realm of cyber risks.
	Access to data	Insurance Europe, UNESPA	To increase and improve insurers' access to data.
	Data protection & privacy	Insurance Europe	To establish a constructive dialog with the European Data Protection Board (EDPB).
Talent management	Professional development	EnClave de Personas	To engage in discussions about emerging models of professional relationships and the imperative to evolve professional development models.

Customer protection	Financial inclusion	European Financial Services Roundtable, Insurance Europe, The European CFO Forum, Institute of International Finance, UNESPA	To advocate for regulatory advancements in the realm of diversity, equity, and inclusion (DEI) within the insurance industry.
	Environmental responsibility	Insurance Europe, The Geneva Association, Pan-European Insurance Forum, UNESPA	To promote the voluntary marketing of environmental third-party liability insurance and engage in awareness-raising activities.
	Protection gap in pensions and health	European Financial Services Roundtable, Insurance Europe, The Geneva Association, Pan-European Insurance Forum	To facilitate access to accurate and comprehensive information regarding the features of pension products, considering existing national practices. To raise awareness among regulators, supervisors, and stakeholders about the imperative for individuals to save for retirement and the benefits of long-term savings.
	Financial Education	Insurance Europe, UNESPA	To promote awareness among regulators regarding the pivotal role of financial education in consumer protection.
Sustainable Investments	Environmental and social taxonomy	Insurance Europe, The European CFO Forum, The Geneva Association, UNESPA	To convey MAPFRE's efforts and actions in the realm of environmental and social sustainability.
Sustainable products and services	Underwriting sustainable products	European Financial Services Roundtable, Insurance Europe, The European CFO Forum, Pan-European Insurance Forum, UNESPA	To define transparent and standardized ESG criteria for assessment by rating agencies.

Note 8. Environmental indicators

TABLE I. ENVIRONMENTAL CONTEXT

	Units	2023*	2022	2021
Employees working under environmental reporting (Integrated Report)*	employees	30,544	30,988	31,243
	%	98.61	98.70	96.60
Employees working under environmental management certification (ISO 14001)	employees	13,558	15,332	15,140
	%	43.92	48.99	46.81
Employees working under energy management certification (ISO 50001)	employees	8,950	9,408	7,864
	%	28.99	30.06	24.32
Employees working under carbon footprint verification (ISO 14064)	employees	27,988	26,743	26,344
	%	90.35	85.46	81.46
Premium volume managed under SIGMAYEc ³ in relation to total premiums	%	97.47	94.50	92.46

*The process of integrating FUNESPAÑA into the corporate processes related to collecting environmental data began in 2023. This table incorporates data from FUNESPAÑA employees.

TABLE II. SIGMAYEc3 CONTROL

	Units	2023	2022	2021
Environmental diagnosis and inspections	Units	3	0	12
Internal environmental audits	Units	59	57	54
Environmental certification audits	Units	48	39	37.5
Assets subject to environmental controls	%	43.92%*	48.99%	46.81%

Environmental compliance: In relation to environmental fines, there was no record of having received any significant fine in 2023.

Resources devoted to environmental risk prevention: 1.28 million euros

The MAPFRE Group (in Germany, Argentina, Brazil, Spain, Italy and Peru) has public liability insurance in place, with specific coverage for the management of its environmental risks due to pollution (€300,000-10,000,000) and environmental responsibility (€300,000), as established by state legislation.

*The process of integrating FUNESPAÑA into the corporate processes related to collecting environmental data began in 2023. This table incorporates data from FUNESPAÑA employees.

TABLE III. CARBON FOOTPRINT BROKEN DOWN BY SCOPE

The following greenhouse gases are reported: CO₂, CH₄, N₂O, HFCS, PFCS, SF₆, NF₃, for the three scopes included in the GHG Protocol, as well as in the ISO 14064 Standard. The methodology for calculating the carbon footprint of MAPFRE is carried out through financial control. For the calculation, emission factors of the generation mix of the corresponding country and the latest available information are applied: DEFRA, International Energy Agency, GHG Protocol, as well as GWP based on the "IPCC Fifth Assessment Report (AR5) over a 100-year period".

	Units	2023*	2022	2021
Carbon footprint (GHG emissions)				
Scope 1	tCO ₂ e	10,422	9,939.46	10,035.33
Scope 2 (market based)	tCO ₂ e	7,678	11,830.17	11,144.46
Scope 2 (location based)	tCO ₂ e	18,458	26,742.72	24,860.21
Scope 3	tCO ₂ e	46,944	39,957.48	29,276.65
(Scope 1+ 2 (market based) +3)	tCO ₂ e	18,100	21,769.63	21,179.8
Total GHG emissions (Scope 1+ 2 (market based) +3)	tCO ₂ e	65,043	61,727.1	50,456.44
Carbon footprint indicators				
Emissions per employee	tCO ₂ e/ employee	2.13	2.04	1.61
Emissions per € of premiums	tCO ₂ e/€ of premiums	2.13	2.22	2.28
Carbon footprint coverage with respect to number of employees	%	98.61	98.7	96.6

*The process of integrating FUNESPAÑA into the corporate processes related to collecting environmental data began in 2023. This table incorporates environmental data, partial and by category, from FUNESPAÑA.

The main environmental data from FUNESPAÑA in 2023 were: Scope 1 emissions: 1,947 tCO₂e, Scope 2 (market based) emissions: 0 tCO₂e, Scope 3 emissions: 846 tCO₂e; total energy consumption: 11,897,247 kWh; total fuel consumption in permanent sources: 2,650,016 kWh; total fuel consumption in mobile sources: 2,269,938 kWh; total natural gas consumption: 3,761,813 kWh; electrical energy purchased: 3,215,479 kWh; total water consumption: 19,190 m³; total paper consumption: 6,512 kg.

TABLE IV. CARBON FOOTPRINT BREAKDOWN AND CATEGORIES INCLUDED IN THE DIFFERENT SCOPES

	Units	2023*	2022	2021
Scope 1	tCO ₂ e	10,422.02	9,939.46	10,035.33
Natural gas	tCO ₂ e	2,971	2,917	2,726
	m ³	1,457,577	1,447,294	1,442,049
Fuels in fixed installations	tCO ₂ e	1228	593	1,388
	l	611,875	293,708	458,674
Refrigerant gases	tCO ₂ e	1,665	1,842	1479
	kg	881	1,059	753
Fuel in own vehicles	tCO ₂ e	4558	4587	4,686
	l	2,070,833	2,038,286	1,969,118
Scope 2	tCO ₂ e	7,697	11,830	11,144
Electricity	GWh	92	97	92
Scope 3	tCO ₂ e	4.6943,55	39,957	29,277
Business travel	tCO ₂ e	4,544	3,028	2,494
(air, train and bus)	Km	35,615,679	33,178,652	14,506,838
Business travel	tCO ₂ e	1,985	1,977	1,119
(vehicles)	Km	11,913,073	11,582,673	6,523,547
Paper consumption*	tCO ₂ e	966	1,043	1,333
Paper waste	tCO ₂ e	12.15	12.42	10.86
Toner use	tCO ₂ e	115.99	128.1	74.73
Toner waste	tCO ₂ e	77.91	120.26	94.75
Fluorescent waste	tCO ₂ e	0.11	0.1	0.31
Commuting	tCO ₂ e	39241.5	33648.59	24150.04

*The process of integrating FUNESPAÑA into the corporate processes related to collecting environmental data began in 2023. This table incorporates environmental data, partial and by category, from FUNESPAÑA.
The main environmental data from FUNESPAÑA in 2023 were: Scope 1 emissions: 1,947 tCO₂e, Scope 2 (market based) emissions: 0 tCO₂e, Scope 3 emissions: 846 tCO₂e; total energy consumption: 11,897,247 kWh; total fuel consumption in permanent sources: 2,650,016 kWh; total fuel consumption in mobile sources: 2,269,938 kWh; total natural gas consumption: 3,761,813 kWh; electrical energy purchased: 3,215,479 kWh; total water consumption: 19,190 m³; total paper consumption: 6,512 kg.

TABLE V. RESOURCE CONSUMPTION

	Units	2023**	2022	2021
ENERGY				
Total energy consumption	GWh	133.51	135.93	127.99
Natural gas consumption	GWh	15.44	15.58	14.56
Fuel consumption fixed installations	GWh	5.28	2.54	1.33
Fuel consumption of mobile installations	GWh	21.27	21.01	19.93
Conventional electricity procured	GWh	27.82	33.86	31.79
Electricity procured from renewable sources	GWh	63.7	62.94	60.39
Energy consumption/employee	kWh / employee year	4370.91	4487.51	4093.89
Energy consumption/premium	KWh/premium (thousand euros)	4.37	4.9	5.77
WATER*				
Total water consumption	m ³	634,000.77	680,777	585,782
Water consumption per employee	m ³ /employee	20.76	21.97	18.73
PAPER				
Total paper use	MT	1,120.00	1,136.00	1,456.83
TONER				
Toner consumption	Kg	9,683	10,693	10,266

* Consumption of water from the public network in line with local limitations.

**The process of integrating FUNESPANA into the corporate processes related to collecting environmental data began in 2023. This table incorporates environmental data, partial and by category, from FUNESPANA.

The main environmental data from FUNESPANA in 2023 were: Scope 1 emissions: 1,947 tCO₂e, Scope 2 (market based) emissions: 0 tCO₂e, Scope 3 emissions: 846 tCO₂e; total energy consumption: 11,897,247 kWh; total fuel consumption in permanent sources: 2,650,016 kWh; total fuel consumption in mobile sources: 2,269,938 kWh; total natural gas consumption: 3,761,813 kWh; electrical energy purchased: 3,215,479 kWh; total water consumption: 19,190 m³; total paper consumption: 6,512 kg.

TABLE VI. WASTE

	Units	2023*	2022	2021
WASTE				
TOTAL QUANTITY OF WASTE MANAGED	MT	3,567.00	3,318.00	3,063.00
TOTAL QUANTITY OF HAZARDOUS WASTE	MT	178.00	218.00	1,937.00
TOTAL QUANTITY OF NON-HAZARDOUS WASTE	MT	3,389.00	3,100.00	1,126.00
HAZARDOUS WASTE**				
Reused	MT	14	25	41
Recycled	MT	131	162	1,861
Other valorization processes	MT	4.35	N/D	N/D
TOTAL HAZARDOUS WASTE VALORIZED	MT	149.76	187	1,902
NON-HAZARDOUS WASTE***				
Reused	MT	0.5	0	N/D
Recycled	MT	3,047	2,886	1,009
Other valorization processes	MT	69	N/D	N/D
TOTAL NON-HAZARDOUS WASTE VALORIZED	MT	3,116	2,886	1,009
HAZARDOUS WASTE**				
Incineration	MT	1.91	N/D	1
Landfill	MT	26	31	35
Other elimination processes	MT	0.52	N/D	N/D
TOTAL HAZARDOUS WASTE ELIMINATED	MT	28.28	31	35
NON-HAZARDOUS WASTE***				
Incineration	MT	0.37	N/D	N/D
Landfill	MT	272	215	117
Other elimination processes	MT	0	N/D	N/D
TOTAL NON-HAZARDOUS WASTE ELIMINATED	MT	272.5	215	117
TOTAL QUANTITY OF WASTE ELIMINATED	MT	301	246	151
TOTAL QUANTITY OF WASTE VALORIZED	MT	3,266	3,072	2,911
WASTE ELIMINATED	%	8.43	7.43	4.95
WASTE VALORIZED	%	91.57	92.57	95.05
QUANTITY OF WASTE GENERATED PER EMPLOYEE	(MT/employee)	0.11	0.11	0.09

*Data from FUNESPAÑA are included.

**The following are considered hazardous waste: polluting absorbents, used oil, amalgams, antifreeze, medical devices, solvent, lead batteries, contaminated plastic containers, cabin filters, aqueous sludge with solvent, water-oil sludge, laundry sludge, paint and varnish sludge, hydrocarbon mixtures, household batteries, sanding dust, lighting waste, paint and varnish waste, sanitary waste, empty sprays and aerosols and electrical and electronic waste.

***The following are considered non-hazardous waste: non-hazardous absorbents, used cooking oil, aluminum, mixed garbage, organic garbage, used catalysts, scrap metal, mixed packaging, glass, wood, medicines, tires, paper, cardboard, bumpers, plastics, X-rays, medical waste, plastic caps, toner and glass.

Note 9. Principles of the Global Compact and prevention and compliance measures in human rights

MAPFRE shows its commitment to each of the 10 United Nations Guiding Principles for Business and Human Rights in a number of ways.

MAPFRE adheres to:

- The United Nations 2030 Agenda and its Sustainability Development Goals (SDGs)
- United Nations Global Compact
- United Nations Principles for Responsible Investment (PRI)
- UNEP FI Principles for Sustainable Insurance (PSI)

The approval and public dissemination of:

- Institutional, Organizational and Business Principles
- Code of Ethics and Conduct (express reference)
- Human Rights Policy
- Sustainability Policy

To respond to these commitments, the Group has the following systems for the prevention and assessment of internal risks and those arising from our activity:

- Impact self-assessment - Guide to the implementation of the United Nations Guiding Principles on Business and Human Rights, prepared by the Spanish Network of the Global Compact
- MAPFRE materiality survey (Detects internal risks and risks derived from the activity)
- Permanent dialogue with stakeholder groups and workers' legal representatives
- ESG analysis report on underwriting and investments
- RepRisk report, to assess and monitor the ESG risks of business conduct related, among other things, to human rights
- Internal, control and compliance audits
- Approval of providers working under ESG criteria, including aspects related to human rights, non-discrimination and compliance with environmental and labor regulations

The Company has the following redress and restitution mechanisms in place that cover all the circumstances included in the 10 Principles:

- Sustainability Operating Committee
- Corporate Ethics Committee
- Channels for ethical complaints arising from non-compliance with the Code of Ethics and Conduct, available to any stakeholder and anonymous party
- Specific channels and means for the protection of rights and processing of customer complaints

The accompanying table details the organization's specific commitment to each of the 10 Global Compact Principles and human rights, as well as the main prevention and mitigation measures, along

with the available grievance and redress mechanisms. These commitments and mechanisms are additional to those already mentioned.

