

Get your share
of the action!

THE WORLD OF MAPFRE

MAPFRE
SUSTAINABILITY WEEK

CESVIMAP AND THE
AUTONOMOUS CAR

26.2 MILES
OF TRUST

#112





LA PARTE QUE NOS TOCA

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

#LaParteQueNosToca

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



MAPFRE

Tu aseguradora global de confianza

THE FIGURE

OVER THE PAST FIVE YEARS,
MAPFRE HAS PAID OUT OVER

2.15

BILLION EUROS IN DIVIDENDS

IN SPAIN, IT IS NOW POSSIBLE TO INCREASE THIS
**EMOTIONAL CONNECTION WITH MAPFRE AND
FINANCIALLY BENEFIT** FROM THE COMPANY'S
FUTURE EVOLUTION **BY RECEIVING DIVIDENDS
AND ENJOYING TAX BENEFITS**

Get your share of the action!

When you saw the headline on the cover of this magazines, it surely piqued your curiosity and made you want to open up the magazine and find out how you can get your share of the action. You already know that we have a very high index of belonging in our company. And it is now possible to increase this emotional connection with MAPFRE and enjoy financial benefits, paying fewer taxes and

being part of the company's future evolution by receiving dividends. We will tell you all about it in the cover article, and you can find the answers to any questions you may have in the Employee Self-Service Tool.

In addition, this year MAPFRE's 33,000 employees shared a unique experience: MAPFRE Sustainability Week. Make sure that you do not miss all the details about the five days we enjoyed in June, where we explored five different themes dedicated to all aspects of sustainability. As the

Week was held online, for the first time ever we were able to attend any of the events organized by the countries that took part in MAPFRE Sustainability Week.

The **LEADING ACTORS** of this issue are our colleagues who continued to provide in-person assistance to the general public during those difficult first few months of the lockdown due to the pandemic in 2020. They remember the good times, our customers' trust, and the level of safety provided by MAPFRE at all times.

And speaking of trust and COVID-19, make sure you check out the article dedicated to MAPFRE's Miles of Trust campaign — no less than 26.2 miles of safety, team spirit, trust, and drive — as well as the article that contemplates what the world of insurance will be like in the post-COVID era.

What's more, looking toward the future and innovation, we tell you how CESVIMAP, MAPFRE's R&D center, is leading a pioneering initiative to reduce errors in the situational awareness technologies used in driverless cars — the famous and much discussed autonomous vehicles.

Last but not least, we talk about Nature (with a capital N); on the one hand, the risks posed by climate change and its influence on natural disasters, and, on the other hand, its undeniable influence on our mental and physical well-being.

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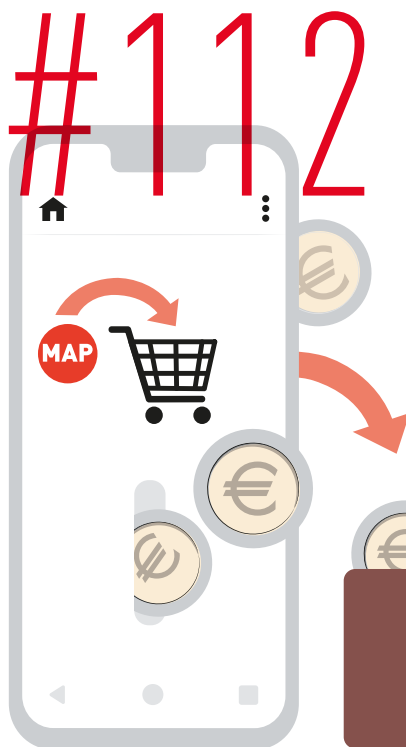
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COMMENTS IN OUR DIGITAL EDITION



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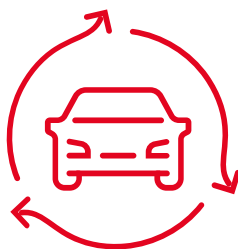
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GET YOUR SHARE OF THE ACTION

TEXT **JAVIER FERNÁNDEZ** | IMAGES **FREEPICK**

The company wants to increase the connection between its employees and future profits. By being a shareholder and owning a part of MAPFRE, we, the professionals who work at the company, can increase our emotional connection with the firm while also immediately benefiting from the dividends that MAPFRE pays out to reward its shareholders' trust — a juicy 5% return in recent years.





DO YOU WANT TO GET YOUR SHARE OF THE ACTION?

Articles on tax issues published in December often have a very high readership, especially when they are focused on how to pay less income tax. They remind you to make certain decisions, such as taking out a pension plan, paying into an assured pension plan, or paying off part of your mortgage before the end of the year so you can get a greater refund or at least pay a lower rate of income tax. These legal possibilities are particularly interesting for employees who pay tax on their entire work income.

In Spain, except in the Basque Country, another perhaps lesser known option is to use part of your salary to buy shares in the company you work for and/or receive them through plans organized by listed companies to increase their employees' connection to the company's future profits. According to current legislation, compensation received from your company in the form of shares reduces the gross amount of annual income and, consequently, your income tax. Additionally, shares that companies give as incentives are also tax-free as long as certain conditions are met.



HOW DOES IT WORK?

Due to the conditions established in current Spanish tax legislation, the campaign is only available for Group employees in Spain. It is voluntary and is open to all those who have worked at the company for at least one year as of October 1. If you meet these requirements, you will receive an email at the start of the registration period offering you this opportunity.

You can sign up through the Self-Service tool exclusively from October 1 through November 30, 2021. Now is your chance, as there are currently no plans to repeat this campaign in subsequent years.

If you are interested in this offer, all you have to decide is how much of your annual compensation you'd like to use from your monthly paychecks to buy MAPFRE shares. The minimum amount is 300 euros per year or 25 euros per month, and the legally established maximum is 12,000 euros per year or 1,000 euros per month. The company will give you the number of shares corresponding to the amount you chose to use each month throughout 2022 (the delivery period) in a MAPFRE INVERSIÓN securities account.

The shares you receive each month are yours, and this gives you the right to receive any future dividends determined by the Board of Directors. You can also sell them whenever you want, but in order to receive the related tax benefits you must not sell the shares for at least three years from the date of purchase.



FOR EVERY TWO SHARES YOU BUY, MAPFRE GIVES YOU ONE MORE FOR FREE

In addition to the benefit of paying less income tax, MAPFRE will give employees even more reason to sign up for this plan by giving them one free share for every two shares that they buy and keep until March 31, 2023. For this purpose, the company has earmarked 4 million euros, an amount that in principle will be sufficient but may be prorated if demand is very high. These shares will be delivered by MAPFRE during May 2023 and become yours upon receipt, at which point you can do whatever you wish with them. However, remember that tax legislation establishes that you must keep the shares for three years from when they are received or purchased. To ensure that as many employees as possible can reap the benefits of this Plan, the incentive of receiving one free share for every two shares purchased is limited to the first 8,000 euros of gross annual salary earmarked for the purchase of shares, even though legislation on this tax incentive allows employees to receive a maximum of 12,000 euros of their compensation in company shares per year.

SALARY, INVESTMENT, TAX SAVINGS, FREE SHARES, AND TOTAL SHARES

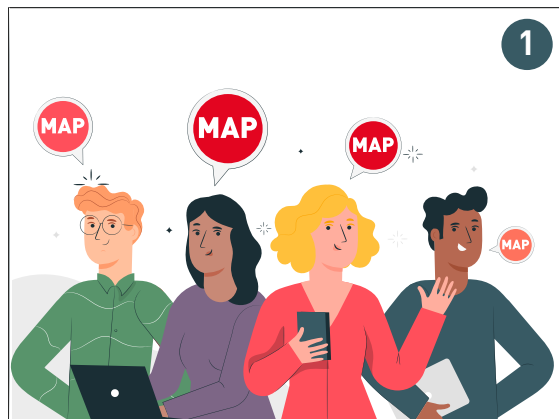
Someone that earns a gross salary of 24,000 euros per year and decides to earmark 25 euros each month (300 euros per year) will have saved almost 90 euros on tax, will have purchased 144 shares, and will have received 72 free shares from MAPFRE by the end of the period. In other words, by setting aside 25 euros each month, or 300 euros per year, the shares and tax savings combined give a return of 231 euros, and the employee will also own 216 shares and receive the corresponding annual dividend from MAPFRE while they own them.

With the same salary, if they set aside 50 euros per month for shares, they will have invested 600 euros within a year and will have a return of 470 euros. The employee will also own 444 shares and receive the corresponding annual dividend from MAPFRE while they own them.

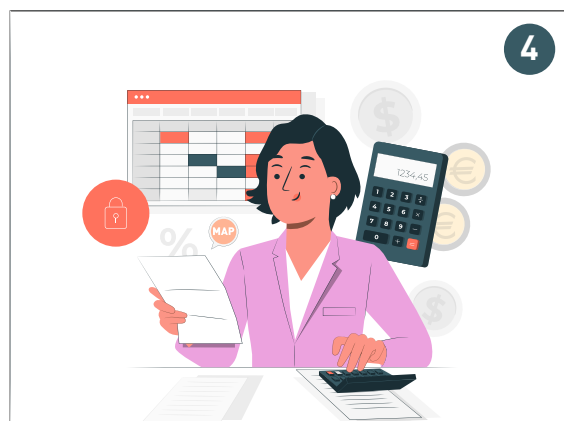
Someone that earns a gross salary of 40,000 euros per year and decides to earmark 100 euros each month (1,200 euros per year) will have saved almost 445 euros on tax, will have purchased 600 shares, and will have received 300 free shares from MAPFRE by the end of the period. In other words, by setting aside 100 euros each month or 1,200 euros per year, the shares and tax savings combined give a return of around 1,050 euros, and the employee will receive the corresponding annual dividend from MAPFRE while they own them.

SALARY(€/YEAR)	INVESTMENT (€/MONTH)	(€/YEAR)	TAX SAVINGS (€/YEAR)	FREE SHARES / YEAR	TOTAL SHARES / YEAR
24,000	25	300	231	72	216
	50	600	470	148	444
40,000	100	1,200	445	300	900





POSIBILIDAD ÚNICA Y VOLUNTARIA de ser partícipe de la evolución de MAPFRE, recibiendo parte de tu remuneración en forma de acciones, lo que reduce tus impuestos y, cada año, percibiendo el **DIVIDENDO** para los accionistas.



