



**POLICY ON PROMOTION, SELECTION, AND EMPLOYEE MOBILITY
FOR THE MAPFRE GROUP**

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1 Introduction

The Board of Directors of MAPFRE S.A. (the “**Company**”) is the competent body for defining the general strategy and establishing the bases for appropriate and efficient coordination between the Company and the other companies within the group of companies of which MAPFRE S.A. exercises control within the meaning of Article 42 of the Spanish Commercial Code (the “**Group**” or the “**MAPFRE Group**”).

In exercising these responsibilities, the Board of Directors approves and updates the corporate policies that govern the Company’s activities; that establish the guidelines and fundamental principles that inspire and orient the mandatory rules that the Group’s other companies approve within the scope of their own decision-making capacity and responsibility; and that form the basis for mandatory compliance with those rules.

The *Institutional and Business Principles of the MAPFRE Group*, articulated through a Purpose, a Vision, and a set of Values approved by the Company’s Board of Directors, include, among others, the commitment that the selection, hiring, promotion, and professional development processes for executives and employees of the Group’s companies are based exclusively on criteria of merit and capability.

In this regard, the Company’s Board of Directors, in the exercise of its powers, has approved this *Policy on Promotion, Selection, and Employee Mobility for the MAPFRE Group* (the “**Policy**”), which forms part of the corporate governance system, with the objective of fostering promotion, selection, and mobility under principles of equality, transparency, and objectivity, ensuring fair processes that strengthen talent and commitment within the organization.

2 Classification

This standard is a corporate-level policy in accordance with the classification set out in the *Policy on the Development and Organization of the Rules that Comprise the MAPFRE Group’s Corporate Governance System*.

3 Purpose

This *Policy* pursues:

- a) Fostering professional development opportunities for its personnel through development programs and plans, training itineraries, and mobility between areas and countries, in order to increase their employability, professional satisfaction, and commitment to the company.

- b) Strengthening personnel commitment to the Group's Purpose, Vision, and Values by reinforcing a culture of effort and goal-oriented work, in order to foster a sense of belonging to the MAPFRE Group and achieve improved individual and collective results.
- c) Developing people with global skills and capabilities by properly identifying and training current and future executives, and by facilitating geographic and functional mobility.

4 Scope of application

This *Policy* applies to all companies that make up the MAPFRE Group. It is also applicable, as appropriate and in accordance with the relevant shareholder agreements, to the various partnerships and joint ventures in which companies of the Group participate.

5 Basic principles of conduct

The promotion, selection, and mobility of MAPFRE Group employees are governed by the principles of equal opportunity and non-discrimination, transparency, fairness, and recognition.

6 MAPFRE Group Commitments

The MAPFRE Group undertakes the following commitments in matters of promotion, selection, and mobility:

- a) Applying the principle of equal opportunity and non-discrimination to all selection, promotion, and mobility processes, with candidates' aptitudes, merits, qualifications, and personal and professional capabilities serving as the objective criteria for decision-making.
- b) Maintaining selection and promotion processes based exclusively on criteria of merit and capability, which entails: (i) the objective assessment of individual capabilities and skills, as well as performance, value creation, management effectiveness, achievement of objectives, and commitment to the Group and its companies; (ii) ensuring equal treatment by avoiding biases and barriers that hinder equitable access to professional opportunities; and (iii) safeguarding diversity and non-discrimination on the grounds of any characteristic, distinction, exclusion, or preference.
- c) Anyone who joins any MAPFRE Group company in the world as an employee must do so through the appropriate selection process and pass the phases and tests that are part of it.
- d) Prioritizing internal promotion to fill vacancies before resorting to external recruitment, in order to provide growth opportunities for MAPFRE Group employees.

- e) Having clear and transparent professional development and performance evaluation systems that enable employees to enhance their employability and advance within the MAPFRE Group.
- f) Ensuring that people managers facilitate the mobility and promotion of their teams in support of their professional development, always applying the highest standards of rigor and objectivity.
- g) Establishing procedures that allow employees to be informed of available vacancies and to apply for them, thereby enabling them to develop their own careers both nationally and internationally.
- h) Having an international mobility procedure that includes a needs assessment system, the identification of potential candidates, the application of a compensation policy, and support and follow-up throughout the international assignment.

7 Oversight, dissemination, and monitoring of this *Policy*

The Corporate People and Organization Area is the Sponsor of this *Policy*, as defined in the *Policy on the Development and Organization of the Rules that Comprise the MAPFRE Group's Corporate Governance System*.

Notwithstanding the foregoing, the governing and management bodies of the Group companies—at the corporate, regional, and local levels—are responsible for disseminating and ensuring compliance with this *Policy* within their respective companies. To this end, they must take the necessary measures to do so, and, where applicable, report any areas of non-compliance or partial compliance through the established channels.

As part of the Company's commitment to its stakeholders, this *Policy* shall be published on the corporate website.

8 Approval and entry into force of this *Policy*

This *Policy* was initially approved by the Company's Board of Directors on July 23, 2015, and last amended on December 22, 2025, repealing and replacing the previous version.