	Global Compact Principles	MAPFRE's public commitment to Human Rights	Prevention and mitigation (due diligence)	Complaint and redress mechanisms
Human Rights	Principle 1			
	"Companies must support and respect the protection of internationally proclaimed human rights under their sphere of influence."	<ul style="list-style-type: none"> · Human Rights policy · Corporate Sustainability Policy 	<ul style="list-style-type: none"> · Training on human rights for employees and provides, as a preventive measure · Awareness of the United Nations 2030 Agenda 	<ul style="list-style-type: none"> · Ethical whistleblower channel
	Principle 2			
Labour	Businesses must ensure that their businesses are not complicit in human rights violations."			
	Principle 3	<ul style="list-style-type: none"> · MAPFRE signs up to the UN Women's Principles and adheres to the United Nations Standards of Conduct for Companies on LGBTBI matters · ILO Global Business and Disability Network · Diversity Charter · Diversity and Equal Opportunities Policy · Social commitments 2022-2024, assumed at the Annual General Meeting held in 2022. Among other things, the Company pledged to close the gender pay gap, with a tolerance threshold of 1% and for people with a disability to make up 3.5% of the workforce. (For more information, please see 4.3. Sustainability strategy.) · Environmental commitments 2022-2024 (For more information, please see Section 4.5. Our business and sustainability.) 	<ul style="list-style-type: none"> · Equality in the Company seal (from the Spanish Ministry of Equality) · Family-friendly company certification · Engagement survey · Performance evaluation · Development plans · Internal and external reputation surveys · Healthy Company Model (occupational risk assessments: safety, hygiene and ergonomics, psychosocial risks, medical examinations, epidemiological studies, etc.) · Gender Diversity: Catalog of measures 2022-2024 	<ul style="list-style-type: none"> · Harassment protocol for employees · Human Resources Departments · Workers' legal representatives
	Principle 4			
	"Businesses must uphold the elimination of all forms of forced and compulsory labor."			
	Principle 5			
	"Businesses must uphold the eradication of child labor"			
Environment	Principle 6			
	"Businesses must uphold the elimination of discrimination with respect to employment and jobs"			
	Principle 7	<ul style="list-style-type: none"> · Paris Pledge for Action Adherence to Net-Zero Asset Owner Alliance (NZAOA) · Environmental Policy · Social commitments 2022-2024, assumed at the Annual General Meeting held in 2022. (For more information, please see 4.3. Sustainability strategy.) · Environmental commitments 2022-2024 (For more information, please see Section 4.5. Our business and sustainability.) 	<ul style="list-style-type: none"> · Environmental management system (SIGMAYEc³) 	
	Principle 8			
Anti-Corruption	"Businesses must encourage initiatives that promote greater environmental responsibility"			
	Principle 9			
	"Businesses must encourage the development and promotion of environmentally friendly technologies"			
Anti-Corruption	Principle 10	<ul style="list-style-type: none"> · Anti-corruption Policy 	<ul style="list-style-type: none"> · MAPFRE Anti-Corruption Framework · Criminal risk prevention model · Internal systems and procedures established to detect situations of corruption, fraud prevention and money laundering 	<ul style="list-style-type: none"> · Financial and Accounting Whistleblower channel accessible to employees
	"Businesses must work against corruption in all its forms, including extortion and bribery"			

As established in the Group's Human Rights Policy, MAPFRE's commitment in this area is inspired by the following international declarations and standards:

- The United Nations International Bill of Human Rights
- The 10 Principles of the United Nations Global Compact
- The United Nations Guiding Principles on Business and Human Rights
- The OECD Guidelines for Multinational Companies
- The UN Women's Principles
- The Global Standard of Conduct for the protection of LGBTI people in companies
- The principles and rights established in the main conventions of the International Labor Organization (ILO)
- The ILO Declaration of Fundamental Principles and Rights at Work
- The Principles for Sustainable Insurance (PSI)
- The United Nations Principles for Responsible Investment (PRI)

Likewise, in terms of the due diligence approach in the area of human rights, MAPFRE implementation is based on four key touchpoints:

- The establishment of commitments and design of preventive actions
- The definition and execution of action plans in relation to each of these
- The verification and evaluation of the actions implemented
- The adoption of corrective measures if necessary

In each of these four moments, the following best practices should be highlighted.

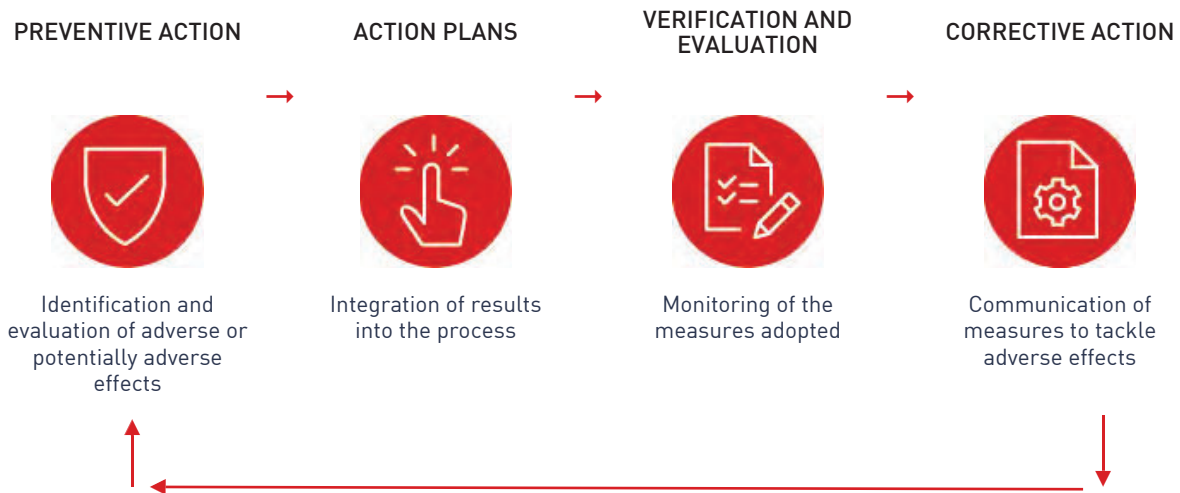
Preventive action:

At MAPFRE, the protection of human rights is linked to the internal regulations approved at the highest level of the organization. Said protection is reinforced through the commitments acquired by the Group by adhering to different principles and initiatives of the United Nations.

Action plans:

In addition to including respect for Human Rights, the regulations (such as, for example, the MAPFRE purchasing standard and its Responsible Investment Framework) define the roles and responsibilities of the teams impacted by the regulations.

DUE DILIGENCE TOUCHPOINTS IN MAPFRE'S APPROACH TO HUMAN RIGHTS



Verification and evaluation:

The progress and level of achievement of the specific commitments of the Group in ESG matters included in the Sustainability Plan, among which are issues related to Human Rights, are periodically reported to the Sustainability Operating Committee, the Risk and Sustainability Committee and the Board of Directors.

Corrective action:

MAPFRE makes consultation and complaint channels available to all its stakeholders associated with ethical behavior and practices that breach human rights.

Regarding the remediation of adverse impacts, the Group establishes the following three levels of participation:

Causal relationship: when MAPFRE activities are identified that by themselves are sufficient to produce an adverse impact on the environment or on human rights, the Company will establish action plans aimed at repairing the real impacts caused and, where appropriate, stopping or prevent the conduct from which such practices derive.

Contribution relationship: in those cases where MAPFRE's business relationship with its suppliers or its investment operations substantially increases the threat of a negative impact, the Company will establish action plans aimed at: stopping or preventing their contribution to the real impact caused by a third and will collaborate with the repair of the part of the negative impact that corresponds to it; likewise, to the extent possible, MAPFRE will use its influence to mitigate residual impacts.

Linking relationship: when there is a relationship between the negative impact caused by a third party and MAPFRE's products, services or activities. In these cases, the Company will establish action plans aimed at, to the extent possible, using its ability to influence so that the cause of the adverse impact prevents or mitigates it.

Note 10. Cybersecurity and business continuity

MAPFRE addresses cybersecurity and business continuity action in an integrated manner.

Strategic lines and measures related to cybersecurity

Protection against cyberrisks	<ul style="list-style-type: none"> • Early identification of external factors likely to modify asset protection needs, fundamentally: threat level, regulatory requirements, internal requirements arising from the transformation process and requirements of stakeholders • Evaluation and continuous evolution of cyberattack prevention, detection and response mechanisms. • Evaluation and continuous evolution of operational resilience mechanisms. • Third-party security risk management.
Proactive responsibility	<ul style="list-style-type: none"> • Early adaptation to applicable regulations on cybersecurity and/or privacy in the different geographies the company operates in. • Incorporation from design level of the security and privacy aspects necessary to adequately protect the privacy of personal data. • Application in the company's processes of the appropriate technical and organizational measures, not only to guarantee protection and comply with applicable regulations, but also to demonstrate compliance to control authorities and interested parties.
Cybersecurity and privacy culture	<ul style="list-style-type: none"> • Continuous awareness-raising plan • Continuous education and training plan • Obtaining recognized certifications in security, privacy and data protection
Protection from the outset	<ul style="list-style-type: none"> • Integration of cybersecurity and privacy in the life cycle of the company's new initiatives and projects, ensuring privacy and protection by design and by default. • Evaluation of the impact on privacy of new data treatments and the corresponding implementation of controls and measures. • Inclusion of cybersecurity and data privacy criteria in technology solutions and services procurement processes, as well as in third-party agreements.
Promoting collaboration, both through public-private partnerships and private-private partnerships	<ul style="list-style-type: none"> • Participation in industry and institutional initiatives that contribute to improving knowledge related to techniques, tactics and tools used by organized cybercrime groups. • Participation in associations and cybersecurity collaborative networks, such as FIRST, CSIRT.es, INCIBE and FS-ISAC. • Participation in associations that promote privacy and in trade and institutional initiatives aimed at clarifying the application of the GDPR, such as the DPO Forum or the DPO Community.

Measures related to the protection of personnel and business continuity

In an integrated and aligned manner with the actions in the fields of data privacy and cybersecurity (for more information, please see Chapter [7.3. We promote cybersecurity and data privacy](#), page 181), MAPFRE identifies the protection of personnel working in the Group and its facilities as essential elements in security matters, as well as the appropriate resilience of its operations and the services it provides:

Protection of personnel

Protecting the people who work at MAPFRE is ensured through providing a safe working environment, as a result of the implementation, from the project phase and correct maintenance over time, of measures to protect the facilities; the development, implementation, maintenance and testing of self-protection plans in work centers; and the design and implementation of specific measures for events and travel involving personnel (especially to risk areas), including training actions and direct and specialized support in the event of a risk or crisis.

In 2023, more than 1,400 trips made by employees from different countries were monitored through the "Traveling with you" website published on the Group's Intranet. In addition, security and fire protection systems have been installed and maintained in 186 buildings. More than 448 emergency drills were carried out over the course of the year, with more than 2,329 employees receiving training in this area.

Business continuity

In terms of availability, business continuity solutions are designed and implemented to guarantee the maintenance of services provided to clients in the event of a serious contingency materializing, thereby contributing to operational resilience and the continuity of services provided.

It should be noted that in 2023 AENOR granted ISO 22301 Business Continuity Management Systems certification to MAPFRE insurance companies located in Peru and Malta, as well as to MAPFRE TECH. In addition to the new certifications, MAPFRE ESPAÑA, MAPFRE RE, MAPFRE Global Risks, MAPFRE Inversión, MAPFRE Portugal, MAPFRE Mexico, MAPFRE Turkey, MAPFRE Puerto Rico, MAPFRE BHD (Dominican Republic), MAPFRE Honduras, MAPFRE Panama, MAPFRE Costa Rica, MAPFRE Investimentos (Brazil), Solunion and the Global SOC of the MAPFRE Group all either renewed or maintained the certifications attained in previous years. This means that 68.7% of MAPFRE Group premiums are backed by Business Continuity Plans certified under ISO 22301. which, beyond demonstrating the utmost regulatory compliance in this area, supports and demonstrates MAPFRE's commitment to its clients and the services it provides them with.

In addition, and in compliance with the defined planning, in 2023, specific testing of the Data Center Disaster Recovery Plans were carried out, together with testing of all the Business Continuity Plans of the companies, designed to test the capabilities of digital operational resilience in the event of a major disaster or catastrophe. Partial contingency tests were also conducted to test high availability and mutual backup capabilities between Data Centers, as well as information recovery, against potential events that could cause the failure of specific services and critical elements.

Finally, it should be noted that in 2023 a program was launched related to cyber crisis exercises in a number of Group companies by their local Crisis Committees. Specific material was developed to support and guide the performance of these cyber incident simulations by the Crisis Committees of the different companies. These exercises have already been completed by the Crisis Committees in Argentina, Puerto Rico, Germany and Colombia. The material delivered incorporates the main lessons learned from the real incidents suffered previously, thereby ensuring the proper training of our managers in how to manage this type of situation.

Note 11. Prevention and compliance measures in Data privacy

To comply with due diligence regarding data privacy, MAPFRE has the following prevention and compliance measures in place.

Prevention measures

MAPFRE has established a corporate reference model for privacy and data protection to guarantee compliance with its obligations. The model develops and implements various measures to guarantee compliance with data processing principles: “lawfulness, loyalty and transparency,” “purpose limitation,” “data minimization,” “accuracy,” “integrity and confidentiality” and “proactive responsibility.” Using the GDPR as a reference, the model adapts to the different applicable regulations, monitoring and analyzing the different rulings of the regulators, in order to guarantee the alignment of the corporate criteria with them and taking into account, in a timely and proper manner, the rights of the interested parties. Through this reference model, the MAPFRE Group ensures compliance with a common and homogeneous protection standard throughout the Group, which will be complemented by the adherence of the various Group companies to the Binding Corporate Standards (BCR) that have been developed and presented to the Spanish Data Protection Agency.

MAPFRE has a Corporate Data Protection Officer and an area specifically dedicated to ensuring privacy and personal data protection. As well as a Corporate Privacy and Data Protection Committee, which acts as an advisory and support body to the DPO in the performance of its functions. In countries where MAPFRE is present and the legislation requires this figure, there is local Data Protection Officer and their respective Privacy and Data Protection Committees, functionally dependent on corporate counterparts.