EL IMPORTE NO SE PODRÁ MODIFICAR y tendrás que **MANTENER LAS ACCIONES** sin venderlas hasta el 31 de marzo de 2023 para recibir tus acciones gratis.



En mayo de 2023, **MAPFRE TE ENTREGARÁ 1 ACCIÓN GRATIS POR CADA 2 ADQUIRIDAS** (hasta los primeros 8.000 euros).



LA OFERTA ESTÁ PREVISTA UNA SOLA VEZ y solo para España, que es donde la actual legislación permite este beneficio fiscal*.

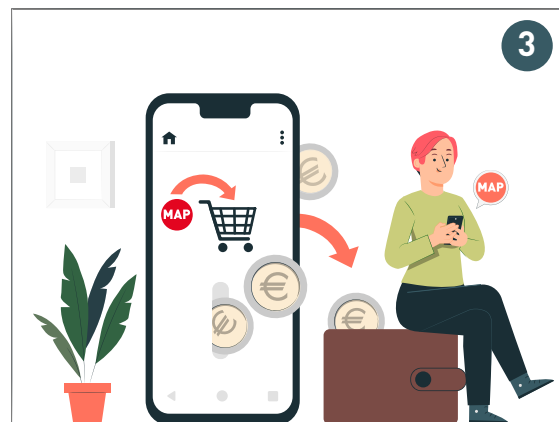
*Excepto en los territorios forales vascos.



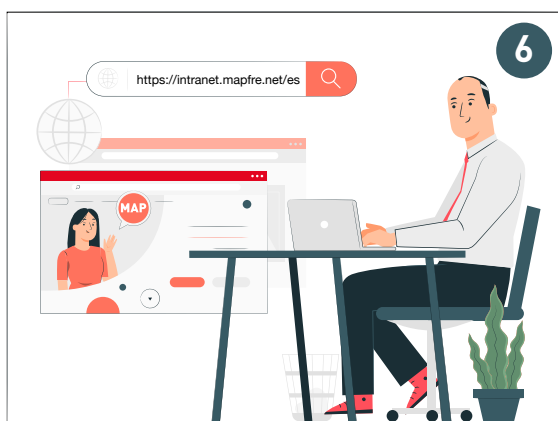
LOS ÚNICOS REQUISITOS son tener antigüedad superior a 1 año con fecha 1/10/2021 y estar empleado en el Grupo MAPFRE en España.



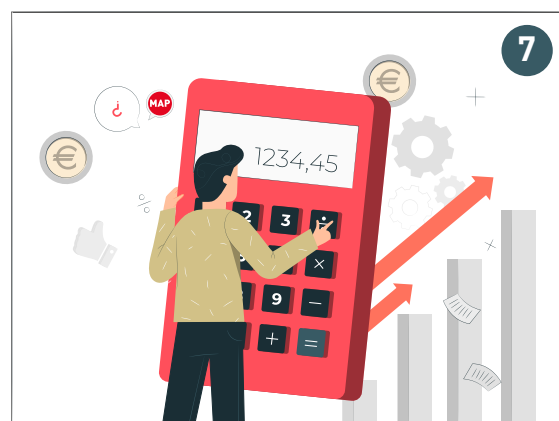
EL PLAZO ES AHORA, del 1 de octubre al 30 de noviembre, y las acciones se percibirán mensualmente a lo largo de 2022.



El **MÍNIMO** que puedes destinar son **300€** (25€/ mes) y el **MÁXIMO**, **12.000€** (1.000€ mensuales).



EL PROCESO ES SENCILLO, SE ABRE MEDIANTE EL AUTOSERVICIO y carece de gastos de administración y custodia de los títulos. MAPFRE se ocupa de todo.



PAGARÁS MENOS IMPUESTOS y la entrega de estas acciones está exenta de tributar.



ENTRA EN EL AUTOSERVICIO Y SIMULA TODOS LOS BENEFICIOS que puedes obtener si decides pasarte a la acción mediante una herramienta adaptada a tu retribución anual.



MAPFRE

HOW DO I KNOW IF IT IS A GOOD OPTION FOR ME?

On the previous pages we have shown you some examples so you can see the benefits in terms of taxes and shares, depending on your gross salary and the amount you set aside for this Plan. In the Self-Service tool, in addition to signing up for the Plan, you can also simulate your specific case and see the profit you will make depending on how much you want to invest.

You should know that both your decision to take part in the scheme and the amount you decide to invest cannot be changed. The Plan can only be suspended in special situations, such as when an employee leaves the company.

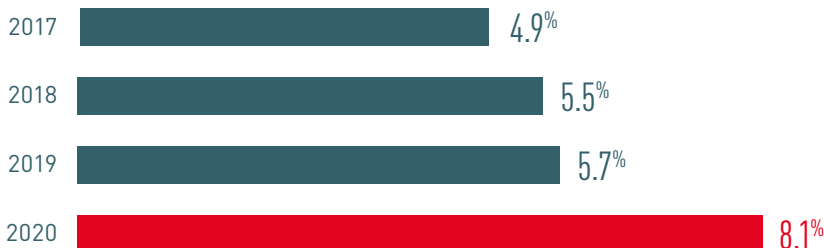


RECEIVING COMPENSATION IN SHARES IS A RATHER WIDESPREAD PRACTICE

Many companies promote similar compensation schemes to optimize their employees' salary in tax terms and increase their emotional connection to the company's objectives and strategy. Most banks regularly work with compensation plans based on shares and/or incentives that involve rewarding their workforce with company shares. In Spain, apart from banks, other companies such as Repsol, Ferrovial, Telefónica, or Gamesa offer similar compensation programs to the one being launched by MAPFRE.



MAPFRE'S ANNUAL RETURN PER DIVIDEND*



* Past returns do not guarantee future returns.

INTERVIEW WITH ELENA SANZ, GROUP CHIEF
PEOPLE OFFICER

The Plan is an opportunity to receive an emotional salary from MAPFRE

**Why is MAPFRE launching this plan now?
What is the aim?**

Our company has a very high index of belonging. Employee engagement and commitment to the company's aims are very strong. Even so, we want to increase this emotional connection with MAPFRE and allow the employees that voluntarily join the program to financially benefit from the company's future evolution by receiving the dividend paid to shareholders in cash year in, year out. In the last five years alone, MAPFRE has paid out more than 2.15 billion euros in dividends, always in cash. This makes MAPFRE shares one of the most profitable on the stock exchange in terms of dividends.

How many employees is the plan aimed at and how many are expected to sign up?

This opportunity is open to all MAPFRE employees in Spain, including Group subsidiaries. Tax legislation incentivizes these Plans but establishes certain conditions. For instance, among other factors, the compensation must be exclusively via company shares. Therefore, we are aiming the plan at MAPFRE's approximately 11,000 employees in Spain. With regard to the number of employees joining the scheme, I reiterate that it is open to all employees. Furthermore, we have set a minimum amount of 25 euros, as we believe it could interest all kinds of professional profiles. However, we have not set a numerical objective because participating in this Plan means employees will receive part of



their salary in shares and, although the monthly minimum is low, it is a personal decision that each employee must consider. To help make a decision, employees can find a simulator on the Self-Service tool where they can estimate how much they will make based on their real salary and the amount they want to receive in shares over 2022.

In terms of human resources management, has the concept of emotional salary already been implemented as a reference model to replace the essentially financial compensation schemes of the past?

Yes, undoubtedly, we could say that the very concept of "human resources" is obsolete, and we now talk about People or, in our case, Organization. Most companies already work with people management schemes that include flexible compensation formulas and what is known as emotional salary. The financial side is undoubtedly important, but complementary benefits that create a connection between employees and the company play an increasingly crucial role. This Plan gives employees the opportunity to feel like they own MAPFRE, and receiving an additional salary via dividends is a clear example of an emotional connection.



semana MAPFRE *Sostenibilidad*

La parte que nos toca



#MAPFREWeek





YOU CAN WATCH VIDEOS OF MAPFRE WEEK
IN OUR DIGITAL EDITION

Sustainability, the star of MAPFRE Week's comeback

TEXT **SARA ELENA TORRES HORTAL** | IMAGES **MAPFRE**

Sustainability is one of the most fundamental challenges of our times.

If we want to have a future, the companies and, above all, the people that create them need to build a new culture of sustainability based on the UN's Sustainable Development Goals for 2030. This is an urgent, one-way journey in which we must guarantee our present needs without compromising the future.

MAPFRE is committed to sustainability because the future of our society depends on it. That is why we have our Sustainability Plan, a road map to help our company boost its commitment to society to build a better, fairer, more egalitarian, more ethical, more prosperous, cleaner, and safer world.

In this framework, this year we decided to dedicate our MAPFRE Week to sustainability. Held between June 7 and 11, the event brought together more than 33,000 colleagues around a shared objective: experience what sustainability means at MAPFRE so we can support our company's commitment and integrate it into both our duties and our life at work.

We must aspire to incorporate sustainability into everything we do, always looking out for the benefit of our interest groups.

WE DEDICATED MAPFRE WEEK TO SUSTAINABILITY, TO THE COMMITMENT WE MADE WITH SOCIETY TO BUILD A BETTER, FAIRER, CLEANER, AND SAFER WORLD THAT IS MORE EGALITARIAN, ETHICAL, AND PROSPEROUS.

To achieve this, we need the commitment of all people that make up MAPFRE. In the fifth edition of MAPFRE Week, the concept of commitment was not just one of the themes, but was also reflected in the format as it was held online to continue protecting our health during the ongoing pandemic and maximize the company's contribution to improving the environment

and social commitment, thereby doing our bit toward the Sustainable Development Goals and the 2030 Agenda.

We overexploit resources at a faster rate year after year. Actions such as MAPFRE Week help us realize the key role each one of us plays in achieving a more sustainable world. This will not be possible without your participation!

And MAPFRE Week came along! Knowledge, commitment, and fun

Five days and five areas of action were the stars of MAPFRE Week. Five themes: **Diversity, Sustainable Development Goals (SDG), the Environment, Health and Well-Being, and Socially Responsible Investment and Financial Education.** More than 380 talks, activities, and/or contents, as well as five global challenges, were organized around these themes.

For MAPFRE, a broad and diverse program capable of encompassing the theme of sustainability, in a rigorous yet entertaining manner, is the result of a joint effort between all the countries, whose teams gave their all to ensure that this event grabbed the interest of all employees.

To do so, we had a helping hand from first-rate internal (employees) and external collaborators, as well as representatives from prestigious local and global entities. All are specialist speakers in

their scope of action who, through their conversations and experiences, explained the key aspects of these five areas of sustainability and how they are changing (you can see some examples on pages 20 and 21).

In addition to these talks, we also enjoyed games, training sessions, practical classes, tutorials, videos, infographics, and much more.

What's more, unlike previous Weeks when most actions were local and we could only take part in those organized in our country, in 2021 we could join any of the events scheduled by the countries participating in MAPFRE Week.

Great efforts were made to ensure that all employees knew how they could enter, sign up for, and take part in these events. In fact, we can relive the MAPFRE Week experience in the section dedicated to this event in the People area of the intranet, at the following path: **MAPFRE looks after me — MAPFRE Week**



What do the SDGs and diversity bring to MAPFRE's commitment to sustainability?

MAPFRE is strongly committed to the 2030 Agenda and its 17 SDGs, which help guide our work in responding to major challenges related to equality, diversity, justice, health, education, growth, and the planet. Our company is helping to disseminate and publicize the SDGs and to give visibility to MAPFRE's priority goals, with the understanding that the Group's indirect contribution to their achievement is much greater due to the relationship between the SDGs.

With regard to diversity in all its forms — **gender, disability, generational, cultural, and LGBTI+** — this helps to foster an environment where people feel included and promotes equal opportunities, a culture of respect, and the development of talent based on merit. Only

by having a diverse and inclusive workforce can we fully connect with society.

During MAPFRE Week, there were over 20 SDG-related activities and a total of 55 dedicated to diversity, such as the movie series organized in Venezuela, *Cómo el emprendimiento transforma la vida de las mujeres y la sociedad en la que viven* (Brazil), *Empoderamiento femenino junto a ONU Mujeres* (Ecuador), Sign language (Panama and Uruguay), the “*Haz de tu hogar un ODS*” contest (Panama), or the Easy Recipes and Non-Toxic Cleaning Demo (United States).

Do you want to take a look back at some of them?

Contents related to MAPFRE's priority SDGs and, in terms of diversity, those related to LGBTI and diversity in general generated the most interest.



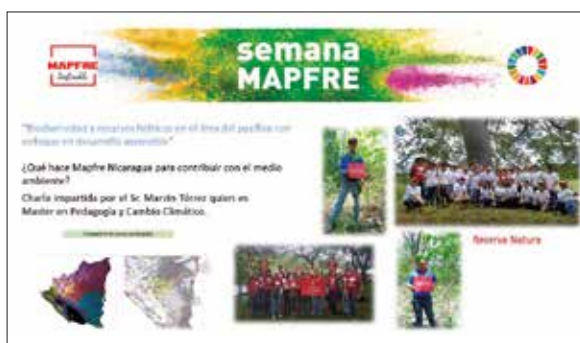
Talk on stress management



Talk entitled "Experience, feel, and commit to diversity"



Talk on female leadership/gender diversity



Talk on biodiversity and water resources in the Pacific area, with a focus on sustainable development



We make Socially Responsible Investment (SRI) and financial education more accessible

Are you a committed person? Are you worried about social equilibrium, responsible consumption, or where your savings end up? Financial education has taken on a leading role as a fundamental source of stability and protection, so much so that these contents were among the most visited during MAPFRE Week.

Through 15 activities, we took a closer look at this topic and found out more about many aspects, for instance, how MAPFRE is developing financial products to support sustainable development, the so-called socially responsible investment funds, its investment in portfolios that seek something more than just financial returns, or how we can all invest responsibly.

Some of the activities on offer were the financial escape room FINEXIT (Fundación MAPFRE), *Aprende a elaborar tu presupuesto y educación financiera* (Mexico), *Tips para planear tu futuro financiero* (Dominican Republic), *Finanzas personales y planificación*

a largo plazo (Brazil), or the talk about socially responsible investment with José Luis Jiménez, general manager of investments, and Alberto Matellán, chief economist of MAPFRE Inversión.

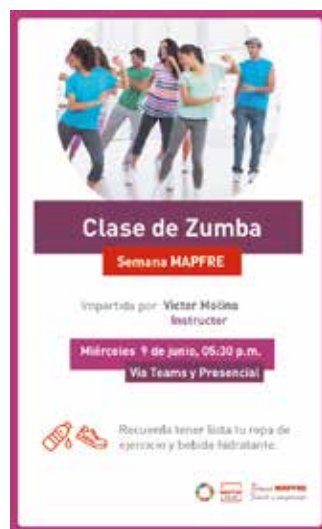
We learned all about what MAPFRE is doing to help the environment!

MAPFRE is working on three areas of action:

- In terms of climate change, we are strengthening our environmental, social, and corporate governance risk analysis models in a comprehensive manner, as a business and as investors. We also identify opportunities for sustainable development in the insurance business.
- With regard to our environmental footprint, we are measuring our impact on the environment and setting objectives for carbon neutrality and reducing emissions.
- As for the circular economy, our model encourages us to reuse and recycle in order to extend the useful life of waste, increase waste recovery, and promote

a market for secondary raw materials.

These three issues were dealt with in 86 activities during MAPFRE Week, including: *Biodiversidad y recursos hídricos en el área del pacífico, con enfoque en desarrollo sostenible* (Nicaragua), *How to save the planet – easy home-use tips* (Germany), *Climax: I cambi climatici cambiano la storia* (Italy), *Acompáñanos a sembrar un árbol* (Ecuador), *Kentsel Tarım ve Atıksız Mutfak Atölyesi* (Turkey), *Taller de buenas prácticas para sembrar en casa con éxito* (Costa Rica), *Cuidemos el medio ambiente reduciendo nuestra huella de carbono* (Paraguay). The most popular activities were related to biodiversity.





MAPFRE week

Sürdürülebilirlik

MAPFRE Week bugün
Kentsel Tarım ve
Atıksız Mutfak Atölyesi'yle başlıyor!



Kentsel Tarım ve
Atıksız Mutfak Atölyesi
Ekibiyle



Health and well-being were also key topics

Each and every one of us are MAPFRE's most prized asset, and that is why the company is working so hard to offer us a well-being space in which to work, which includes taking care of our health, quality of life, and relationships with colleagues. More than 200 activities were focused on this topic during the fifth MAPFRE Week, including: Stretching @ Desk (Portugal), Nutrition for a healthy lifestyle (Malta), "Ask Julia" (Germany), *Actividad física y alimentación* (Guatemala), *Manejo de ansiedad y saciedad a través de la alimentación* (Chile), *Ejercicios de tolerancia* (Puerto Rico), *Tecnoestrés, establece una relación saludable con la tecnología* (Spain) and Laughter yoga (Colombia). The most popular activities were related to exercise and diet and mental well-being.

Looking to the future

After a break last year due to the pandemic, MAPFRE Week made a strong comeback and was the first global event that allowed us to all to meet up again and share special moments around a MAPFRE project. We

took advantage of the tools made available for this year's digital event to create closer ties and connect with our colleagues wherever they may be, learn, and have a good time so that we can continue working on our commitment to sustainability under the umbrella of MAPFRE week.

Thank you all for taking part in MAPFRE Week! We could not have done it without you!

#PlayingOurPart

THE MAPFRE WEEK CHALLENGES

This was another new element in this year's MAPFRE week. On each of the event's five days, we were given a different challenge related to the five themes, and employees participated by sending in photos and giving their opinion with a "Like." We received shots of some great moments! Here are some of the photos:

Sent by **Macarena Paz Morales Donoso**

3



My favorite series is Shingeki No Kyojin (or Attack on Titan). Five stars, a masterpiece >3

VotarSent by **Ronald Arreola**

34



On December 12, Day of the Virgin of Guadalupe in Guatemala, children wear traditional outfits. The traditional outfit of Patzicia, Chimaltenango



CULTURAL DIVERSITY

Sent by **Claudia Donis**

39



Guatemalan beauty. The traditional outfit of San Antonio Palopó, municipality of Sololá

VotarSent by **Sergio Mazariegos**

11



Guatemalan mole sauce, a mixture of banana, chocolate, sesame, and other spices with a really unique flavor.

VotarSent by **Karla Yesenia Pagoda Portillo**

43



Traditional outfit of Honduras



HEALTH AND WELL-BEING

Sent by **Estela Molinero Quintana**

60



Lake Matheson

VotarSent by **Estela Molinero Quintana**

53



Wanaka tree

VotarSent by **Juan Carlos Hernández Vivar**

42



KEKO WORKING FROM HOME

VotarSent by **Victoria Garcia Poulter**

1



A tennis match with friends or family, relaxation and a good time.

Votar

DIET

Sent by Eglis Lorena Moreno Quijada

13



CARROT AREPA WITH MEAT AND VEGETABLES (Venezuela)

Votar

Sent by Sergio Mazariegos

13



Taco bowl filled with black olive and tomato salad, topped with chicken

Votar

Sent by Pablo Kochdilian

12



Eating broccoli!



THE ENVIRONMENT

Sent by Ana Maria Sastre Folguera

33



With three old t-shirts of different colors, you can make a recycled chew toy for your dog.

Votar

Sent by Yolanda Martinez Valbuena

21



Table made from wooden wine cases



Sent by Ana Paula Vieira Marchiori

6



Puppet made from fabric, buttons, and accessories.



SDGs

Sent by Estela Molinero Quintana

12



Empowering women through education



Sent by Estela Molinero Quintana

12



Eradicating poverty through education

Votar

Sent by Eglis Lorena Moreno Quijada

8



MAPFRE VENEZUELA Supporting quality education and equal opportunities

Votar



YOU CAN SEE **ALL THE FINALIST**
PHOTOS IN OUR DIGITAL EDITION

DISCOVER THE PHOTOGRAPHS THAT WON THE CREATIVITY CONTEST AND THE PEOPLE WHO TOOK THEM!

The common theme of the fifth edition of the MAPFRE Creativity Competition — “The world is full of impossible things” — was to creatively evoke special moments full of positivity and optimism.

With photos sent from 15 countries, here are the three winning photos and what the people that took them had to say about their shot.

In this fifth edition, there was a 1,000 euro/dollar prize for the winner, 750 euros/dollars for second place, and 500 euros/dollars for third place.