MAPFRE has a Corporate Office for Data Protection and Privacy (CODP), a body that centralizes the response to the exercise of the rights of EU citizens in which MAPFRE operates, in order to guarantee their appropriate and timely satisfaction. It is the point of reference for activities in this area, providing a single, global vision, making it possible to standardize the processes and criteria related to this matter.

Compliance measures

With regard to the processes associated with compliance with current legislation on data protection, a permanent analysis is carried out of the different pronouncements issued by the different regulators, especially European regulators, to incorporate them, if necessary, into the affected processes.

MAPFRE monitors the use of its clients' data for purposes secondary to the contractual relationship, and in 2023, 19.2% of its clients were contacted for secondary purposes.

Furthermore, all employees are aware of the obligations to guarantee, among other aspects, the confidentiality of information and compliance with data protection regulations, established in the MAPFRE Code of Ethics and Conduct, as well as in its Telematic Code, the possibility that, in the event of a breach of these principles, the corresponding penalties may be adopted according to the current disciplinary system

The disciplinary measures applicable to employees for this type of noncompliance depend on various factors, such as the country, the applicable local legislation or collective bargaining agreement, and the severity and/or recidivism in the commission of such conduct that goes against MAPFRE's policies. Notwithstanding the foregoing, in general terms the sanctions that can be imposed are usually: written warning or warning in mild cases, suspension of employment and salary in severe cases, and disciplinary dismissal in very serious cases.

As an active third-party risk management, third-party security and privacy requirements proportional to the risk of the services they provide for the MAPFRE Group are transferred to providers, in order to guarantee homogeneous protection of corporate assets and operational resilience.

Additionally, compliance audits of the GDPR and privacy and data protection regulations are carried out, following the annual audit plans. In 2023, more than 28 audits of the aforementioned audits were carried out by external companies specialized in them.

Note 12. Main tax information by country - table continues on next page

Country	Third-party revenue	Linked entity revenue	Total revenue	Earnings before tax	Tax on earnings	
					Paid	Accrued
GERMANY	889,540,195	1,120,000	890,660,195	13,551,807	-615,019	-6,892,510
ALGERIA	-10,000	0	-10,000	-1,801,981	0	0
ARGENTINA	336,643,382	0	336,643,382	-7,312,970	-3,541,274	-2,262,425
BELGIUM	209,847,364	0	209,847,364	36,390,089	-11,000,000	-9,178,872
BRAZIL	6,136,291,872	3,275	6,136,295,147	999,749,582	-227,038,165	-237,403,424
CHILI	639,410,035	268,197	639,678,231	17,457,516	4,083,170	-3,208,575
CHINA	18,303	0	18,303	1,246,304	0	0
COLOMBIA	698,874,982	5,039,721	703,914,703	-108,101	-70,354,614	12,163,396
COSTA RICA	95,902,913	0	95,902,913	2,538,623	-1,338,443	-727,043
ECUADOR	102,095,301	0	102,095,301	-4,119,243	-47,906	394,580
USA	3,037,233,162	15,228,151	3,052,461,313	-30,539,439	-7,700,366	5,953,620
EGYPT	2,398	0	2,398	-229,714	0	0
THE SAVIOR	122,442,790	1,400,417	123,843,207	7,180,886	-169,971	-2,051,667
SPAIN	7,130,398,581	5,798,940,890	12,929,339,472	463,363,908	-9,537,749	-87,290,455
FRANCE	388,523,697	0	388,523,697	-2,543,420	-1,419,255	-1,181,459
GREECE	0	0	0	0	0	0
GUATEMALA	134,169,848	0	134,169,848	6,001,680	-678,087	-1,197,994
HONDURAS	137,352,345	0	137,352,345	5,456,991	-1,430,866	-2,002,154
HUNGARY	3,908,814	0	3,908,814	364,661	-33,737	-33,154
INDIA	1,242	0	1,242	147,920	0	0
IRELAND	50,949,873	0	50,949,873	-1,236,664	-26,300	160,356
ITALY	576,123,324	0	576,123,324	-139,207,814	-1,011,532	20,850,988
MALAYSIA	13,180,185	0	13,180,185	5,321,967	0	-1,380,258
MALT	366,990,524	2,307,000	369,297,524	24,798,042	-44,932,974	-8,388,693
MEXICO	2,561,558,717	0	2,561,558,717	64,157,755	-13,912,253	-15,146,848
NICARAGUA	23,874,245	0	23,874,245	2,805,202	-592,881	-805,190
PANAMA	291,784,476	9,158,626	300,943,102	-6,708,239	0	-1,005,094
PARAGUAY	85,882,125	0	85,882,125	7,635,457	0	-769,853
PERU	1,018,146,299	0	1,018,146,299	15,900,843	-5,139,954	-2,107,448
PORTUGAL	236,064,653	2,350	236,067,003	11,548,416	978,037	-2,712,376
PUERTO RICO	402,506,211	0	402,506,211	36,452,344	-124,523	-10,410,245
UNITED KINGDOM	493,184,104	0	493,184,104	34,047,873	-581,700	-6,469,096
DOMINICAN R.	513,136,642	0	513,136,642	23,449,326	3,906,419	-6,097,677
SINGAPORE	98,587,872	0	98,587,872	17,422,380	-1,106,893	-3,150,298
TUNISIA	16,413,284	0	16,413,284	-228,795	-228,855	-584,326
TURKEY	543,432,459	0	543,432,459	29,248,958	-253,391	-6,445,782
URUGUAY	182,554,824	0	182,554,824	14,859,015	-1,575,297	-1,698,777
VENEZUELA	20,516,717	0	20,516,717	668,505	12,916	-19,705
TOTAL	27,557,533,755	5,833,468,627	33,391,002,382	1,647,729,671	-395,411,462	-381,098,459

Country	Capital and issuing premium	Gross reserves	Employees	Tangible assets other than cash	Nominal tax rate
GERMANY	29,145,000	166,463,144	527	4,641,088	30 %
ALGERIA	0	1,373,929	47	0	26 %
ARGENTINA	249,561,770	191,766,977	984	18,325,686	25 %
BELGIUM	0	0	11	258,603	25 %
BRAZIL	1,094,922,150	1,293,738,656	4916	122,658,056	34 %
CHILI	73,539,937	94,312,906	429	5,847,144	27 %
CHINA	398,440	-29,585,305	4	0	25 %
COLOMBIA	239,671,409	-19,187,550	1016	18,331,470	35 %
COSTA RICA	15,654,191	445,620	90	9,030,688	30 %
ECUADOR	6,385,059	-648,327	240	4,230,333	25 %
USA	0	50,057,924	2055	59,664,717	21 %
EGYPT	0	-1,640,747	0	0	23 %
THE SAVIOR	19,951,071	1,214,432	185	7,360,214	30 %
SPAIN	-2,125,608,001	5,978,471,966	11505	1,473,115,382	25 %
FRANCE	0	0	32	73,910	25 %
GREECE	0	112,321	0	0	22 %
GUATEMALA	4,097,838	416,702	181	2,383,779	25 %
HONDURAS	6,970,668	1,384,623	213	2,948,858	25 %
HUNGARY	0	0	6	1,711	9 %
INDIA	0	-5,888,767	0	0	35 %
IRELAND	0	-16,000	127	900,433	13 %
ITALY	205,823,000	-4,333,114	600	12,056,590	24 %
MALAYSIA	0	0	0	0	24 %
MALT	20,007,900	117,243,697	353	125,219,975	35 %
MEXICO	213,785,585	-5,919,312	1860	60,777,907	30 %
NICARAGUA	4,743,689	1,868,219	122	924,114	30 %
PANAMA	229,115,865	43,578,069	495	7,226,480	25 %
PARAGUAY	19,712,092	29,405,157	195	9,634,343	10 %
PERU	133,480,078	35,733,201	1407	93,614,771	30 %
PORTUGAL	36,088,198	40,384,605	445	30,869,694	21 %
PUERTO RICO	89,201,034	126,577,137	530	43,263,370	38 %
UNITED KINGDOM	0	0	12	930,325	25 %
DOMINICAN R.	17,503,000	95,150,507	1073	35,124,030	27 %
SINGAPORE	0	0	9	66,004	17 %
TUNISIA	0	3,313,569	69	308,369	15 %
TURKEY	237,532,190	241,144,170	633	35,821,651	25 %
URUGUAY	14,990,051	721,299	160	2,341,150	25 %
VENEZUELA	978,012,449	-212,753,583	342	5,265,275	34 %
TOTAL	1,814,684,664	8,234,906,126	30873	2,193,216,118	---

Figures in euros

The companies that make up the Group and their main activities are detailed in Appendix 1 and 2 of the Consolidated Annual Accounts of MAPFRE S.A. The subsidies received by MAPFRE during the year are not significant.

Regarding the presence of MAPFRE in financial centers classified by the IMF as extraterritorial and/or in those jurisdictions considered by the OECD as non-compliant or partially compliant, the provisions of action guidelines 2 and 4 of the Fiscal Policy apply, (<https://www.mapfre.com/en/corporate-governance/>), duly aligned with the principles and recommendations of the Code of Best Tax Practices.

8.3. Table of contents GRI

Statement of use	MAPFRE S.A. prepared this report in line with GRI Standards for the period 1 January, 2023 to 31 December, 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI standard	Disclosure	Location	Other references
GRI 2: General Disclosures 2021	2-1 Organizational details	a) Page 1, Integrated Report 2023 cover	
		b) Page 12, 1.4. Our structure	
		c) Consolidated Management Report 2023 / 1. General information regarding the company and its activities. Document available on the corporate website www.mapfre.com	
		d) Page 8, 1.1. Our activity Page 11, 1.3. Business model and geographic footprint (deployment)	
	2-2 Entities included in the organization's sustainability reporting	a) Page 12, 1.4. Our structure	
		b) Page 18, 1.7. Main milestones and key figures Page 43, 3. Risk management Page 189, 8.1. Basis of preparation and presentation of the report	
		c) i) Page 12, 1.4.2. Functional structure Page 32, 1.7.2.3. Relevant facts	
		c) ii) Page 185, 7.7.4. Responsible and transparent with taxation	
		c) iii) Page 61, 4.2. Materiality: Our priorities	
		c) Appendix I of the Consolidated Annual Accounts and Consolidated Management Report reflects the participation and the consolidation method used for each entity (global integration, equity-accounted method). Likewise, in the Consolidated Statement of Income and Comprehensive Income of MAPFRE S.A., the result attributable to the controlling company and the result attributable to non-controlling interests are separated. Document available on the corporate website www.mapfre.com	
	2-3 Reporting period, frequency and contact point	a) Page 189, 8.1. Basis of preparation and presentation of the report	
		b) Page 189, 8.1. Basis of preparation and presentation of the report	
		c) Page 189, 8.1. Basis of preparation and presentation of the report	
		d) Page 189, 8.1. Basis of preparation and presentation of the report	
	2-4 Restatements of information	Page 189, 8.1. Basis of preparation and presentation of the report	

GRI standard	Disclosure	Location	Other references
GRI 2: General Disclosures (2021)	2-5 External assurance	a) Page 189, 8.1. Basis of preparation and presentation of the report 2. Corporate governance	
		b) i) Page 189, 8.1. Basis of preparation and presentation of the report Integrated Report Independent Verification Report	
		b) ii) Page 189, 8.1. Basis of preparation and presentation of the report Integrated Report Independent Verification Report	
		b) iii) Page 189, 8.1. Basis of preparation and presentation of the report Integrated Report Independent Verification Report	
	2-6 Activities, value chain and other business relationships	a) Page 7, We are MAPFRE	SDG 12
		b) i) Page 7, We are MAPFRE	
		b) ii) Page 118, 5.2. We generate business for our providers	
		b) Page 126, 5.3. Protecting our clients	
		c) Page 118, 5.2. We generate business for our providers Page 143, 5.6. Our footprint, shared value	
	2-7 Employees	d) Page 32, 1.7.2.3. Relevant facts	SDG 8, 17
		a) Page 90, 5.1. Developing our people	
		b) i) Page 90, 5.1. Developing our people	
		b) ii) Page 90, 5.1. Developing our people	
		b) iii) There are no employees without guaranteed hours	
		b) iv) 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 214, Note 5.1. New hires and employee departures by job position level	
		b) v) 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 214, Note 5.1. New hires and employee departures by job position level	
		v) Page 104, 5.1.4. Health and Well-being	
		c) i) 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 214, Note 5.1. New hires and employee departures by job position level	
		c) ii) Page 90, 5.1. Developing our people	
		d) Page 90, 5.1. Developing our people	
		e) Page 90, 5.1. Developing our people	
	2-8 Workers who are not employees	a) i) Page 92, 5.1.1. Talent	SDG 8, 17
		a) ii) Page 92, 5.1.1. Talent	
		b) i) Page 126, 5.3. Protecting our clients	
		b) ii) Page 126, 5.3. Protecting our clients	
	2-9 Governance structure and composition	c) iii) Page 126, 5.3. Protecting our clients	SDG 5, 16
		a) Page 35, 2.1. Governance structure	
		b) Page 35, 2.1. Governance structure	
		c) i) Page 38, 2.2. Diversity and experience	
		c) ii) Page 35, 2.1. Governance structure	
		c) iii) The seniority of the members of the Board of Directors can be consulted at the corporate website www.mapfre.com	
		c) iv) Page 35, 2.1. Governance structure	
		c) v) Page 38, 2.2. Diversity and experience	
		c) vi) Page 38, 2.2. Diversity and experience	
	2-10 Nomination and selection of the highest governance body	c) vii) Page 38, 2.2. Diversity and experience	SDG 5, 16
		c) viii) Page 38, 2.2. Diversity and experience	
		a) Page 35, 2.1. Governance structure	
		b) i) Page 35, 2.1. Governance structure	
	2-11 Chair of the highest governance body	b) ii) Page 35, 2.1. Governance structure	SDG 16
		b) iii) Page 35, 2.1. Governance structure	
		b) iv) Page 35, 2.1. Governance structure	
		a) Page 35, 2.1. Governance structure	
		b) Page 35, 2.1. Governance structure	