Congratulations to all the winners, finalists, and everyone who entered their impressive and highly creative pieces!

Take a look at all the finalist photos. You can find them in the People space on the intranet, which you can reach from the banner on the homepage.



FIRST PRIZE

Bringing color to my day

Miguel A. Palacio Céspedes
(Colombia)

What sense of positivity do you want to get across in this photo?

“Each day brings new challenges, and we have to face them with a positive attitude and make them possible to overcome.”

SECOND PRIZE

“Dad, I’m going to travel to the moon and back ...”
Nothing is impossible for children

Ignacio Villarreal (Argentina)

What inspired you to take this photo? “I was inspired by Pedro’s (my son) suggestions/worries. He is at an age when his imagination is the force behind all his ideas.”

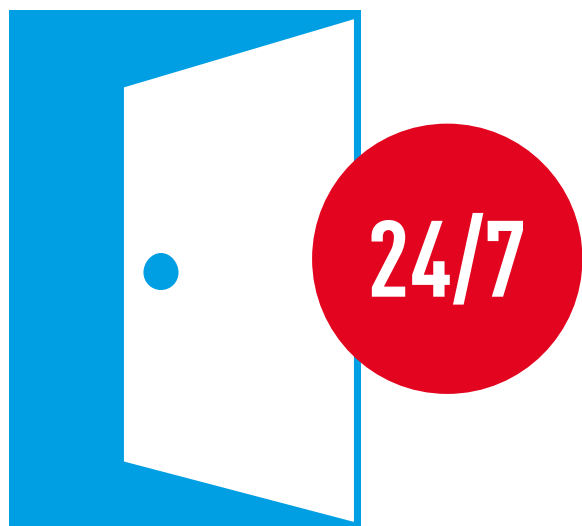
**THIRD PRIZE**

The bridge in the woods.
Madmen open the paths
which are later
traversed by the wise

Evart Estuardo Boche Alvarado (Guatemala)

Why did you take part in the contest? “I wanted to have a new, exciting experience and capture it in a photo.”





COME IN, THE DOOR IS OPEN

TEXT **VIOLETA MATEO**
PHOTOGRAPHS **MAPFRE**



I'll remember the moments of trust I shared with customers and intermediaries, those sales calls that turned into therapy.

Being on duty. We tend to relate this expression to hospitals, emergency services, maintenance, etc., but some employees were also “on duty” at MAPFRE facilities during the toughest days of the lockdown in 2020. In this magazine we have already talked about how we adapted to working from home and dealing with customers, collaborators, and providers remotely, and how we had to start using new tools from one day to the next. But sometimes people had to continue working on site in difficult circumstances, as they did not always have access to digital tools and some services simply have to be provided in person. The LEADING ACTORS of this issue — our colleagues that continued to serve the general public in difficult circumstances — know this all too well. We asked them to tell us in a few words how it felt to work, knowing that they were helping to build a better world.

MERCEDES FUENTES ACERO
LIFE-HEALTH SALES ADVISOR
MAPFRE SPAIN

I'll remember the moments of trust I shared with customers and intermediaries, those sales calls that turned into therapy and didn't really help me to meet my objectives, but did help someone keep going. That was often my job: providing support so everything didn't come falling down.

I'll remember the trust shown by customers who let me into their homes, the value of intermediaries that went to great lengths to get their job done, and the moments that I could finally take off my mask and breathe in the “safety” of my car.

Because the fear, insecurity, or frustration we felt at that time has stayed there, in the past.



VISIT OUR DIGITAL EDITION
WWW.ELMUNDODEMAPFRE.COM

CLAUDIA SANCHEZ GONZÁLEZ

BUSINESS ANALYST
MAPFRE MEXICO

Nobody can deny that the pandemic changed the way we think, our way of life. I don't know of any company or person that hasn't changed their habits for the common good. We often get absorbed in our daily routine, and the present slips through our fingers without us realizing it. I think that the pandemic made us stop and think about and appreciate what is really important, and that has made people and companies more conscious and present.

Initially I was a bit reluctant to comply with the safety measures, mainly the number of people that went to carry out procedures, as there were groups of 3 or 4 people per family. Nonetheless, as time went by people adapted to the changes, and they were no longer a problem.

I also noticed a certain level of worry as quote requests for medical expense products increased, as did sales in this line of business.



The pandemic made us stop to think about and appreciate what is really important.



I will always be thankful to MAPFRE as the company continues to protect us.

GUIDO ISMAEL CABALLERO M.

CUSTOMER SERVICE EXECUTIVE
MAPFRE PERU

When I was chosen to continue providing in-person service in 2020, initially I was a bit scared due to the circumstances but, thanks to all the safety protocols provided to protect employees, I quickly started to feel safe and supported. I will always be thankful to MAPFRE as the company continues to protect us.

At the start, I didn't think that as many members of the general public would visit the office as usual when we returned, however this increased as people found out that we were open. This shows how much our customers trust us. I should also mention that there was a large increase in burial service requests due to the circumstances, and I saw that customers obtained a greater and better knowledge about insurance thanks to the good coordination of the areas involved.

Ultimately, it's very satisfying to feel supported in the place where we spend most of our time, and there's nothing better than offering the highest levels of trust to our customers.

PAULO MEDINA**AUTOMOBILE AND TRUCK CLAIM APPRAISER
MAPFRE BRAZIL**

I have worked as a specialist heavy-duty vehicle inspector at MAPFRE Brazil for 11 years, and I was one of the collaborators that continued to work with the general public in the Central West region during the pandemic. The experience was extremely important, not just because of what we learned about new ways of working, but also because it showed me how vulnerable our old methods are to a previously unknown global phenomenon that continues to affect the entire world to this day. This is why we must keep an eye out for changes and stay open to dealing with new challenges in the best way possible. My participation was certainly essential in maintaining the impeccable level of service for customers and providers.



We must keep an eye out for changes and stay open to dealing with new challenges in the best way possible.



The most important thing was to empathize with our customers and intermediaries by showing them our support and providing the best service possible.

MARI CARMEN SALES SALOM**OFFICE DIRECTOR
MAPFRE SPAIN**

Confusion, worry, hesitation, fear ... I wasn't the only one with all these emotions. Therefore, always with backing and thanks to the office team, we understood that the most important thing was to empathize with our customers and intermediaries by showing them our support and providing the best service possible. Insured parties need us to listen to them and have our full attention, so we got to work and acted as the "on duty" office during the pandemic. Some customers even dared to visit us. At one point, nearby residents brought us coffee to the office to thank us for being there. Our sector fulfills a top-rate economic and social mission, and this responsibility encouraged us to give our best. After a situation like the one we've been through, I think I'll always be proud of the people that are part of this company, which more than lived up to the circumstances.

NADIA R. CARRILLO GALVÁN

MULTILINE BUSINESS SPECIALIST
MAPFRE MEXICO

The pandemic and the resulting lockdown crisis radically changed the way we take insurance to the general public. Insurance companies had to adjust and start using digital platforms to grab people's attention, convince them, and sell: a real challenge. We had to rely not only on our deep knowledge of the products, but also of the digital tools that will continue to be used in the coming years. This experience has taught me that personalized assistance is the backbone of our services. The way we provide this assistance, whether face-to-face or using a digital tool, should not affect the quality of the service, and much less our company image.

Being on the front line and being scared and unsure makes you think about and value your work and the impact it can have on people that place their trust in you. The fact that MAPFRE's customers knew they had our support, both in-person and virtually, allowed us to gain their trust. They didn't even think about who they should turn to because they know that you, we, MAPFRE, were all there. This strengthened my sense of belonging and vocation for service.



The fact that MAPFRE's customers knew they had our support, both in-person and virtually, allowed us to gain their trust. They didn't even think about who they should turn to because they know that you, we, MAPFRE, were all there.

FREDDY GAMBOA

TERRITORIAL COORDINATOR
MAPFRE MEXICO

MAPFRE is a great company that places a strong focus on customers and intermediaries. I am very proud to be a part of the company and to have played an active role in the customer service office providing advice and assistance during such a complex period due to the pandemic.

One of the most fulfilling experiences during the pandemic was when I helped one of our insured parties to manage their reimbursement of medical expenses due to COVID-19. The insured party argued that their illness was still generating expenses and they needed cash to pay for their medication.

It is important that we continue with these types of actions to consolidate the trust of our customers, allies, and society as a whole, positioning MAPFRE as a company that provides an excellent service.

Without a doubt, this is tangible evidence of the social responsibility that has always characterized the MAPFRE Group.



I am very proud to be a part of MAPFRE and to have played an active role in the customer service office.

KIARA SIERRA VILLANUEVA
CUSTOMER SERVICE EXECUTIVE
MAPFRE PERU

In 2020, we all had to adjust to the new circumstances conditioning our job.

From my perspective as a customer service executive, the first months were very difficult not only due to factors like mobility or our fear of catching COVID-19, but also because we had to deal with very emotional customers. This experience has helped us be more tolerant and more understanding of others.

I would like to thank MAPFRE for making sure that we were safe and making us feel at ease at work by fulfilling all the protocols.

We still take all the precautions. It is a team effort to ensure the well-being of everyone around us.



This experience has helped us be more tolerant and more understanding of others.



The entire team followed all the safety protocols and went to great efforts to continue providing the best service possible to our customers.

ALEXANDRE LUIZ HOY DUBIELLA
CLAIM INSPECTION COORDINATOR
MAPFRE BRAZIL

During the lockdown, the entire claim loss adjustment team followed all the safety protocols and went to great efforts to continue providing the best service possible to our customers, upholding some of MAPFRE's principal values: vocation for service and the committed team.

It was a difficult period as none of our customers wanted to be without their vehicle in order to avoid contact with others and crowds, and cars were an essential tool to do this. We became even more aware of how important our work is for customers.

JHASMIN H. CUSIHUAMAN MESCCO

CUSTOMER SERVICE EXECUTIVE
MAPFRE PERU

It was a real challenge to start providing in-person service to customers, as in some ways you were terrified of catching COVID-19 when dealing with the general public. Nonetheless, thanks to my beliefs I left my fears in the hands of God and was encouraged by the fact that I could help the customers I served. I have been working in the same office for several years, and it was very satisfying to see how many customers dropped by to let us know they were worried about us and were happy to see everything was going well. This also gave me the opportunity to pass on my best wishes for both these customers and their families and tell them to keep faith that everything would turn out fine in the end.