GRI standard	Disclosure	Location	Other references
GRI 2: General Disclosures (2021)	2-12 Role of the highest governance body in overseeing the management of impacts	a) Page 44, 3.1.1. Risk Management System Governance	Principles 1-10 of the Global Compact
		b) i) Page 35, 2.1. Governance structure	SDG 16
		b) ii) Page 44, 3.1.1. Risk Management System Governance	
		c) Page 44, 3.1.1. Risk Management System Governance	
	2-13 Delegation of responsibility for managing impacts	a) i) Page 35, 2.1. Governance structure	Principles 1-10 of the Global Compact
		a) ii) Page 35, 2.1. Governance structure	
		b) Page 35, 2.1. Governance structure	
	2-14 Role of the highest governance body in sustainability reporting	a) Page 189, 8.1.1. About this report Page 61, 4.2. Materiality: Our priorities	Principles 1-10 of the Global Compact
		b) Page 189, 8.1.1. About this report Page 61, 4.2. Materiality: Our priorities	
	2-15 Conflicts of interest	a) Page 38, 2.2. Diversity and experience	SDG 16
		Conflict of Interest Management Policy and section D.6 of the Annual Corporate Governance Report. Information available on the corporate website www.mapfre.com	
		b) i) Page 35, 2.1. Governance structure	
		Corporate Governance system Listed in the CVs of the Board Directors and in sections A.6, C.1.10, C.1.11 y C.1.12 of the Annual Corporate Governance Report on the Company's website www.mapfre.com	
		b) ii) For more information on board directors' shareholdings in MAPFRE, please see www.mapfre.com	
		b) iii) Significant shareholdings are detailed on the corporate website www.mapfre.com	
	2-16 Communication of critical concerns	b) iv) Listed in the Report on Related-Party Transactions for the year, published on the occasion of the Annual General Meeting, in section D of the Annual Corporate Governance Report and in note 6.21 of the Consolidated Annual Accounts. Documents available on the corporate website www.mapfre.com	SDG 16
		a) Page 186, 7.4.2. Fiscal control and risk management; Page 137, 5.3.5.2. Grievances and complaints	
	2-17 Collective knowledge of the highest governance body	b) Page 255, 8.3. Table of contents GRI	Principles 1-10 of the Global Compact
		a) Information on the knowledge the Board of Directors must possess is detailed in section C.1.5 of the Annual Corporate Governance Report. Document available on the corporate website www.mapfre.com	
	2-18 Evaluation of the performance of the highest governance body	a) Page 97, 5.1.1.9. Performance evaluation; Page 255, 8.3. Table of contents GRI	SDG 16
		b) Page 97, 5.1.1.9. Performance evaluation	
		c) Listed in sections C.1.17 and C.1.18 and in recommendation 36 of the Annual Corporate Governance Report and in Title I. Board of Director and Title II. Steering and Delegate Committees of the MAPFRE Board of Directors regulations. Document available on the corporate website www.mapfre.com	
		a) ii) Page 101, 5.1.3. Remuneration, benefits and recognition / Page 40, 2.3. Remuneration system	
		a) iii) Information contained in the Remuneration Policy for Board Directors 2022-2024 and in the Annual Report on Directors' Remuneration. Documents available on the corporate website www.mapfre.com	
		a) iv) Information contained in the Remuneration Policy for Board Directors 2022-2024 and in the Annual Report on Directors' Remuneration. Documents available on the corporate website www.mapfre.com	
		a) v) Information contained in the Remuneration Policy for Board Directors 2022-2024 and in the Annual Report on Directors' Remuneration. Documents available on the corporate website www.mapfre.com	
		b) Page 171, 7.1.2. Internal control system	

GRI standard	Disclosure	Location	Other references
GRI 2: General Disclosures (2021)	2-20 Process to determine remuneration	a) i) Page 40, 2.3. Remuneration system	
		Detailed in section 1. Introduction of the Remuneration Policy for Board Directors and in section A.1.1. of the Annual report on directors' remuneration. Documents available on the corporate website www.mapfre.com	
		a) ii) Page 40, 2.3. Remuneration system	
		Detailed in sections 1. Introduction and 2. General Principles of the Remuneration Policy for Board Directors, as well as in section A.4 of the Annual report on directors' remuneration Documents available on the corporate website www.mapfre.com	
		a) iii) Page 35, 2.1. Governance structure / Page 40, 2.3. Remuneration system	
		External advice has not been used for this purpose, but external reports have been taken into account. This information and the participation, where appropriate, of external advisers is detailed in section A.1.1. of the Annual report on directors' remuneration. Document available on the corporate website www.mapfre.com	
		b) Information detailed in section B.4 of the Annual report on directors' remuneration. In addition, the Annual General Meeting section publishes the results of the voting on the proposals of the Meeting. Document available on the corporate website www.mapfre.com	
	2-21 Annual total compensation ratio	a) 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 220, Note 5.2. Information on remuneration	Principles 1,2, 3, 4, 6, 10 of the Global Compact
		b) 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 220, Note 5.2. Information on remuneration	
		c) 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 220, Note 5.2. Information on remuneration	
	2-22 Statement on sustainable development strategy	a) CEO letter; Page 35, 2.1. Governance structure	

GRI standard	Disclosure	Location	Other references
GRI 2: General Disclosures (2021)	2-23 Policy commitments	a) i) Page 166, 7.1. Our principles: due diligence, control and compliance / 8.2. Notes on additional information, page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	SDG 13, 16
		a) ii) Page 166, 7.1.1. Due diligence / 8.2. Notes on additional information, page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	
		a) iii) Page 166, 7.1.1. Due diligence	
		a) iv) Page 166, 7.1.1. Due diligence	
		b) i) Page 176, 7.2.2. Respect for human rights	
		b) ii) Page 176, 7.2.2. Respect for human rights	
		c) Page 166, 7.1. Our principles: due diligence, control and compliance	
		d) Page 166, 7.1. Our principles: due diligence, control and compliance	
		e) Page 166, 7.1. Our principles: due diligence, control and compliance	
		f) Page 166, 7.1. Our principles: due diligence, control and compliance	
	2-24 Embedding policy commitments	a) i) Page 171, 7.1.2. Internal control system	SDG 16, 17
		a) ii) Page 171, 7.1.2. Internal control system	
		a) iii) Page 174, 7.2. We safeguard ethical behavior	
		a) iv) Page 174, 7.2. We safeguard ethical behavior	
	2-25 Processes to remediate negative impacts	a) 8.2. Notes on additional information, page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	SDG 16
		b) Page 170, 7.1.1.3. Consultation and whistleblower channels	
		c) Page 174, 7.2.1.1. Procedures initiated by MAPFRE in relation to work conduct contrary to the Code of Ethics and Conduct; Page 176, 7.2.2.1. Human rights across the value chain; Page 177, 7.2.2.2. Protection of employees from psychological and sexual harassment in the workplace;	
		d) Page 167, 7.1.1.1. Due diligence in human rights and the environment	
		e) Page 170, 7.1.1.3. Consultation and whistleblower channels; Page 175, 7.2.1.2. Activity of the consultation and whistleblower channels pertaining to the Code of Ethics and Conduct; Page 180, 7.2.3.4. Financial and Accounting Whistleblower channel	
	2-26 Mechanisms for seeking advice and raising concerns	a) i) ii) Page 170, 7.1.1.3. Consultation and whistleblower channels;	Principles 1-10 of the Global Compact
	2-27 Compliance with laws and regulations	a) i) Page 169, 7.1.1.2. Criminal Risk Prevention Model; Page 183, 7.3.2. Data privacy	SDG 16
		a) ii) Page 169, 7.1.1.2. Criminal Risk Prevention Model; Page 183, 7.3.2. Data privacy	Principles 7, 8, 9, 10 of the Global Compact
		b) i) Page 169, 7.1.1.2. Criminal Risk Prevention Model; Page 183, 7.3.2. Data privacy	
		b) ii) Page 169, 7.1.1.2. Criminal Risk Prevention Model; Page 183, 7.3.2. Data privacy	
		c) Page 169, 7.1.1.2. Criminal Risk Prevention Model; Page 183, 7.3.2. Data privacy	
		d) The sanctions received and/or paid in 2023 do not exceed the threshold of 1% of the net equity of the registered company. This threshold is considered by the Company as the criterion of financial significance.	
	2-28 Membership associations	a) 8.2. Notes on additional information / page 235, Note 7. Collaboration and participation in industry and trade organizations	SDG 17
	2-29 Approach to stakeholder engagement	a) i) Page 62, 4.2.2. Phases and result: double materiality matrix; Page 88, 5. Committed to stakeholders	SDG 17
		a) ii) Page 46, 3.1.2. Stakeholder participation in risk identification; Page 62, 4.2.1. Approach, process and methodology; Page 88, 5. Committed to stakeholders	Principles 1-10 of the Global Compact
		a) iii) Page 62, 4.2.1. Approach, process and methodology; Page 88, 5. Committed to stakeholders; 8.2. Notes on additional information, page 235, Note 7. Collaboration and participation in industry and trade organizations / Page 238, Framework for responsible institutional relations	

GRI standard	Disclosure	Location	Other references
GRI 2: General Disclosures (2021)	2-30 Collective bargaining agreements	a) Page 101, 5.1.3. Remuneration, benefits and recognition; Page 117, 5.1.6.1. Legal representation of workers;	Principles 1,2, 3, 4, 6 of the Global Compact
		b) Page 101, 5.1.3. Remuneration, benefits and recognition; Page 117, 5.1.6.1. Legal representation of workers; 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 220, Note 5.2. Information on remuneration	SDG 8

GRI standard	Disclosure	Location	Other references
GRI 3: Material Topics (2021)	3-1 Process to determine material topics	a) Page 61, 4.2. Materiality: Our priorities	
		b) Page 61, 4.2. Materiality: Our priorities	
	3-2 List of material topics	a) Page 61, 4.2. Materiality: Our priorities	
		b) Page 61, 4.2. Materiality: Our priorities	

CUSTOMER PROTECTION

GRI 3: Material Topics (2021)	3-3 Management of material topics	a) Page 62, 4.2.2. Phases and result: double materiality matrix; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		b) Page 62, 4.2.2. Phases and result: double materiality matrix; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		c) Page 126, 5.3.2. Foundations of the Customer Experience; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		d) i) Page 126, 5.3.2. Foundations of the Customer Experience; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		d) ii) Page 126, 5.3.2. Foundations of the Customer Experience; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		d) iii) Page 126, 5.3.2. Foundations of the Customer Experience; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		e) i) Page 128, 5.3.3. Our products; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		e) ii) iii) Page 128, 5.3.3. Our products; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		e) iv) iv) Page 171, 7.1.2. Internal control system	
		f) 8.2. Notes on additional information, page 194, Note 2. Material topics	

GRI standard	Disclosure	Location	Other references
INNOVATION AND DIGITALIZATION			
GRI 3: Material Topics (2021)	3-3 Management of material topics	a) Page 62, 4.2.2. Phases and result: double materiality matrix; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		b) Page 129, 5.3.4. Distribution channels; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		c) Page 145, 5.6.2. Contribution to Agenda 2030; Information available on the corporate website www.mapfre.com/en	
		d) i) Page 140, 5.5. Innovation and digitalization in products and services and processes	
		d) ii) Page 140, 5.5. Innovation and digitalization in products and services and processes	
		d) iii) Page 140, 5.5. Innovation and digitalization in products and services and processes	
		e) i) Page 140, 5.5. Innovation and digitalization in products and services and processes	
		e) ii) Page 140, 5.5. Innovation and digitalization in products and services and processes	
		e) iii) Page 140, 5.5. Innovation and digitalization in products and services and processes	
		e) iv) Page 171, 7.1.2. Internal control system	
		f) 8.2. Notes on additional information, page 194, Note 2. Material topics	
ADAPTATION OF THE BUSINESS TO CLIMATE CHANGE			
GRI 3: Material Topics (2021)	3-3 Management of material topics	a) 8.2. Notes on additional information, page 194, Note 2. Material topics	
		b) Page 75, 4.5. Our business and sustainability; 8.2. Notes on additional information, page 192, Note 1. Emerging risks; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		c) 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		d) i) 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		d) ii) 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		d) iii) 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) i) Page 75, 4.5. Our business and sustainability, Page 152, 6.1. Action strategy against climate change; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) ii) Page 75, 4.5. Our business and sustainability; Page 154, 6.2. Our Environmental Footprint Plan; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) iii) Page 75, 4.5. Our business and sustainability; Page 154, 6.2. Our Environmental Footprint Plan; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) iv) Page 171, 7.1.2. Internal control system	
		f) 8.2. Notes on additional information, page 194, Note 2. Material topics	

GRI 201: Economic Performance (2016)	201-2 Financial implications and other risks and opportunities due to climate change	a) i) Page 75, 4.5. Our business and sustainability; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	Principles 7, 8, 9 of the Global Compact
		a) ii) Page 75, 4.5. Our business and sustainability; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	SDG 13
		a) iii) Page 75, 4.5. Our business and sustainability; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		a) iv) Page 75, 4.5. Our business and sustainability; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		a) v) Page 75, 4.5. Our business and sustainability; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
CYBER SECURITY AND PRIVACY			
GRI 3: Material Topics (2021)	3-3 Management of material topics	a) 8.2. Notes on additional information, page 194, Note 2. Material topics	
		b) Page 181, 7.3. We promote cybersecurity and protect data privacy	
		c) 8.2. Notes on additional information, page 194, Note 2. Material topics	
		d) i) 8.2. Notes on additional information, page 194, Note 2. Material topics; 8.2. Notes on additional information, page 249, Note 10. Cybersecurity and business continuity; 8.2. Notes on additional information, page 250, Note 11. Prevention and compliance measures in Data privacy	
		d) ii) 8.2. Notes on additional information, page 194, Note 2. Material topics; 8.2. Notes on additional information, page 249, Note 10. Cybersecurity and business continuity; 8.2. Notes on additional information, page 250, Note 11. Prevention and compliance measures in Data privacy	
		d) iii) 8.2. Notes on additional information, page 194, Note 2. Material topics; 8.2. Notes on additional information, page 249, Note 10. Cybersecurity and business continuity; 8.2. Notes on additional information, page 250, Note 11. Prevention and compliance measures in Data privacy	
		e) i) Page 171, 7.1.2. Internal control system; Page 183, 7.3.2. Data privacy	
		e) ii) Page 171, 7.1.2. Internal control system; Page 183, 7.3.2. Data privacy	
		e) iii) Page 171, 7.1.2. Internal control system; Page 183, 7.3.2. Data privacy	
		e) iv) Page 171, 7.1.2. Internal control system	
		f) 8.2. Notes on additional information, page 194, Note 2. Material topics	
GRI 418: Customer Privacy (2016)	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	a) b) c) Page 183, 7.3.2. Data privacy 8.2. Notes on additional information, page 250, Note 11. Prevention and compliance measures in Data privacy	Principle 1, 2, 3, 10 of the Global Compact
			SDG 16

SUSTAINABILITY PRODUCTS AND SERVICES			
GRI 3: Material Topics (2021)	3-3 Management of material topics	a) 8.2. Notes on additional information, page 194, Note 2. Material topics	
		b) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		c) 8.2. Notes on additional information, page 194, Note 2. Material topics	
		d) i) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		d) ii) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		d) iii) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) i) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) ii) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) iii) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) iv) Page 171, 7.1.2. Internal control system	
GRI 201: Economic Performance (2016)	201-2 Financial implications and other risks and opportunities due to climate change	f) 8.2. Notes on additional information, page 194, Note 2. Material topics	
		a) i) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	Principles 7, 8, 9 of the Global Compact
		a) ii) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	SDG 13
		a) iii) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		a) iv) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		a) v) Page 75, 4.5. Our business and sustainability; Page 126, 5.3. Protecting our clients; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	

GRI 203: Indirect Economic Impacts (2016)	203-2 Significant indirect economic impacts	a) Page 75, 4.5. Our business and sustainability; 8.2. Notes on additional information, page 198, Note 3. Sustainable products 8.2. Notes on additional information, page 199, Note 4. Alignment of the Taxonomy as per the EU	SDG 1, 8
		b) Page 75, 4.5. Our business and sustainability; 8.2. Notes on additional information / page 198, Note 3. Sustainable products / page 199, Note 4. Alignment of the Taxonomy as per the EU	
GRI 417: Marketing and Labeling (2016)	417-1 Requirements for product and service information and labeling	a) i) Page 126, 5.3. Protecting our clients;	SDG 12
		a) ii) Page 126, 5.3. Protecting our clients;	
		a) iii) Page 126, 5.3. Protecting our clients;	
		b) Page 126, 5.3. Protecting our clients;	
		The product description document is itself the policy contract and complies with current local regulations	
	417-2 Incidents of non-compliance concerning product and service information and labeling	a) i) ii) iii) Page 137, 5.3.5.2. Grievances and complaints	Principle 10 of the Global Compact SDG 16
	417-3 Incidents of non-compliance concerning marketing communications	The product description document is itself the policy contract and complies with current local regulations	
		During the 2023 fiscal year, there were no significant cases of non compliance with the regulations or the voluntary codes assumed by the company	Principle 10 of the Global Compact SDG 16

ESG INVESTMENT			
GRI 3: Material Topics (2021)	3-3 Management of material topics	a) 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		b) Page 75, 4.5.1. Integration of ESG aspects into MAPFRE's investment processes; 8.2. Notes on additional information / page 198, Note 3. Sustainable products / page 199, Note 4. Alignment of the Taxonomy as per the EU; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		c) Page 75, 4.5.1. Integration of ESG aspects into MAPFRE's investment processes; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		d) i) Page 75, 4.5.1. Integration of ESG aspects into MAPFRE's investment processes; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		d) ii) Page 75, 4.5.1. Integration of ESG aspects into MAPFRE's investment processes; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		d) iii) Page 75, 4.5.1. Integration of ESG aspects into MAPFRE's investment processes; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) i) Page 75, 4.5.1. Integration of ESG aspects into MAPFRE's investment processes; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) ii) Page 75, 4.5.1. Integration of ESG aspects into MAPFRE's investment processes; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) iii) Page 75, 4.5.1. Integration of ESG aspects into MAPFRE's investment processes; 8.2. Notes on additional information, page 194, Note 2. Material topics; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
		e) iv) Page 171, 7.1.2. Internal control system; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	
	f) 8.2. Notes on additional information, page 194, Note 2. Material topics		
GRI 201: Economic Performance (2016)	201-2 Financial implications and other risks and opportunities due to climate change	a) i, ii, iii, iv, v) Page 75, 4.5.1. Integration of ESG aspects into MAPFRE's investment processes; MAPFRE Group TCFD 2023 Report. Document available on the corporate website www.mapfre.com	Principles 7, 8, 9 of the Global Compact
			SDG 13

TALENT MANAGEMENT			
GRI 3: Material Topics (2021)	3-3 Management of material topics	a) Page 62, 4.2.2. Phases and result: double materiality matrix; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		b) Page 48, 3.2.1. Material risks; Page 92, 5.1.1. Talent; 8.2. Notes on additional information, page 194, Note 2. Material topics;	
		c) Page 62, 4.2.2. Phases and result: double materiality matrix; Page 90, 5.1. Developing our people; Page 92, 5.1.1. Talent; 8.2. Notes on additional information, page 194, Note 2. Material topics International Commitments available on the corporate website www.mapfre.com	
		d) i) Page 61, 4.2. Materiality: Our priorities; Page 90, 5.1. Developing our people; Page 92, 5.1.1. Talent; 8.2. Notes on additional information, page 194, Note 2. Material topics;	
		d) ii) Page 61, 4.2. Materiality: Our priorities; Page 90, 5.1. Developing our people; Page 92, 5.1.1. Talent; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		d) iii) Page 61, 4.2. Materiality: Our priorities; Page 90, 5.1. Developing our people; Page 92, 5.1.1. Talent; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		e) i) Page 61, 4.2. Materiality: Our priorities; Page 92, 5.1.1. Talent; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		e) ii) Page 61, 4.2. Materiality: Our priorities; Page 92, 5.1.1. Talent; 8.2. Notes on additional information, page 194, Note 2. Material topics;	
		e) iii) Page 61, 4.2. Materiality: Our priorities; 5Page 92, 5.1.1. Talent; 8.2. Notes on additional information, page 194, Note 2. Material topics	
		e) iv) Page 44, 3.1. Integrated management model; Page 92, 5.1.1. Talent; Page 171, 7.1.2. Internal control system; 8.2. Notes on additional information, page 194, Note 2. Material topics;	
		f) Page 46, 3.1.2. Stakeholder participation in risk identification; Page 61, 4.2. Materiality: Our priorities; Page 114, 5.1.6. The voice of MAPFRE people;	

GRI 401: Employment (2016)	401-1 New employee hires and employee turnover	Page 90, 5.1. Developing our people	Principles 1, 2, 3, 6, 10 of the Global Compact
		Page 92, 5.1.1.1. Development plans	
		8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 214, Note 5.1. New hires and employee departures by job position level	SDG 5 8 10
		People and Organization 2023 report. Document available on the corporate website www.mapfre.com	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 101, 5.1.3. Remuneration, benefits and recognition	SDG 3, 5, 8
		People and Organization 2023 report. Document available on the corporate website www.mapfre.com	
	401-3 Parental leave	Page 104, 5.1.4. Health and Well-being	Principles 1, 2, 3, 6, 10 of the Global Compact
		People and Organization 2023 report. Document available on the corporate website www.mapfre.com	SDG 5, 8

Thematic standard (Non-material topics)			
GRI standard	Disclosure	Location	Other references
GRI 201: Economic Performance (2016)	201-1 Direct economic value generated and distributed	Page 18, 1.7. Main milestones and key figures Page 143, 5.6. Our footprint, shared value Consolidated Annual Report 2023. Document available on the corporate website www.mapfre.com	Principles 1 to 10 of the Global Compact SDG 1, 2, 5, 7, 8,
	201-2 Financial implications and other risks and opportunities due to climate change	Page 75, 4.5. Our business and sustainability	Principles 7,8, 9 of the Global Compact
		Page 151, 6. Committed to the environment	SDG 13
		8.2. Notes on additional information, page 198, Note 3. Sustainable products	
		Consolidated Annual Report 2023. Document available on the corporate website www.mapfre.com	
	201-3 Defined benefit plan obligations and other retirement plans	Page 101, 5.1.3. Remuneration, benefits and recognition MAPFRE has a social welfare plan in place for employees that includes a pension plan, the assets of which in 2023 stood at 531 million euros. For more information, please see articles 30 and 40 of the MAPFRE Insurance Group Collective Agreement.	Principles 1,6,10 of the Global Compact
	201-4 Financial assistance received from government	The public subsidies received do not represent a significant proportion of the Group's total revenue	
GRI 202: Market Presence (2016)	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	8.2. Notes on additional information, page 214, Note 5. People and Organization indicators / page 220, Note 5.2. Information on remuneration	SDG 8
	202-2 Proportion of senior management hired from the local community	Page 38, 2.2. Diversity and experience	SDG 8
		Page 109, 5.1.5. Diversity, equality and inclusion	
GRI 203: Indirect Economic Impacts (2016)	203-1 Infrastructure investments and services supported	Page 75, 4.5. Our business and sustainability	SDG 1, 8
		Page 151, 6. Committed to the environment	
	203-2 Significant indirect economic impacts	Page 18, 1.7.1.2. Economic and insurance environment	
		Page 75, 4.5. Our business and sustainability	
		8.2. Notes on additional information, page 194, Note 2. Material topics 8.2. Notes on additional information / page 198, Note 3. Sustainable products	
GRI 204: Procurement Practices (2016)	204-1 Proportion of spending on local suppliers	Page 121, 5.2.3. Sustainable provider management	Principle 10 of the Global Compact

Thematic standard (Non-material topics)

GRI standard	Disclosure	Location	Other references
GRI 205: Anti-corruption (2016)	205-1 Operations assessed for risks related to corruption	Page 46, 3.1.2. Stakeholder participation in risk identification Page 75, 4.5. Our business and sustainability Page 121, 5.2.3.1. ESG approval process Page 124, 5.2.3.2. Other provider ESG supervision, audit and control processes Page 178, 7.2.3.1. Preventing all forms of corruption Corporate Governance Annual Reports (Section E3). Document available on the corporate website www.mapfre.com	Principle 10 of the Global Compact SDG 16
	205-2 Communication and training about anti-corruption policies and procedures	Page 166, 7.1. Our principles: due diligence, control and compliance; Page 178, 7.2.3.1. Preventing all forms of corruption; 8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights MAPFRE makes the policies approved by the Board of Directors available to all stakeholders on its website. Documents available on the corporate website www.mapfre.com	
	205-3 Confirmed incidents of corruption and actions taken	In 2023, there were no cases of money laundering. Regarding cases of corruption, there were no significant cases of corruption or conflict of interest in the Group and, in those cases detected, all of little relevance, the internal control mechanisms functioned correctly, facilitating their detection and the application of the corresponding measures.	
GRI 206: Anti-competitive Behavior (2016)	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2023, there were no lawsuits related to unfair competition, monopolistic practices or free competition.	Principle 10 of the Global Compact SDG 16

Thematic standard (Non-material topics)			
GRI standard	Disclosure	Location	Other references
GRI 207: Tax (2019)	207-1 Approach to tax (Version 2019)	Page 186, 7.4.1. Fiscal approach	Principle 10 of the Global Compact
		Corporate Governance Annual Reports 2023, Section E Control systems and risk management. Document available on the corporate website www.mapfre.com	SDG 8 10 16
		Corporate Tax Policy. Document available on the corporate website www.mapfre.com	
		The Audit and Compliance Committee is informed annually about tax policy and the minutes of the meetings of the delegate bodies are reported to the Board of Directors.	
		For reasons of confidentiality, the company's strategy is not made public	
	207-2 Tax governance, control, and risk management (Version 2019)	Page 186, 7.4.2. Fiscal control and risk management	
		Page 44, 3.1.1. Risk Management System Governance	
		The Annual Accounts 2023 include the provisions made for for taxes (Note 6.13) and the tax situation (Note 6.16). For more information, please see the audit report of the Consolidated Annual Accounts 2023, which is issued by an independent auditor. Documents available on the corporate website www.mapfre.com	
		Annual Corporate Governance Report 2023 / Section E Control systems and risk management. Document available on the corporate website www.mapfre.com	
	207-3 Stakeholder engagement and management of concerns related to tax (Version 2019)	Page 186, 7.4.3. Stakeholder participation	
		Corporate Tax Policy. Document available on the corporate website www.mapfre.com	
	207-4- Presentation of country-by-country reports (2019 version): except in relation to the following section: b.x,	Page 185, 7.4. Responsible and transparent with taxation Page 26, 1.7.2.2. Business Units information 8.2. Notes on additional information / page 252, Note 12. Main tax information by country	
		Consolidated Annual Accounts and Management Report 2023 / Financial Statements / F) Supplementary Financial information by product and geographical area / 1. Consolidated ordinary revenues from external clients in financial years ending December 31, 2023 and 2022, Appendix 1 - Subsidiaries, associated undertakings and joint ventures, Appendix 2 - Subsidiaries, associated undertakings and joint ventures, Appendix 2 - Financial information table of the main companies as of December 31, 2023. Document available on the corporate website www.mapfre.com	
		b.x) Information not available broken down by jurisdiction. MAPFRE is advancing in the preparation of a tax report under the Global Tax Contribution approach with which to report its performance in tax matters.	
GRI 301: Materials (2016)	301-1 Materials used by weight or volume	8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 243, Table V. Resource consumption	Principles 7, 8, 9 of the Global Compact
			SDG 8 12

Thematic standard (Non-material topics)