The most popular product at our office was automobile insurance; many people had stopped paying due to the circumstances and wanted to start up again.

Never let your fear take over. Be brave and deal with the situation facing you.



I was encouraged by the fact that I could help the customers I serve.

ARNÓBIA MOURA COELHO

ADMINISTRATIVE ASSISTANT
MAPFRE BRAZIL

The pandemic posed a direct risk for our lives, but we had the chance to work both from home and at the office. As we created a work system that allowed us to meet all the needs of our customers and collaborators, I had a unique experience as I always worked in the office.

We all maintained a positive mindset and held meetings to make sure that all teams were working in line with one another. Distance was no longer a barrier because we used technology to our advantage, and, faced with chaos, we grew. I grew a lot during this period.

It all helped ensure that we could work productively on a daily basis, providing our insured parties, collaborators, and providers with piece of mind.

It was one of the best experiences I have ever had; we were able to protect lives and the personal safety of our customers, transmit a sense of calm with our voice, give someone a hug with a telephone call, provide comfort and do our job to help those who had suffered a traffic accident at such a difficult time.

I think it was a period that not only made us grow, but also made us more compassionate.



Transmitting a sense of calm with our voice, giving someone a hug with a telephone call, and providing comfort became some of the best experiences I have ever had.



With the support and safety measures it provided, MAPFRE gained the trust of its employees and customers alike.

ALBERTO ROLDÁN ACEVES

TENDER COORDINATOR
MAPFRE MEXICO

Nobody can deny that the pandemic initially created a lot of uncertainty and paralyzed everything when it took us completely by surprise. However, it has also taught us many things, including how to adapt to changes and make the most of opportunities. This is where MAPFRE comes in, as the support and safety measures it provided gained the trust of its employees and customers alike. It was a great boost for us, as it meant we did not stop in our quest to meet our objectives.

PEDRO FISCHER SZELAG

CLAIM INSPECTION COORDINATOR
MAPFRE BRAZIL

Even though the lockdown showed me the importance of knowing how to adapt to different situations I was a bit uncomfortable at first, but as a manager I knew there was no other way to obtain results. It is really important that teams have guidance and are prepared to work calmly in order to be successful and have faith in everyone's abilities. This is how you build trust. We knew that we could not all be together, but we knew that loss adjustments still needed to go ahead and could not come to a halt.

In fact, at the height of the pandemic in July 2020, there was a cyclone in the state of Santa Catarina that affected several cities, and we received more than 2,000 claims. Our well-trained team had to change its strategy and adapt to the safety protocols with a fixed customer service point. Despite all the obstacles, the team was successful, and we were congratulated by insured parties and brokers. And, most importantly, no claim appraisers caught COVID-19.



We knew that we could not all be together, but we knew that loss adjustments still needed to go ahead and could not come to a halt.

LUIS OLARIAGA MASUTIEROFFICE DIRECTOR
MAPFRE SPAIN

We were suddenly in lockdown, we were confused, frightened, and unsure ... we were facing a situation the likes of which we had never seen before. We had to carry on and adapt to the new circumstances, act, and take decisions quickly. The most important thing was to stand by the people.

Communication took on a fundamental role and reached all levels of MAPFRE, as well as our customers. It was an intense period, discovering new ways of working and interacting. We spent hours in videoconferences and adapted our work plans so nothing ground to a halt and we could stay in direct and close contact with our customers.

Then we went back to the office in a ghost town where PEOPLE were key. We all went to great efforts and did an amazing job.

I went back to the office at the same time as my colleague Victor Moreno Mariscal (Company Sales Advisor). The first few weeks were one of the strangest experiences we have had throughout this whole new situation — my journey to and from work became a walk through an “almost ghost” town. There was hardly anybody in the street, just police officers and the civil guard asking where you were going.



We had to carry on and adapt to the new circumstances, act and take decisions quickly, and stand by the people.

JOSÉ ANTONIO TENA PEREIRACUSTOMER ADVISOR
MAPFRE SPAIN

Leaving home in the morning to go to work was a strange experience that made me feel a bit uneasy, just thinking that I could bump into this new world-famous figure (COVID-19) between my house and the MAPFRE office.

When I arrived, my only job was to answer the continuous flow of phone calls: customers with their daily care reports, questions about insurance coverage during this period, etc.

Thankfully, these bad times passed by without any negative consequences, at least in our office.

The only thing I miss now is seeing all of my MAPFRE colleagues at the office. The phased return is still ongoing.

A huge thank you to each and every one of the colleagues that are part of our big family.





ON WWW.MILESOFTTRUST.COM
YOU CAN FIND ALL OF THE
TRAINING PLANS, TIPS AND
NUTRITIONAL GUIDELINES, AND
GET TO KNOW ALL OF THOSE THAT
TOOK PART IN THE CHALLENGE





EIGHT PEOPLE, ONE CHALLENGE: 26.2 MILES OF TRUST

TEXT ENRIQUE VEGA | PHOTOS MAPFRE

Overcoming obstacles and difficulties is an integral part of the human condition. However, putting this into practice is not so easy if we are lacking motivation and trust. These are the two pillars that drive people to overcome their own challenges, to get better day after day. Unfortunately, in reality many people get stuck in situations they cannot get out of if they get bored and lack motivation both in their daily lives and when it comes to exercise.



Miles of Trust — a running project aimed at anybody that, regardless of their level of fitness and personal circumstances, wanted to prepare **for their first marathon** — came into being in March 2021 as a result of the need to overcome personal challenges with effort and drive.

Exercise — recognized as a mechanism of activation, drive and well-being — was the motivation and reason for this challenge, in which eight anonymous people stepped up to the challenge of running the 26.2 miles of a marathon with the help of advice and

CELIA MARTÍNEZ is from Mexico and is the CCO of a construction firm. She thinks that “watching your teammates make an effort is also very motivating.”

ANTONIO “CHUSKY” BARRANTES, a sport enthusiast from Spain, admits that “we’ve become one big family.”

CÉSAR LUENGO, who works at MAPFRE, said that the project started out “as an sports experience” and “ended up as an emotional experience.”

ESMERALDA OLMEDO is from Spain and works in the ambulance service. For her, there have been “some changes and a level of resolve that I didn’t know I had.”

physical and mental training. For Jaime Valverde, corporate director of Social Networks and Digital Content at MAPFRE, this challenge was born with the idea of “**making the concept of trust tangible for MAPFRE**” breaking into the world of running “naturally”: “This type of project creates emotional connections with participants, and we help them achieve the objectives they set themselves.”

Nonetheless, Miles of Trust **has a double dimension.** Not only did the project support participants, it also helped anyone who wanted to start



running by providing content through its social network profiles, the website, and the app, with a whole host of tips on how to take on the challenge of completing a marathon.

AT THE STARTING LINE

All challenges require preparation and, above all, dedication, and this was no exception. To help them do so, **Pablo Lucero**, founder and triathlon coach of the BenMadTriatlón sports club, and **Germán Madrazo**, a Mexican athlete that made history at the winter Olympics without hardly any experience

DAVID MARTÍN is from Spain and works at MAPFRE. He highlights “the team spirit and experiences” throughout the process.

PABLO MORALES is from Mexico and also works at MAPFRE. He states that the experience brought about some personal changes and gave him a new view on life.

ROXANNA SANDOVAL, a MAPFRE employee from Mexico, tries to apply the feeling of determination to overcome a training session in her daily life.

PAULINA ÍÑIGO, from Mexico, praised the role played by the coaches Germán and Pablo and “their tips and advice.”

on a pair of skis, joined the #MilesOfTrustMAPFRE project in a fundamental role to advise participants and get them ready for the toughest challenge of their lives.

The eight participant had to pass several tests: three phases and four challenges between April and June, starting with the **casting** (they were chosen for their originality, personal motivation, and fitness as well as their ability to transmit emotions, values, and feelings), followed by the **preparation** (three challenges of 6, 13, and 18.5 miles) and the final phase, **nothing less than 26.2 miles.**



Flying the flag of motivation, the runners took to the streets. During the weeks of preparation, Lucero admitted that they needed to be aware that **“it was not going to be easy,”** and he “tipped his hat to them.” With this, it is time for us to meet the stars of the story.

In fact, the constant training and motivation led many of them to realize the numerous physical and emotional benefits of this challenge. “It has given me a sense of confidence, team spirit, trust, and achievement that we often keep hidden,” David Martín, another of the participants, tells us. Others like Antonio, *Chusky*, Barrantes think of running as more than just an individual and competitive sport: “I see it as a way to motivate the group and **bring out the best in myself.**”

Even before they had ran the marathon, Pablo Lucero expressed how proud he was of them “for the atmosphere they had created” and “their endless enthusiasm.” Most of the

“IT HAS GIVEN ME A SENSE OF CONFIDENCE, TEAM SPIRIT, TRUST, AND ACHIEVEMENT THAT WE OFTEN KEEP HIDDEN”

David Martín

runners admitted that, as the date of the final test drew closer, the training sessions were more difficult, but that they felt “very excited for the challenge and to keep moving forward.”

MISSION ACCOMPLISHED

At last the long-awaited — and much feared — day arrived. The more than 26 miles that separated the start and finish lines were enough to show the importance of trust and the desire to succeed seen in the weeks leading up to the big day.

After completing the challenge, the runners realized what this challenge had meant for them. “I started out with a sports goal and **I ended up having an emotional experience,**” states one of the runners that crossed the finish line. In general, all participants agreed that this experience would not have been the same without team spirit. After the marathon, coach Pablo Lucero spoke positively of the effort made by participants, “giving them the confidence and certainty that **we can achieve great**



things when we have support and work as a team.”

The campaign’s impact was astonishing: it received **more than 63 million visits from all over the world** and generated more than 606,000 interactions, and the videos exceeded **27 million** views. Additionally, in Spain alone brand awareness increased by 5% and searches for MAPFRE insurance grew by 163%. The 36 press appearances also allowed the Group to create extra value, reaching an audience of 76 million people. And all of this after breaking into the world of running **naturally**.

In this sense, Valverde explains that the main motivation was “to have some kind of impact on the business, as well as increase brand awareness and sales possibilities.” Beyond the aims of making sport more accessible, motivating people to lead a healthy lifestyle and promoting our brand, **MAPFRE has transformed lives and built a community.**

“WE ARE REAPING THE REWARDS OF THE CURRENT PROJECT AND SOWING THE SEEDS FOR OUR NEXT OBJECTIVE”

Jaime Valverde



WHAT’S NEXT?