GRI standard	Disclosure	Location	Other references
GRI 302: Energy (2016)	302-1 Energy consumption within the organization	Page 155, 6.2.1. Energy efficiency; 8.2. Notes on additional information / page 240, Note 8. Environmental indicators	Principles 7, 8, 9 of the Global Compact SDG 7 8 12 13
	302-2 Energy consumption outside of the organization	Page 155, 6.2.1. Energy efficiency; 8.2. Notes on additional information / page 240, Note 8. Environmental indicators d) Does not apply - MAPFRE does not commercialize any energy products.	Principles 7, 8, 9 of the Global Compact SDG 7 8 12 13
	302-3 Energy intensity	Page 155, 6.2.1. Energy efficiency; 8.2. Notes on additional information / page 240, Note 8. Environmental indicators	Principles 7, 8, 9 of the Global Compact SDG 7 8 12 13
	302-4 Reduction of energy consumption	Page 155, 6.2.1. Energy efficiency; 8.2. Notes on additional information / page 240, Note 8. Environmental indicators	Principles 7, 8, 9 of the Global Compact SDG 7 8 12 13
	302-5 Reductions in energy requirements of products and services	Page 155, 6.2.1. Energy efficiency; 8.2. Notes on additional information / page 240, Note 8. Environmental indicators	Principles 7, 8, 9 of the Global Compact SDG 7 8 12 13
GRI 303: Water and Effluents (2018)	303-1 Interactions with water as a shared resource	Due to the nature of the business activity of a finance company like MAPFRE, water consumption is not intensive, being only for employee use, and for vegetation and air conditioning in some buildings.	
	303-2 Management of water discharge-related impacts	Due to the fact that the business activity of a finance company like MAPFRE, whose effluents are those of the activity of its offices and the food preparation linked to them, this metric and its different breakdowns are considered immaterial due to their low impact, considering non-significant spills and compliance with the regulations of the areas in which they are carried out.	
	303-3 Water withdrawal	Due to the nature of the business activity of a finance company like MAPFRE, no type of water extraction is carried out in any of its buildings.	
	303-4 Water discharge	Due to the nature of the business activity of a finance company like MAPFRE, it is considered that the discharge of water is equal to the water consumed.	
	303-5 Water consumption	Page 159, 6.2.5. Water management / 8.2. Notes on additional information / page 240, Note 8. Environmental indicators	Principles 7, 8, 9 of the Global Compact SDG 6
GRI 304: Biodiversity (2016)	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 162, 6.2.8. Natural Capital management and biodiversity preservation	Principles 7, 8, 9 of the Global Compact

Thematic standard (Non-material topics)

GRI standard	Disclosure	Location	Other references
GRI 305: Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	8.2. Notes on additional information, page 240, Note 8. Environmental indicators / page 241, Table III. Carbon footprint broken down by scope (Biogenic emissions: not applicable)	Principles 7, 8, 9 of the Global Compact SDG 2 3 12 13 14 15
	305-2 Energy indirect (Scope 2) GHG emissions	8.2. Notes on additional information, page 240, Note 8. Environmental indicators / page 241, Table III. Carbon footprint broken down by scope / page 242, Table IV. Carbon footprint breakdown and categories included in the different scopes	
	305-3 Other indirect (Scope 3) GHG emissions	8.2. Notes on additional information, page 240, Note 8. Environmental indicators / page 241, Table III. Carbon footprint broken down by scope	
	305-4 GHG emissions intensity	Page 154, 6.2. Our Environmental Footprint Plan 8.2. Notes on additional information, page 240, Note 8. Environmental indicators / page 241, Table III. Carbon footprint broken down by scope	
	305-5 Reduction of GHG emissions	MAPFRE does not produce, import or export ozone-depleting substances (ODS) in its processes, products and services and which are subject to elimination commitments in markets affected by regulations on ODS.	
	305-6 Emissions of ozone-depleting substances (SDG)	MAPFRE, due to its activity, does not release emissions of nitrogen oxides (NOX), sulfur oxides (SOX) and other significant emissions into the air.	
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	MAPFRE, due to its activity, does not release emissions of nitrogen oxides (NOX), sulfur oxides (SOX) and other significant emissions into the air.	
GRI 306: Waste (2020)	306-1 Waste generation and significant waste-related impacts	8.2. Notes on additional information, page 240, Note 8. Environmental indicators / page 243, Table V. Resource consumption	Principles 7, 8, 9 of the Global Compact
	306-2 Management of significant waste-related impacts	Page 160, 6.2.6. Circular Economy 8.2. Notes on additional information, page 240, Note 8. Environmental indicators / page 243, Table V. Resource consumption	Principles 7, 8, 9 of the Global Compact
	306-3 Waste generated	8.2. Notes on additional information, page 240, Note 8. Environmental indicators / page 243, Table V. Resource consumption	Principles 7, 8, 9 of the Global Compact
	306-4 Waste diverted from disposal	8.2. Notes on additional information, page 240, Note 8. Environmental indicators / page 243, Table V. Resource consumption	Principles 7, 8, 9 of the Global Compact
	306-5 Waste directed to disposal	8.2. Notes on additional information, page 240, Note 8. Environmental indicators / page 243, Table V. Resource consumption	Principles 7, 8, 9 of the Global Compact
GRI 308: Supplier Environmental Assessment (2016)	308-1 New suppliers that were screened using environmental criteria	Page 121, 5.2.3. Sustainable provider management	Principles 7, 8, 9 of the Global Compact
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 121, 5.2.3. Sustainable provider management	Principles 7, 8, 9 of the Global Compact

Thematic standard (Non-material topics)

GRI standard	Disclosure	Location	Other references
GRI 401: Employment (2016)	401-1 New employee hires and employee turnover	See material issue: Talent	
	401-1 New employee hires and employee turnover		
	401-3 Parental leave		
GRI 402: Labor/Management Relations (2016)	402-1 Minimum notice periods regarding operational changes	In processes that involve operational changes related to the workforce, the average notice period that needs to be given to the Workers' Legal Representatives and the people involved is subject to the local legislation of each country. In the case of Spain, the general notice period is 15 days.	Principles 1, 2, 3, 6 of the Global Compact
GRI 403: Occupational Health and Safety (2018)	403-1 Occupational health and safety management system	Page 104, 5.1.4. Health and Well-being; People and Organization 2023 Report / 4. Employee experience / Safety, Health and well-being. Document available on the corporate website www.mapfre.com	Principles 1, 2, 3, 6 of the Global Compact
	403-2 Hazard identification, risk assessment, and incident investigation	Page 104, 5.1.4. Health and Well-being; People and Organization 2023 Report / 4. Employee experience / Safety, Health and well-being. Document available on the corporate website www.mapfre.com	SDG 3 8
	403-3 Occupational health services	Page 104, 5.1.4. Health and Well-being; People and Organization 2023 Report / 4. Employee experience / Safety, Health and well-being. Document available on the corporate website www.mapfre.com	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 104, 5.1.4. Health and Well-being; People and Organization 2023 Report / 4. Employee experience / Safety, Health and well-being. Document available on the corporate website www.mapfre.com	
	403-5 Worker training on occupational health and safety	Page 94, 5.1.1.3. Training and knowledge management; Page 104, 5.1.4. Health and Well-being; People and Organization 2023 Report / 4. Employee experience / Safety, Health and well-being. Document available on the corporate website www.mapfre.com	
	403-6 Promotion of worker health	Page 104, 5.1.4. Health and Well-being; People and Organization 2023 Report / 4. Employee experience / Safety, Health and well-being. Document available on the corporate website www.mapfre.com	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 104, 5.1.4. Health and Well-being; Page 121, 5.2.3. Sustainable provider management People and Organization 2023 Report / 4. Employee experience / Safety, Health and well-being. Document available on the corporate website www.mapfre.com	
	403-8 Workers covered by an occupational health and safety management system	Page 104, 5.1.4. Health and Well-being; People and Organization 2023 Report / 4. Employee experience / Safety, Health and well-being. Document available on the corporate website www.mapfre.com	
	403-9 Work-related injuries	Page 106, 5.1.4.1. Workplace absenteeism 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 227, Note 5.3. Occupational accident data: calculation methods	
	403-10 Work-related ill health	Page 104, 5.1.4. Health and Well-being; 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 227, Note 5.3. Occupational accident data: calculation methods	

Thematic standard (Non-material topics)

GRI standard	Disclosure	Location	Other references
GRI 404: Training and Education (2016)	404-1 Average hours of training per year per employee	Page 92, 5.1.1. Talent	Principles 1, 2, 3, 4, 6, 8 of the Global Compact
		People and Organization 2023 Report. Document available on the corporate website www.mapfre.com	SDG 4 5 8
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 92, 5.1.1. Talent	Principles 1, 2, 3, 4, 6, 8 of the Global Compact
		People and Organization 2023 Report. Document available on the corporate website www.mapfre.com	SDG 8
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 92, 5.1.1. Talent	Principles 1, 2, 3, 4, 6, 8 of the Global Compact
		People and Organization 2023 Report. Document available on the corporate website www.mapfre.com	SDG 5 8 10
GRI 405: Diversity and Equal Opportunity (2016)	405-1 Diversity of governance bodies and employees	Page 38, 2.2. Diversity and experience	Principles 1, 2, 3, 4, 6, of the Global Compact
		Page 109, 5.1.5. Diversity, equality and inclusion	SDG 5 8
		People and Organization 2023 Report. Document available on the corporate website www.mapfre.com	
	405-2 Ratio of basic salary and remuneration of women to men	Page 101, 5.1.3. Remuneration, benefits and recognition	Principles 1, 2, 3, 4, 6, of the Global Compact
		8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 220, Note 5.2. Information on remuneration	SDG 5 8 10
		People and Organization 2023 Report. Document available on the corporate website www.mapfre.com	
GRI 406: Non-discrimination (2016)	406-1 Incidents of discrimination and corrective actions taken	Page 174, 7.2. We safeguard ethical behavior	Principles 1, 2, 3, 4, 6, 10 of the Global Compact
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	SDG 5 8 16
GRI 407: Freedom of Association and Collective Bargaining (2016)	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 117, 5.1.6.1. Legal representation of workers	Principles 1, 2, 3, 4, 6, 10 of the Global Compact
		Page 121, 5.2.3. Sustainable provider management	SDG 8 16
		Page 174, 7.2. We safeguard ethical behavior	
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	
GRI 408: Child Labor (2016)	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 92, 5.1.1. Talent	Principles 1, 2, 3, 4, 6, 10 of the Global Compact
		Page 121, 5.2.3. Sustainable provider management	SDG 8 16
		Page 174, 7.2. We safeguard ethical behavior	
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	

Thematic standard (Non-material topics)

GRI standard	Disclosure	Location	Other references
GRI 409: Forced or Compulsory Labor (2016)	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 92, 5.1.1. Talent	Principles 1, 2, 3, 4, 6, 10 of the Global Compact
		Page 121, 5.2.3. Sustainable provider management	SDG 8 16
		Page 174, 7.2. We safeguard ethical behavior	
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	
GRI 410: Security Practices (2016)	410-1 Security personnel trained in human rights policies or procedures	Page 174, 7.2. We safeguard ethical behavior	Principles 1, 2, 3, 10 of the Global Compact
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	SDG 16
GRI 411: Rights of Indigenous Peoples (2016)	411-1 Incidents of violations involving rights of indigenous peoples	Page 174, 7.2. We safeguard ethical behavior	Principles 1, 2, 3, 10 of the Global Compact
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	SDG 2, 15, 16
		There is no record of having received any complaint for violation of the rights of indigenous peoples.	

Thematic standard (Non-material topics)

GRI standard	Disclosure	Location	Other references
GRI 412: Human Rights Assessment (2016)	412-1 Operations that have been subject to human rights reviews or impact assessments	Page 121, 5.2.3. Sustainable provider management	Principles 1-10 of the Global Compact
		Page 176, 7.2.2.1. Human rights across the value chain	
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	SDG 16
		Corporate Policies and Regulations. Documents available on the corporate website www.mapfre.com	
	412-2 Employee training on human rights policies or procedures	Page 176, 7.2.2. Respect for human rights	Principles 1-10 of the Global Compact
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	SDG 16
		Corporate Policies and Regulations. Documents available on the corporate website www.mapfre.com	
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 174, 7.2. We safeguard ethical behavior	Principles 1, 2, 3, 4, 5, 6, 7, 10 of the Global Compact
		Page 121, 5.2.3. Sustainable provider management	SDG 16
		Page 61, 4.2. Materiality: Our priorities	
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	
		During 2023, the only significant investment agreement that materialized in the year was evaluated. Among the dimensions analyzed were labor rights and practices, sexual harassment and discrimination, and the integration of people with disabilities. MAPFRE defines significant investment agreements as those acquisitions whose investment exceeds 50 million euros and which must be approved by the Board of Directors. See page #, 1.7.2.3. Relevant facts	
		Corporate Policies and Regulations. Document available on the corporate website www.mapfre.com	
GRI 413: Local Communities (2016)	413-1 Operations with local community engagement, impact assessments, and development programs	Page 92, 5.1.1. Talent	Principles 1, 2, 3, 4, 5, 6, 7, 10 of the Global Compact
		Page 143, 5.6. Our footprint, shared value	SDG 1, 10
		Page 145, 5.6.2. Contribution to Agenda 2030	
		People and Organization 2023 Report. Document available on the corporate website www.mapfre.com	
		www.fundacionmapfre.org	
	413-2 Operations with significant actual and potential negative impacts on local communities	Page 92, 5.1.1. Talent	Principles 1, 2, 3, 4, 5, 6, 7, 10 of the Global Compact
		Page 143, 5.6. Our footprint, shared value	SDG 1, 10
		8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights	
		Page 145, 5.6.2. Contribution to Agenda 2030	
		www.fundacionmapfre.org	

Thematic standard (Non-material topics)			
GRI standard	Disclosure	Location	Other references
GRI 414: Supplier Social Assessment (2016)	414-1 New suppliers that were screened using social criteria	Page 121, 5.2.3. Sustainable provider management	Principles 1-10 of the Global Compact SDG 5 8 16
	414-2 Negative social impacts in the supply chain and actions taken	8.2. Notes on additional information, page 194, Note 2. Material topics	Principles 1-10 of the Global Compact
		Page 121, 5.2.3. Sustainable provider management	SDG 5 8 16
GRI 415: Public Policy (2016)	415-1 Political contributions	Page 178, 7.2.3.1. Preventing all forms of corruption	Principle 10 of the Global Compact
		Cote of Ethic and Conduct. Document available on the corporate website www.mapfre.com	SDG 16
		Institutional, Business and Organizational Principles of the MAPFRE GROUP. Document available on the corporate website www.mapfre.com	
GRI 417: Marketing and Labeling (2016)	417-1 Requirements for product and service information and labeling	Page 126, 5.3. Protecting our clients	SDG 12
		The product description document is itself the policy contract and complies with current local regulations.	
	417-2 Incidents of non-compliance concerning product and service information and labeling	Page 137, 5.3.5.2. Grievances and complaints; Page 166, 7.1. Our principles: due diligence, control and compliance	Principle 10 of the Global Compact
		The product description document is itself the policy contract and complies with current local regulations.	SDG 16
	417-3 Incidents of non-compliance concerning marketing communications	During the 2023 fiscal year, there were no significant cases of noncompliance with the regulations or the voluntary codes assumed by the company.	Principle 10 of the Global Compact SDG 16
GRI 418: Customer Privacy (2016)	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	See Material Topics: Cybersecurity and Privacy	Principles 1, 2, 3, 10 of the Global Compact SDG 16

8.4. Correspondence of GRI content and non-financial information status (Law 11/2018 of December 28)

Correspondence of GRI content and non-financial information status (Law 11/2018 of December 28)		
Information requested by the Law 11/2018	Reporting criterion	Page or section of the report where the requirement of Law 11/2018 is met
GENERAL DISCLOSURES		
A brief description of the business model that includes its operating environment, organization, and structure	GRI 2-6 Activities, value chain and other business relationships	Page 7, 1. We are MAPFRE Page 34, 2. Corporate governance
Markets in which the organization operates	GRI 2-1 Organizational details GRI 2-6 Activities, value chain and other business relationships	Page 11, 1.3. Business model and geographic footprint (deployment) Page 26, 1.7.2.2. Business Units information
Organizational objectives and strategies	GRI 2-22 Statement on sustainable development strategy GRI 3-3 Management of material topics	Page 16, 1.6. Strategy Page 61, 4.2. Materiality: Our priorities
Major factors and trends that may affect future evolution	GRI 2-22 Statement on sustainable development strategy	Page 18, 1.7.1. Regulatory framework and global context Page 20, 1.7.2. Key MAPFRE financial information Page 75, 4.5. Our business and sustainability
Reporting framework used	GRI 1-3 Reporting in accordance with the GRI Standards	Page 189, 8.1. Basis of preparation and presentation of the report
Materiality principle	GRI 3-1 Process to determine material topics GRI 3-2 List of material issues	Page 189, 8.1. Basis of preparation and presentation of the report Page 61, 4.2. Materiality: Our priorities
ISSUES RELATING TO THE ENVIRONMENT		
Management focus: Description and results of policies relating to these topics as well as the main risks related to these topics associated with the activities of the group	GRI 2-12 Role of the highest governance body in overseeing the management of impacts GRI 3-3 Management of material topics	Page 73, 4.4. Sustainability governance Page 75, 4.5. Our business and sustainability Page 151, 6. Committed to the environment
DETAILED GENERAL INFORMATION		
Detailed information on the current and foreseeable effects of the company's activities on the environment and, where appropriate, health and safety	GRI 301 GRI 302 GRI 303 GRI 304 GRI 305 GRI 306	Page 43, 3. Risk management Page 75, 4.5. Our business and sustainability Page 151, 6. Committed to the environment 8.2. Notes on additional information, page 240, Note 8. Environmental indicators MAPFRE Group TCFD Report at www.mapfre.com/en/
Environmental assessment or certification procedures	GRI 2-12 Role of the highest governance body in overseeing the management of impacts GRI 2-23 Policy commitments GRI 3-3 Management of material topics	Page 152, 6.1. Action strategy against climate change 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 241, Table II. SIGMAYEc3 control

Correspondence of GRI content and non-financial information status (Law 11/2018 of December 28)		
Information requested by the Law 11/2018	Reporting criterion	Page or section of the report where the requirement of Law 11/2018 is met
Resources dedicated to the prevention of environmental risks	GRI 2-12 Role of the highest governance body in overseeing the management of impacts GRI 3-3 Management of material topics	Page 43, 3. Risk management Page 75, 4.5. Our business and sustainability Page 151, 6. Committed to the environment 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 241, Table II. SIGMAYEc3 control
Application of the precautionary principle	GRI 2-23 Policy commitments GRI 3-3 Management of material topics	Page 152, 6.1. Action strategy against climate change
Quantity of provisions and guarantees against environmental risks	GRI 3-3 Management of material topics GRI 307-1	Page 43, 3. Risk management Page 152, 6.1. Action strategy against climate change 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 241, Table II. SIGMAYEc3 control
POLLUTION		
Measures to prevent, reduce or repair emissions that seriously affect the environment; taking into account any form of activity-specific air pollution, including noise and light pollution	GRI 3-3 Management of material topics GRI 302-4 GRI 305-1, 305-2, 305-3, 305-5	Page 152, 6.1. Action strategy against climate change Page 154, 6.2. Our Environmental Footprint Plan
CIRCULAR ECONOMY AND WASTE PREVENTION AND MANAGEMENT		
Measures for prevention, recycling, reuse, other forms of recovery and disposal of waste. Action taken to prevent food waste	GRI 301-1 GRI 306-2 (2020), 306-3 (2020)	Page 154, 6.2. Our Environmental Footprint Plan 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 244, Table VI. Waste
SUSTAINABLE USE OF RESOURCES		
Water consumption and water supply in accordance with local limitations	GRI 303-3, 303-5	Page 154, 6.2. Our Environmental Footprint Plan 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 243, Table V. Resource consumption
Consumption of raw materials and measures taken to improve the efficiency of use	GRI 301-1, 301-2	Page 154, 6.2. Our Environmental Footprint Plan 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 243, Table V. Resource consumption
Energy: direct and indirect energy consumption. Consumption of raw materials and measures taken to improve the efficiency of use. Use of renewable energy	GRI 3-3 Management of material topics GRI 302-1, 302-2, 302-3, 302-4, 302-5	Page 154, 6.2. Our Environmental Footprint Plan 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 243, Table V. Resource consumption
CLIMATE CHANGE		
Greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces	GRI 301-1 GRI 305-1 305-2 305-3 305-4	Page 154, 6.2. Our Environmental Footprint Plan 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 242, Table IV. Carbon footprint breakdown and categories included in the different scopes
Measures taken to adapt to the consequences of climate change	GRI 3-3 Management of material topics GRI 201-2 GRI 305-5	Page 154, 6.2. Our Environmental Footprint Plan 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 242, Table IV. Carbon footprint breakdown and categories included in the different scopes

Correspondence of GRI content and non-financial information status (Law 11/2018 of December 28)		
Information requested by the Law 11/2018	Reporting criterion	Page or section of the report where the requirement of Law 11/2018 is met
Voluntarily established reduction targets in the medium and long term to reduce greenhouse gas emissions and the means implemented for this purpose	GRI 3-3 Management of material topics GRI 302-4 GRI 305-5	Page 154, 6.2. Our Environmental Footprint Plan 8.2. Notes on additional information / page 240, Note 8. Environmental indicators / page 242, Table IV. Carbon footprint breakdown and categories included in the different scopes
BIODIVERSITY PROTECTION		
Measures taken to preserve or restore biodiversity	GRI 3-3 Management of material topics	Page 154, 6.2. Our Environmental Footprint Plan
Impacts caused by activities or operations in protected areas	GRI 304-1	Page 162, 6.2.8. Natural Capital management and biodiversity preservation 8.2. Notes on additional information / page 240, Note 8. Environmental indicators
ISSUES RELATING TO SOCIETY AND EMPLOYEES		
Management focus: Description and results of policies relating to these issues as well as the main risks related to these topics associated with the activities of the group	GRI 2-12 Role of the highest governance body in overseeing the management of impacts GRI 2-19 Remuneration policies GRI 3-3 Management of material topics	Page 90, 5.1. Developing our people
EMPLOYMENT		
Total number and distribution of employees by country, sex, age and professional classification	GRI 2-6 Activities, value chain and other business relationships GRI 2-7 Employees GRI 3-3 Management of material topics GRI 405-1	Page 90, 5.1. Developing our people
Total number and distribution of labor contract modalities and annual average of indefinite contracts, temporary contracts and part-time contracts by sex, age and professional classification	GRI 2-7 Employees GRI 2-8 Workers who are not employees	Page 90, 5.1. Developing our people 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 214, Note 5.1. New hires and employee departures by job position level
Number of layoffs by sex, age and professional classification	GRI 401-1	Page 90, 5.1. Developing our people 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 214, Note 5.1. New hires and employee departures by job position level
Average remuneration and trends by sex, age and professional classification or similar value	GRI 405-2	Page 101, 5.1.3. Remuneration, benefits and recognition 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 220, Note 5.2. Information on remuneration
Pay gap, remuneration paid for job positions performing equal work or average of the company	GRI 405-2	Page 101, 5.1.3. Remuneration, benefits and recognition 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 220, Note 5.2. Information on remuneration
Average remuneration of board directors and managers, including variable remuneration, allowances, compensation, payments made into long-term savings systems and any other earnings, by sex	GRI 2-19 Remuneration policies GRI 2-20 Process to determine remuneration	Page 101, 5.1.3. Remuneration, benefits and recognition 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators / page 220, Note 5.2. Information on remuneration
Implementation of disconnection from work policies	GRI 3-3 Management of material topics	Page 99, 5.1.2. Flexibility and agility
Number of employees with disabilities	GRI 405-1	Page 109, 5.1.5. Diversity, equality and inclusion
WORK ORGANIZATION		
Organization of working time	2-7 Employees	Page 90, 5.1. Developing our people

Correspondence of GRI content and non-financial information status (Law 11/2018 of December 28)		
Information requested by the Law 11/2018	Reporting criterion	Page or section of the report where the requirement of Law 11/2018 is met
Number of absentee hours	GRI 3-3 Management of material topics GRI 403-2, 403-9	Page 104, 5.1.4. Health and Well-being 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators /page 227, Note 5.3. Occupational accident data: calculation methods
Measures to facilitate the enjoyment of a work-life balance and encourage the corresponding exercise of these by both	GRI 3-3 Management of material topics GRI 401-2, 401-3	Page 104, 5.1.4. Health and Well-being
HEALTH AND SAFETY		
Occupational health and safety conditions	GRI 3-3 Management of material topics GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8	Page 104, 5.1.4. Health and Well-being 8.2. Notes on additional information / page 214, Note 5. People and Organization indicators /page 227, Note 5.3. Occupational accident data: calculation methods
Accidents at work, in particular the frequency and severity of same, as well as occupational illnesses, by sex	GRI 403-2, 403-9, 403-10	Page 104, 5.1.4. Health and Well-being
SOCIAL RELATIONS		
Organization of social dialog including procedures for informing, consulting and negotiating with employees	GRI 2-28 Membership associations GRI 2-29 Approach to stakeholder engagement GRI 402-1 GRI 407-1	Page 114, 5.1.6. The voice of MAPFRE people
Percentage of employees covered by collective agreement by country	GRI 2-30 Collective bargaining agreements	Page 114, 5.1.6. The voice of MAPFRE people
Balance of collective agreements, particularly in the field of health and safety at work	GRI 403-1, 403-4 GRI 407-1	Page 114, 5.1.6. The voice of MAPFRE people
TRAINING		
Policies implemented in the field of training	GRI 404-2, 404-3	Page 92, 5.1.1. Talent
Total number of training hours broken down by professional classification	GRI 404-1, 404-2, 404-4	Page 92, 5.1.1. Talent
UNIVERSAL ACCESSIBILITY		
Universal accessibility for people with disabilities	GRI 405-1	Page 109, 5.1.5. Diversity, equality and inclusion
EQUALITY		
Measures taken to promote equal treatment and opportunities between women and men	GRI 401-3 GRI 404-2	Page 109, 5.1.5. Diversity, equality and inclusion; Page 174, 7.2. We safeguard ethical behavior
Equality plans, measures taken to promote employment, protocols against sexual and gender-based harassment	GRI 405-1, 405-2 GRI 406-1	Page 109, 5.1.5. Diversity, equality and inclusion; Page 174, 7.2. We safeguard ethical behavior
Policy against all forms of discrimination and, where appropriate, diversity management	GRI 405-1, 405-2 GRI 406-2	Page 109, 5.1.5. Diversity, equality and inclusion
RESPECT FOR HUMAN RIGHTS		
Management approach: Description and results of policies relating to these issues as well as the main risks related to these issues associated with the activities of the group	GRI 2-12 Role of the highest governance body in overseeing the management of impacts GRI 3-3 Management of material topics	Page 166, 7.1. Our principles: due diligence, control and compliance; Page 167, 7.1.1.1. Due diligence in human rights and the environment; Page 170, 7.1.1.3. Consultation and whistleblower channels; Page 171, 7.1.2. Internal control system Page 176, 7.2.2. Respect for human rights
APPLICATION OF DUE DILIGENCE PROCEDURES		