The campaign has obviously had a very important impact. Apart from the 1,600 mentions on social networks or the fact that we reached an estimated 456 million users, MAPFRE not only engaged with the challenge’s eight participants, but also thousands of others who set out to reach their objectives thanks to self-trust and motivation.

Jaime Valverde sees a promising future in Miles of Trust: “**We are reaping the rewards of the current project** and sowing the seeds for our next objective.” He also adds that to keep advancing in the world of sport, a plan linked to running lasting for over 1,000 days will soon be revealed.

There is no question that this challenge **has turned into an opportunity** for people who are not used to exercise and find it difficult to trust themselves to feel confident, reach their goals, and make their dreams come true.





CHANGES IN INSURANCE CONSUMPTION HABITS POST-COVID

TEXT **EDUARDO SÁNCHEZ DELGADO, GROUP
HEAD OF ACTUARIAL OFFICE AT MAPFRE**
PHOTOGRAPHS **ISTOCK**



“Prediction is very difficult, especially about the future” is an ironic sentence attributed to the Nobel laureate in Physics Niels Bohr, which take on a new meaning if we look at what humanity has been through in the last 18 months. In December 2019, news arrived of a new illness that had appeared in Wuhan, but at the time nobody could imagine the extent to which it would affect every area of our lives. The COVID-19 pandemic stormed into our lives, affecting our way of life and also our consumption habits. Effectively, in recent months a number of studies have appeared confirming that there has been a change in consumers’ buying patterns. This also applies to insurance.

One of the most significant changes that has occurred since the beginning of the pandemic has been the use of the Internet to research products, compare prices, and make purchases, something that has not only seen a substantial increase in the insurance sector but across all markets, especially during periods of strict lockdown when it was not possible to make in-person purchases. On top of this, customers have increased their use of online channels to manage the services that come with policies. Thus, the pandemic has gone hand in hand with an acceleration of the digitalization process in the insurance sector that had been gradually progressing over recent years.

Insurance offers value to society, where concepts such as protection, health, and safety are highly coveted in such dramatic circumstances as the situation we have been through. From a customer perspective, this protection and search for safety has materialized unequally in accordance with the insurance needs created by the pandemic. In this sense, sales of some insurance modalities, such as health or burial insurance, have increased.

THE PANDEMIC HAS BROUGHT
**AN ACCELERATION OF THE
 DIGITALIZATION PROCESS IN THE
 INSURANCE SECTOR** THAT HAD
 BEEN GRADUALLY PROGRESSING
 OVER RECENT YEARS

**HEALTH HAS BECOME A
 PRIORITY**

**AS REGARDS BURIAL
 INSURANCE, WE HAVE
 CONTINUED TO SEE POSITIVE
 GROWTH FIGURES** IN 2020
 COMPARED TO NUMBERS FROM
 THE PREVIOUS YEAR.

In the case of illness insurance, health has become a priority and customers value having access to healthcare without waiting lists and the possibility of directly seeing a specialist, without any restrictions on healthcare provision capacity.

As regards burial insurance, we continued to see positive growth figures in 2020 compared to issuing values from previous years in markets where this modality is sold.

In the case of other modalities such as automobile or home insurance, there have been no significant changes in sales volumes, but prices have decreased slightly as the reduction in the loss ratio was passed on to policyholders.

In addition, one of the factors that has been most strongly affected by COVID-19 limitations is travel, which saw a very significant decrease in the number of trips. Customers want insurance options that protect them against the financial consequences of cancellations or travel restrictions. A similar trend can be seen in event cancellation insurance, where interest in underwriting has substantially increased.

Now that we have established the main changes in customer consumption habits in insurance

underwriting due to COVID-19, it is time to ask ourselves the million-dollar question: Will these changes in behavior patterns related to insurance continue, increase, or decrease in the medium and long term?

As anticipated in the sentence that opened this article, the answer is not simple and is full of uncertainty. To respond to this question we could define some trends that could continue into the medium and long term.

The consolidation of our “new normal” will bring some opportunities to sell new products resulting from changes in our lifestyle habits. One of these is remote working, which has almost become standard practice. This new online way of working will open up opportunities in some modalities, such as cyber insurance.

Digitalization is another trend that looks like it is here to stay. Beyond the exceptional lockdown situations that caused a substantial increase in online purchases during these periods, it would appear that sales through this channel will slowly increase compared to the pre-pandemic situation. Nonetheless, digital channels will not be the only aspect taken into account when it

comes to taking out insurance; advice will also be highly valued in underwriting. These two effects could contribute to the *phygital* revolution (fusion of the physical and digital worlds).

The public sector will continue to play a very important role in meeting citizens' needs, but given the high levels of government debt, opportunities will probably be created for policies that complement public coverage with health insurance or pension plans for aging populations

Technological advances and sustainability will change the vehicle fleet, which, teamed with changes in the way people move around such as the use of shared vehicles, will gradually modify the range of products offered by insurance companies related to automobile insurance.

Climate change will create a new demand for insurance that must meet consumers' calls for a category of more ecological and sustainable products that generate socially responsible investments. We will also have to cover the need for products that protect property and people against the effects of natural disasters caused by climate change.

An alternative viewpoint to help us understand future insurance consumption behavior involves

analyzing the evolution of age cohorts over time, as insurance needs and the way people access insurance will change in step with the evolution of the generations that make up the population pyramid. The population pyramid can currently be represented by the following age groups:

- The Silent Generation. This cohort includes people born between 1930 and 1948.
- Baby Boomers. People born between 1949 and 1968.
- Generation X, those born between 1969 and 1980.
- Generation Y, or millennials, those born between 1981 and 1993.
- Generation Z, those born between 1994 and 2010.
- Generation Alpha, those born after 2011.

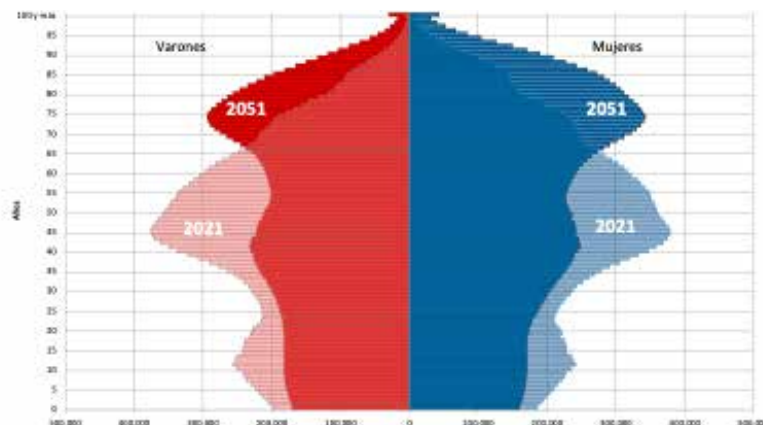
Among these groups, millennials and those belonging to subsequent generations will have a decisive role in insurance purchasing in coming years.

As you can see in the chart above, the aging of the population pyramid and the mortality of cohorts will mean that millennials and subsequent generations will go from representing 43% of the population in 2021 to more than 71% in 2051. These groups could substantially



Evolution of population pyramids in Spain 2021 and 2051

Source: Elaborated in house based on long-term forecasts from the INE



increase their purchasing power in the coming years; consequently, the insurance offering should be focused on this cohort's consumption behaviors. These generations are digital natives, as they are the first to have been born and bred with Internet and cellphones. Another defining characteristic of the millennial lifestyle is the fact that they push back important life decisions such as getting married, having children, or buying a house. They also generally have a higher level of education than other generations and good technological knowledge.

The decision to put off buying a house and car because shared use is now possible in both these cases may create opportunities to sell new forms of insurance to this population segment. As for purchasing insurance, several studies highlight the importance of a hybrid approach based on multichannel information, with an advisory service that has no time restrictions or waiting times and where cellphones become a gateway to carry out transactions with insurers.

Many studies are unsure whether the different habits shown by these population cohorts when it comes to purchasing insurance are temporary and will only continue until they experience important events such as buying a house or getting married, which would mean that they are merely delaying the behavior of previous cohorts, or if, by contrast, this change is here to stay. Unfortunately, only time will tell how insurance will actually change for these generations in the future. In the meantime, as insurance companies, we continue to provide answers to our customers in this uncertain environment.



VISIT CESVIMAP.COM

Through its research center CESVIMAP, MAPFRE is taking part in this pioneering project that involves on-road testing to discover the risks posed by the sensors and radars used in driverless cars.

AUTONOMOUS CARS, BETWEEN "AUTOPIA" AND UNCERTAINTY

TEXT **MANUEL BELLIDO**
PHOTOGRAPHS **CESVIMAP**

Will we see autonomous cars on our roads by 2030? According to some experts, the answer is yes. Testing is already under way in many countries, but, in addition to the technological challenge posed by this type of vehicle, clear legislation must be passed to establish who is liable in the event of an accident. CESVIMAP, MAPFRE's R&D center, is leading a pioneering initiative to reduce errors in the situational awareness technologies installed in these driverless cars.



Some people imagine autonomous cars as a kind of **utopia** where accidents, signs, traffic jams, and parking problems are a thing of the past. But there are also some people who see this situation as a **dystopia** and believe that a robotic system will run our cities into ruin: we will no longer pay fines, parking tickets or fuel taxes. Between these two options we find the middle ground of “**autopia**,” a more sensible and realistic vision of what the incorporation of totally automated vehicles would mean for mobility.

“Autopia” as such does not exist. Well, in fact it does: autopia was the name given to a project led by the Spanish National Research Council (CSIC) launched in 1996 to create a self-driving car. It is also the name of a ride at Disneyland Paris with vintage cars. The term was recently used by Raúl Rojas, professor at the Free University of Berlin, and Rene Milman, artificial intelligence (AI) and mobility expert. Last January, they both put their names to the article *Urban autopia (self-driving vehicles). Mobility and sustainability in the cities of the future* for Digital Future Society, an initiative led by the Spanish government and Mobile World Capital Barcelona.