Correspondence of GRI content and non-financial information status (Law 11/2018 of December 28)		
Information requested by the Law 11/2018	Reporting criterion	Page or section of the report where the requirement of Law 11/2018 is met
Implementation of due diligence procedures in the field of Human Rights	GRI 2-23 Policy commitments GRI 2-26 Mechanisms for seeking advice and raising concerns GRI 407-1 GRI 408-1 GRI 409-1 GRI 410-1 GRI 411-1 GRI 412-2, 412-3, 414-2	Page 166, 7.1. Our principles: due diligence, control and compliance; 8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights
Prevention of the risk of Human Rights violations and, where appropriate, measures to mitigate, manage and redress possible abuses	GRI 3-3 Management of material topics GRI 412-1	Page 174, 7.2. We safeguard ethical behavior
Complaints of instances of Human Rights violations	GRI 2-26 Mechanisms for seeking advice and raising concerns GRI 3-3 Management of material topics GRI 406-1 GRI 419-1	Page 174, 7.2. We safeguard ethical behavior
Measures taken to promote and comply with the provisions of the ILO's fundamental conventions relating to respect for freedom of association and the right to collective bargaining; the elimination of employment and occupational discrimination; the elimination of forced or compulsory labor; the effective abolition of child labor	GRI 3-3 Management of material topics	Page 174, 7.2. We safeguard ethical behavior 8.2. Notes on additional information / page 245, Note 9. Principles of the Global Compact and prevention and compliance measures in human rights
INFORMATION ON FIGHTING CORRUPTION AND BRIBERY		
Management approach: Description and results of policies relating to these issues as well as the main risks related to these issues associated with the activities of the group	GRI 2-12 Role of the highest governance body in overseeing the management of impacts GRI 3-3 Management of material topics	Page 174, 7.2. We safeguard ethical behavior
CORRUPTION AND BRIBERY		
Measures taken to prevent corruption and bribery	GRI 2-23 Policy commitments GRI 2-26 Mechanisms for seeking advice and raising concerns GRI 3-3 Management of material topics GRI 205-1, 205-2, 205-3 GRI 415-1	Page 166, 7.1. Our principles: due diligence, control and compliance; Page 170, 7.1.1.3. Consultation and whistleblower channels; Page 178, 7.2.3.1. Preventing all forms of corruption Page 179, 7.2.3.3. Fraud prevention Page 180, 7.2.3.4. Financial and Accounting Whistleblower channel
Measures to combat money laundering	GRI 2-23 Policy commitments GRI 2-26 Mechanisms for seeking advice and raising concerns GRI 3-3 Management of material topics GRI 205-1, 205-2, 205-3	Page 166, 7.1. Our principles: due diligence, control and compliance; Page 170, 7.1.1.3. Consultation and whistleblower channels; Page 179, 7.2.3.2. Prevention of money laundering and financing terrorism Page 180, 7.2.3.4. Financial and Accounting Whistleblower channel
Partnership or sponsorship actions	GRI 2-28 Membership associations GRI 201	Page 148, 5.6.2.3. Corporate citizenship Page 174, 7.2. We safeguard ethical behavior
INFORMATION ABOUT THE COMPANY		
Management approach: Description and results of policies relating to these issues as well as the main risks related to these issues associated with the activities of the group	GRI 2-12 Role of the highest governance body in overseeing the management of impacts GRI 3-3 Management of material topics	Page 68, 4.3. Sustainability strategy Page 174, 7.2. We safeguard ethical behavior
THE COMPANY'S COMMITMENT TO SUSTAINABLE DEVELOPMENT		
The impact of the company's activities on local employment and development	GRI 3-3 Management of material topics GRI 201-1 GRI 203-2 GRI 411-1 GRI 413-1, 413-2	Page 68, 4.3. Sustainability strategy Page 143, 5.6. Our footprint, shared value

Correspondence of GRI content and non-financial information status (Law 11/2018 of December 28)		
Information requested by the Law 11/2018	Reporting criterion	Page or section of the report where the requirement of Law 11/2018 is met
The impact of the company's activities on local and national populations	GRI 3-3 Management of material topics GRI 201-1 GRI 203-2 GRI 411-1 GRI 413-1, 413-2	Page 68, 4.3. Sustainability strategy Page 143, 5.6. Our footprint, shared value
Relationships maintained with local community actors and the modalities of dialog with these	GRI 2-29 Approach to stakeholder engagement GRI 204-1 GRI 413-1, 413-2	Page 62, 4.2.2. Phases and result: double materiality matrix; Page 88, 5. Committed to stakeholders Page 143, 5.6. Our footprint, shared value
Contributions to foundations and non-profit organizations	GRI 2-28 Membership associations GRI 3-3 Management of material topics GRI 201-1	8.2. Notes on additional information / page 235, Note 7. Collaboration and participation in industry and trade organizations
SUBCONTRACTING AND PROVIDERS		
Inclusion of social, gender equality and environmental issues in the procurement policy	GRI 3-3 Management of material topics GRI 204-1 GRI 414-1, 414-2	Page 121, 5.2.3. Sustainable provider management
Consideration of social and environmental responsibility in our relationships with suppliers and subcontractors	GRI 2-6 Activities, value chain and other business relationships GRI 308-1 GRI 407-1 GRI 409-1 GRI 414-1, 414-2	Page 121, 5.2.3. Sustainable provider management
Supervision and audit systems and results thereof	GRI 2-6 Activities, value chain and other business relationships	Page 121, 5.2.3. Sustainable provider management
CONSUMERS		
Consumer health and safety measures	GRI 3-3 Management of material topics GRI 416 -1 GRI 417-1, 417-2	Page 61, 4.2. Materiality: Our priorities Page 126, 5.3.2. Foundations of the Customer Experience
Complaint systems, complaints received and resolution of complaints	GRI 2-26 Mechanisms for seeking advice and raising concerns GRI 3-3 Management of material topics GRI 417-3 GRI 418-1	Page 137, 5.3.5.2. Grievances and complaints Page 174, 7.2. We safeguard ethical behavior
TAX INFORMATION		
Profits generated by country	GRI 3-3 Management of material topics GRI 201-1 GRI 207-4	8.2. Notes on additional information / page 252, Note 12. Main tax information by country Page 185, 7.4. Responsible and transparent with taxation 8.2. Notes on additional information / page 252, Note 12. Main tax information by country
Taxes on profits paid	GRI 3-3 Management of material topics GRI 201-1 GRI 207-4	Page 185, 7.4. Responsible and transparent with taxation 8.2. Notes on additional information / page 252, Note 12. Main tax information by country
Public subsidies received	GRI 201-4	Page 185, 7.4. Responsible and transparent with taxation 8.2. Notes on additional information / page 252, Note 12. Main tax information by country
REGULATION (EU) 2020/852 - TAXONOMY		
Requirements of the Regulation	Proprietary MAPFRE methodology, prepared based on article 8 of the European Taxonomy	Page 75, 4.5. Our business and sustainability

The Integrated Report for MAPFRE, S.A. corresponding to the financial year 2023, on the preceding pages 1 to xxx herein, endorsed in their entirety by the Secretary of the Board, and which includes the non-financial information that is included in the Consolidated Management Report, was ratified by the Board of Directors at its meeting held on February 13, 2024.

Mr. Antonio Huertas Mejías
Chairman

Ms. M.ª Amparo Jiménez Urgal
Member

Mr. José Manuel Inchausti Pérez
1st Vice Chairman

Mr. Francisco J. Marco Orenes
Member

Ms. Catalina Miñarro Brugarolas
2nd Vice Chairman

Mr. Antonio Miguel-Romero de Olano
Member

Mr. Fernando Mata Verdejo
3rd Vice Chairman

Ms. M.ª del Pilar Perales Viscasillas
Member

Ms. Ana Isabel Fernández Álvarez
Member

Mr. Eduardo Pérez de Lema Holweg
Member

Ms. M.ª Leticia de Freitas Costa
Member

Ms. M.ª Elena Sanz Isla
Member

Ms. Rosa M.ª García García
Member

Mr. Francesco Paolo Vanni d'Archirafi
Member

Mr. Antonio Gómez Ciria
Member

Mr. Ángel L. Dávila Bermejo
Secretary and Non-Member

DILIGENCE to establish, in line with articles 253.2 of the Recast Text of the Companies Act and 366.1.2 of the Mercantile Registry Regulations, that (i) Ms. María Leticia de Freitas Costa has excused himself from attending the meeting, specifically delegating his representation and vote to Ms. Catalina Miñarro Brugarolas; and (ii) Mr. Francesco Paolo Vanni d'Archirafi endorsed the Integrated Report for MAPFRE S.A. corresponding to 2023 but has not signed it, neither in writing nor electronically, as a result of them having attended the meeting via videoconference.

In Madrid, February 13, 2024.

Ángel L. Dávila Bermejo – Secretary of the Board of Directors

The English version is a translation of the original in Spanish for information purposes only. In case of discrepancy, the Spanish version shall prevail.



MAPFRE, S.A. and subsidiaries

Independent Assurance Report on the 2023
Integrated Report

13 February 2024

*(Translation from the original in Spanish. In the
event of discrepancy, the Spanish-language
version prevails.)*



KPMG Auditores, S.L.
Paseo de la Castellana, 259C
28046 Madrid

Independent Assurance Report on the 2023 Integrated Report of MAPFRE, S.A. and subsidiaries for 2023

(Translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

To the Shareholders of MAPFRE, S.A.:

We have been engaged by MAPFRE, S.A. management to perform a limited assurance review of the accompanying Integrated Report (hereinafter, the Report) of Company, S.A. (hereinafter, the Parent) and subsidiaries (hereinafter, the Group) for the year ended 31 December 2023, prepared in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter, GRI Standards).

In addition, pursuant to article 49 of the Spanish Code of Commerce, we have performed a limited assurance review to evaluate whether the Consolidated Non-Financial Information Statement (hereinafter NFIS) of the Group at 31 December 2023, included in the Report and which also forms part of the Group's consolidated Directors' Report for 2023, has been prepared in accordance with prevailing legislation and GRI Standards, based on each subject area in table "8.4. Correspondence of GRI content and non-financial information statement (Law 11/2018 of 28 December 2018)" of the aforementioned Report.

The Report includes additional information to that required by GRI Standards and prevailing mercantile legislation concerning non-financial information, which has not been the subject of our assurance work. In this respect, our work was limited exclusively to providing assurance on the information contained in table "8.3. GRI Content Index" and in table "8.4. Correspondence of GRI content and non-financial information statement (Law 11/2018 of 28 December 2018)" included in the accompanying Report.

Responsibility of the Parent's Directors and Management

Management of the Parent is responsible for the preparation and presentation of the Report in accordance with the GRI Standards for each subject area in table "8.3. GRI Content Index" of the Report.

In addition, the Directors of the Parent are responsible for the content and authorisation for issue of the NFIS included in the Group's consolidated Directors' Report. The NFIS has been prepared in accordance with prevailing mercantile legislation and selected Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards) based on each subject area in table "8.4.

Correspondence of GRI content and non-financial information statement (Law 11/2018 of 28 December 2018)" of the aforementioned Report.



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This responsibility also encompasses the design, implementation and maintenance of internal control deemed necessary to ensure that the Report is free from material misstatement, whether due to fraud or error.

The Directors of the Parent are also responsible for defining, implementing, adapting and maintaining the management systems from which the information required to prepare the Report was obtained.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including international independence standards) of the International Ethics Standards Board for Accountants (IESBA Code of Ethics), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies the International Standard on Quality Management (ISQC) 1, which requires us to design, implement and operate a system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The engagement team was comprised of professionals specialised in reviews of non-financial information and, specifically, in information on economic, social and environmental performance.

Our Responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed. We conducted our engagement in accordance with the requirements of the Revised International Standard on Assurance Engagements 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information" (ISAE 3000 (Revised)), issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC), and with the guidelines for assurance engagements on the Non-Financial Information Statement issued by the Spanish Institute of Registered Auditors (ICJCE).

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement, and consequently, the level of assurance provided is also lower.

Our work consisted of making inquiries of management, as well as of the different units and areas of the Group that participated in the preparation of the Report, reviewing the processes for compiling and validating the information presented in the Report and applying certain analytical procedures and sample review tests, which are described below:

- Meetings with the Group's personnel to gain an understanding of the business model, policies and management approaches applied, the principal risks related to these matters and to obtain the information necessary for the external review.
- Analysis of the scope, relevance and completeness of the content of the Report for 2023 based on the materiality analysis performed by the Group and described in section "4.2 Materiality: our priorities", considering the content required by prevailing mercantile legislation.

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- Analysis of the processes for compiling and validating the data presented in the Report for 2023.
- Review of the information relative to the risks, policies and management approaches applied in relation to the material aspects presented in the Report for 2023.
- Corroboration, through sample testing, of the information relative to the content of the Report for 2023 and whether it has been adequately compiled based on data provided by the information sources.
- Procurement of a representation letter from the Directors and management.

Conclusion

Based on the assurance procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that:

- The 2023 Integrated Report of MAPFRE, S.A. and subsidiaries for the year ended 31 December 2023 has not been prepared, in all material respects, in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative, as detailed in table “8.3. *GRI content index*” of the Report.
- The NFIS of MAPFRE, S.A. and subsidiaries for the year ended 31 December 2023, included in the Report, has not been prepared, in all material respects, in accordance with prevailing mercantile legislation and selected GRI Standards based on each subject area in table “8.4. *Correspondence of GRI content and non-financial information statement (Law 11/2018 of 28 December 2018)*” of the Report.

Emphasis of Matter

Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to facilitate sustainable investment, and the delegated acts promulgated in accordance with this Regulation, stipulate the obligation to disclose information on how and to what extent the undertaking’s investments are associated with eligible economic activities relating to the environmental objectives of sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control and protection and restoration of biodiversity and ecosystems (the other environmental objectives), and relating to certain new activities included in the objectives of climate change mitigation and climate change adaptation. This obligation applies for the first time for the 2023 fiscal year. This regulation also stipulates for the first time for the 2023 fiscal year the obligation to disclose information on how and to what extent the undertaking’s activities are associated with economic activities aligned to the activities included in the objectives of climate change mitigation and climate change adaptation, excluding the aforementioned new activities. Therefore, no comparative information on alignment with the objectives of climate change mitigation and climate change adaptation has been included in the NFIS, nor has comparative information on eligibility been included for the other environmental objectives or for the new activities included in the climate change mitigation and climate change adaptation objectives. Furthermore, inasmuch as the information on eligible activities in 2022 was not required to be as detailed as in 2023, the disclosures on eligibility included in the NFIS are not strictly comparable. In addition, the directors of MAPFRE have included information on the criteria



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which, in their opinion, enables them to meet such obligation and which are defined in “*Note 4. EU Taxonomy Alignment*” of section 8.2 of the accompanying Report. Our conclusion is not modified in respect of this matter.

Use and Distribution

In accordance with the terms of our engagement letter, this Report has been prepared for MAPFRE, S.A. in relation to its 2023 Integrated Report and for no other purpose or in any other context.

In relation to the Consolidated NFIS, this report has been prepared in response to the requirement established in prevailing mercantile legislation in Spain, and thus may not be suitable for other purposes and jurisdictions.

KPMG Auditores, S.L.

(Signed on original in Spanish)

Patricia Reverter Guillot

13 February 2024