Rojas and Millman “**traveled in time**” to 2050. They learned all about the autonomous car industry, testing, technological advances, legislative changes, plans for smart cities, and much more. They imagined that more than **6.3 billion people were living in cities** — UN estimates — where mobility is an essential element to ensure citizens lead a healthy life. Driverless taxis and autonomous public transport; much fewer privately owned cars; elderly and disabled people traveling in robotized vehicles;

IN 2015 IN SPAIN, THE GENERAL DIRECTORATE OF TRAFFIC ISSUED AN INSTRUCTION **ALLOWING TESTS WITH AUTONOMOUS CARS ON ROADS WITH TRAFFIC, BUT THE LAW ON THIRD-PARTY LIABILITY AND INSURANCE DOES NOT CONSIDER DRIVERLESS VEHICLES**

WHO SHOULD BE INSURED: **THE VEHICLE MANUFACTURER? THE SENSOR MANUFACTURER? THE SOFTWARE DEVELOPER?**

automated vehicle fleets parked in the outskirts where they take up less space and free up areas in cities for public use; **sensors on roads, curbs and sidewalks** that allow these vehicles to foresee unexpected and dangerous situations; cars that have been trained to stay in the middle of their lane; digital infrastructures that provide real-time information to each vehicle.

How the world moves

Even though we are talking about 2050, some voices believe that we will see the

impact of autonomous cars earlier than this. The consultancy firm PwC estimates that autonomous vehicles will account for **40% of all road mileage** by 2030. The city of Las Vegas (USA) already has **autonomous taxis**, where a human still sits in the driver's seat. An **autonomous electric minibus** makes simple journeys at the Autonomous University of Madrid or in the National Park of Timanfaya (Lanzarote); a vehicle of the future will travel from Vigo to Oporto in what is considered to be the first cross-border test; Waymo, Google's autonomous car subsidiary, has tested its robotized driving system on the roads of 25 US cities and is starting to implement **autonomous delivery trucks**; and the Chinese manufacturer Huawei has announced that **it will have an operational autonomous electric vehicle by 2025**.

Do all these tests mean that we will soon be seeing driverless cars on our roads? “Autonomous cars as we all understand them — I get in my car and it drives me to work — still have a long way to go. This already exists and we call it the taxi. **On the freeway we will probably soon be able to see a truck with a driver heading up a group of driverless trucks that receive instructions from**

the leading vehicle. I think this will be more viable in ten years' time. Or maybe we will even see them being used in courier services within the premises of large companies, but autonomous driving in transportation that carries people is more complicated. It already exists on captive routes that are limited and closed, but I think it's much more difficult on open routes," explains Rodrigo Encinar, supervisor of R&D at CESVIMAP, MAPFRE's Experimentation and Road Safety Center.

MAPFRE tests the autonomous car

MAPFRE, with its R&D center, has been testing autonomous cars since 2018 in collaboration with University Carlos III and the Technical University of Madrid. The project analyzes the **situational awareness and control technologies** used in these vehicles. Why? To find out how they behave and establish the risks and possible errors. In June 2021, a 100% self-driving car automated by MAPFRE called ATLAS (Advanced Test Platform for Autonomous System) carried out a conventional urban journey over the course of several days and in real traffic conditions. "We want to see which decisions it makes and observe how the awareness systems detect lines, curbs, streetlights, roundabouts, etc., to see which option it chooses when faced with these problems," explains Encinar. "We have switched out and tested several sensors and



DRIVERLESS TAXIS AND AUTONOMOUS PUBLIC TRANSPORT, MUCH FEWER PRIVATELY OWNED CARS, ELDERLY AND DISABLED PEOPLE TRAVELING IN ROBOTIZED VEHICLES ...

THE CONSULTANCY FIRM PWC ESTIMATES **THAT AUTONOMOUS VEHICLES WILL ACCOUNT FOR 40% OF ALL ROAD MILEAGE BY 2030**

radars and new software systems so we can see the risks posed by each option. For instance, the sensor class, rain or fog can affect GPS positioning," indicates the R&D specialist.

Many of these vehicles have a built-in **LiDAR radar** and send out pulses of light, which bounce off obstacles and build a point cloud. An AI algorithm evaluates this map and interprets the surroundings. "For example, it is very difficult to distinguish between a plastic garbage can and a truck using LiDAR technology because they both generate the same point cloud, but if we were using radar, they waves would pass through the plastic object and wouldn't bounce back. A camera with computer vision would be able to tell a car apart from another object, but it can't calculate distance correctly," explains Encinar.

One possible solution is **sensory fusion**, grouping different layers of sensors together in an image and processing them in an attempt to gain a perfect understanding of the surroundings. "We are currently analyzing sensory fusion to establish the implications of awareness errors on road safety and whether these are related to the design or algorithms," ensures the expert from CESVIMAP.

With this initiative, CESVIMAP, University Carlos III of Madrid and Insia are pioneers in the research of autonomous driving technologies: ultrasound and infrared sensors, satellite

positioning and navigation tools, camera systems and radars. Their conclusions will be essential to position the Spanish insurance company in the autonomous car ecosystem.

There are **five levels of automated driving** within this ecosystem:

- **Level 0.** All driving tasks are carried out by a human and there may be an automated assistant that can detect other vehicles in the blind spot, but at level 0 there are actually no automated functions i.e. the cars we have had for years (or used to have years ago).
- **Level 1.** These vehicles use an ADAS (advanced driver assistance system), which will be obligatory from 2022, to control lateral and longitudinal movements, but not both at the same time. This could include lane maintenance or cruise control systems. The car is completely dependent on human action.
- **Level 2.** Electronic assistants manage movement, but only the driver is in charge of the vehicle. In practice, these assistants can keep the car in the middle of the lane and set the speed simultaneously (that is the key).
- **Level 3.** The driver does not need to supervise driving, but they must be alert and intervene when prompted by the system in the event of a risky situation. Legally speaking, this is the most obscure level because it is not known who would be liable if an accident occurs.



GOOGLE HAS TESTED ITS ROBOTIZED DRIVING SYSTEM ON THE ROADS OF 25 US CITIES AND IS STARTING TO IMPLEMENT AUTONOMOUS DELIVERY TRUCKS;

HUAWEI HAS ANNOUNCED THAT IT WILL HAVE AN OPERATIONAL AUTONOMOUS ELECTRIC VEHICLE BY 2025

- **Level 4.** The automation system is capable of acting autonomously in the face of unforeseen circumstances and can drive the car for a sustained period of time, but only in certain environments.
- **Level 5.** The automated driving systems do not require a human driver and have no geographical or climate-related limitations.

“This is a legal challenge, not a technological one”

Francisco Javier Falcone, professor in the Communications and Signal Theory Area at the Public University of Navarre, **admits that it is uncertain** when we will start seeing autonomous cars on our roads, but ensures that the problem does not lie in the technological challenge because “technology will evolve. In terms of communications,

the establishment of a pure 5G network is expected to eliminate the delay of milliseconds that could provide an extra level of safety in decision-making”.

“It is a legal challenge,” argues Falcone, “the legislative framework that underpins the use of autonomous cars is less advanced than our level of knowledge. Science continues to move forward and I am certain that not too far in the future we will see autonomous cars on our roads, but the law needs to adapt to this new situation

In the United Kingdom, the government has created a body to allow tests on freeways and in cities; in France, a legal framework

was approved in 2019 with the same aim and the (not very realistic) objective of implementing “highly automated” vehicles by 2022; and Japan gave the go-ahead to a regulation regarding the use of partially automated cars, which must be equipped with systems that record travel data so they can be analyzed in the event of an accident.

Germany wants to be the **“first country in the world”** to bring autonomous vehicles from its research laboratories onto the road,” affirmed Andreas Scheuer, Minister for Transport. To reach this goal, Germany intends to approve **specific legislation for level-4 vehicles** focused on public transport, business routes, logistic routes and transportation of elderly people and medical patients. “And despite this, brands like BMW and Mercedes have announced their withdrawal from autonomous driving to focus on level 2,” mentions Rodrigo Encinar from CESVIMAP.

In 2015 in Spain, the General Directorate of Traffic issued an instruction **allowing tests with autonomous cars** on roads with traffic, but the Law on Third-Party Liability and Insurance is outdated and does not consider driverless vehicles. In addition, the requirements to receive this level-3 authorization are exhaustive and the Ministry for Industry has no technical services that are capable of fully validating fulfilment of these conditions. Consequently,

IN JUNE 2021, **A 100% SELF-DRIVING CAR AUTOMATED BY MAPFRE CALLED ATLAS** (ADVANCED TEST PLATFORM FOR AUTONOMOUS SYSTEM) **CARRIED OUT A CONVENTIONAL URBAN JOURNEY OVER THE COURSE OF SEVERAL DAYS AND IN REAL TRAFFIC CONDITIONS**

THE ESTABLISHMENT OF **A PURE 5G NETWORK IS EXPECTED TO ELIMINATE THE DELAY OF MILLISECONDS** THAT COULD PROVIDE AN EXTRA LEVEL OF SAFETY IN DECISION-MAKING

THE LEGISLATIVE FRAMEWORK THAT UNDERPINS THE USE OF AUTONOMOUS CARS IS LESS ADVANCED THAN OUR LEVEL OF KNOWLEDGE. SCIENCE CONTINUES TO MOVE FORWARD AND NOT TOO FAR IN THE FUTURE WE WILL SEE AUTONOMOUS CARS ON OUR ROADS, **BUT THE LAW NEEDS TO ADAPT TO THIS NEW SITUATION**

there are no certified level-3 vehicles in Spain.

According to Francisco Falcone, “in Europe we will soon have a regulation on level-4 autonomous vehicles and work is under way to get legislation on totally autonomous vehicles (level 5) ready for 2030.” This means that Europe could skip level 3.

Who should be insured?

The other big debate is related to liability in the event of an accident. We are currently at level 2, **we use ADAS**, technology that prevents risks and where the driver is ultimately in charge of the vehicle. MAPFRE is testing level 3 vehicles, where responsibility is shared: the vehicle can make certain decisions autonomously but asks the driver if it is not sure and returns control. “We have to define who is liable in the event of an incident so we know **who should be insured:** The

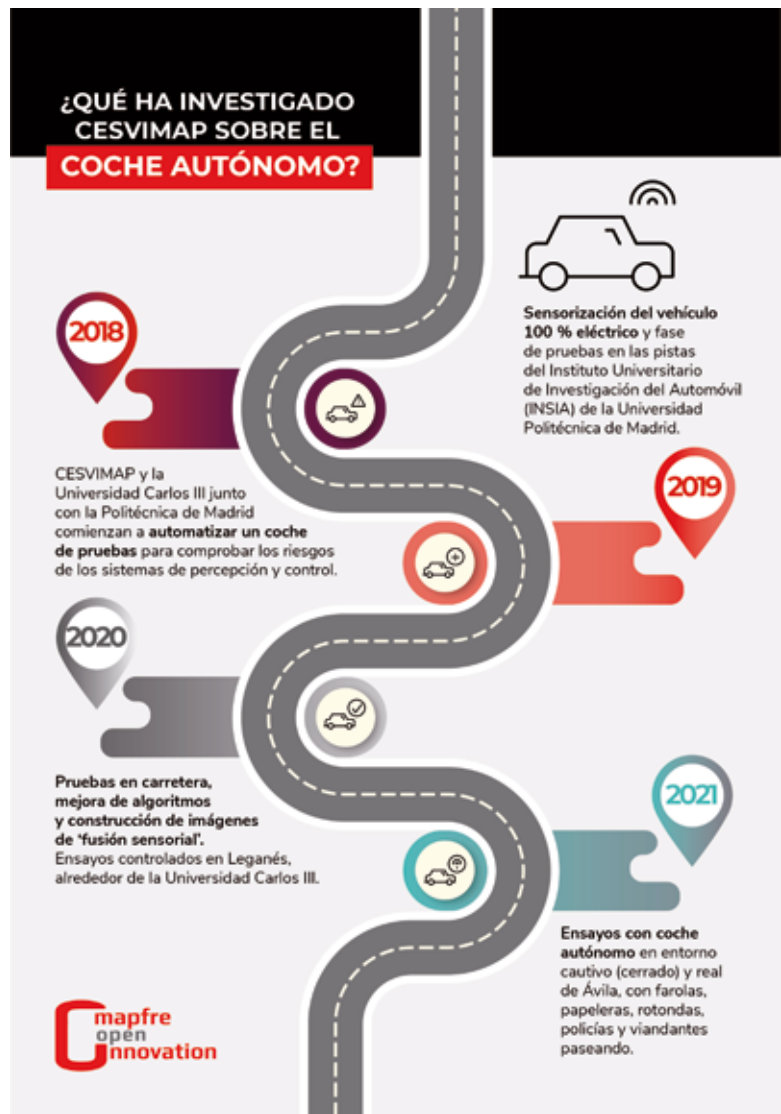
vehicle manufacturer? The sensor manufacturer? The software developer? Will there be more than one insurance policy?” Rodrigo Encinar wonders.

The **ethical issues** are more concerning. “This problem comes into play when the autonomous car’s reasoner (artificial intelligence) has to make a decision that could put the lives of the vehicle occupants or people outside of the vehicle in danger. How does it make this decision and, in the event of an accident, who has subsidiary liability? Should the computer or the algorithm be insured? This is the great legal issue, and

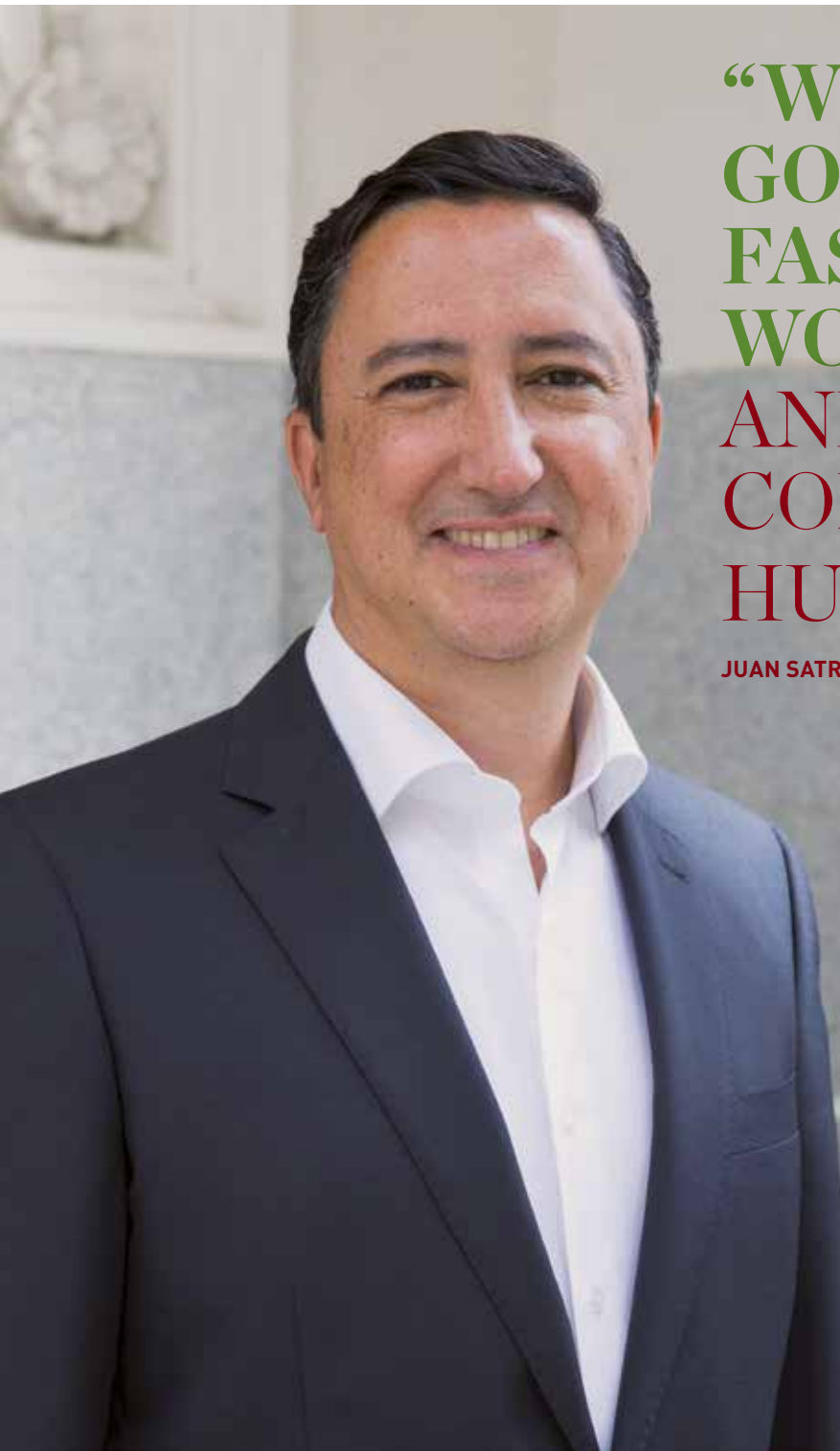
it probably poses a bigger challenge than technology,” states this professor from the Public University of Navarre.

“In theory, the AI should **weigh up all variables**, including the human cost, and take the option that causes the least damage to people. For example, if I am either going to run over five people or have an accident, the reasoner should avoid these people,” he comments.

In addition to testing sensor systems and the possible risks, through CESVIMAP, MAPFRE also wants to **find out what it feels like to be a driver** in an autonomous car. “In my case, the first time I sat in the passenger seat I felt a bit unsafe and stressed,” confesses Encinar, “and it made me realize the value of people. Human beings are one-of-a-kind because of what they can do, when you dodge an obstacle, when you see a child on the sidewalk that is going to cross the road ... and cars aren’t just something that gets us from point A to point B; they give us a sense of freedom and I don’t think everyone would be willing to give up driving. However, for people that can no longer drive because they have reached a certain age, autonomous cars will allow them to lead a similar life to when they had a car.”



#PlayingOurPart



“WE ARE NOT
GOING AS
FAST AS WE
WOULD LIKE
AND THIS
COMES AT A
HUGE PRICE”

JUAN SATRÚSTEGUI





VISIT [MAPFRE.COM](https://www.mapfre.com) TO FIND OUT
MORE ABOUT SUSTAINABILITY

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

Climate change is the biggest environmental threat facing humanity. This is the opinion of Juan Satrústegui, Natural Hazard Risk expert at MAPFRE RE, who assures that natural disasters, a result of the rising temperature of our planet, have dramatic consequences for many people and cause large losses for the insurance industry. We chatted with him about the challenges faced by our sector to better protect people, reduce the effects of climate change, and #PlayOurPart.

How do natural disasters affect the insurance industry?

Thanks to insurance, society can protect itself, at least financially, from natural disasters. We are talking about extreme phenomena, and there is clearly a growing trend. This means that the cost of natural disasters continues to grow substantially decade after decade. Figures from the past 10 years are shocking: compensation paid out due to natural disasters has reached an annual average of 75 billion dollars, and total damages exceed 145 billion.

Is this all linked to climate change?

Yes, to a great extent. Every year we see more destructive catastrophic events related to atmospheric or weather-related causes, such as category 4 or 5 hurricanes. We can also mention forest fires and droughts. In the past they were considered to be less severe, but now they result in large losses. And we cannot forget one last factor: the increasing number of people exposed to these catastrophes. For example, 40% of the

"INSURANCE IS COMPLETELY NECESSARY TO ENSURE ECONOMIC ACTIVITY AND CONSOLIDATE THE WELFARE STATE"

"IT HAS TAKEN US TOO LONG TO IDENTIFY AND ACKNOWLEDGE THE PROBLEM"

"I BELIEVE THAT WE NEED TO CHANGE OUR LIFESTYLE HABITS AND SPREAD THE WORD"

world's population lives less than 60 miles from the coast, including areas that are very prone to tropical storms. Not everyone has insurance to protect them, and this makes them extremely vulnerable.

What would you highlight of the current role of the insurance sector in the prevention or management of extreme weather events?

Insurance companies want to #PlayOurPart, which involves dealing with a large portion

of the damage caused by natural disasters. We have always done this, which means we have lots of experience in managing these types of risks. The better we do this, the more protected society is, and we will be more resilient in the face of climate change. A key aspect in this process is correctly quantifying the type of risk to protect our solvency and ensure that we have enough capital to pay out compensation to insured parties. Unfortunately, a lot of this damage is not insured, and this is something that should definitely change. To do so, we must continue providing viable solutions that

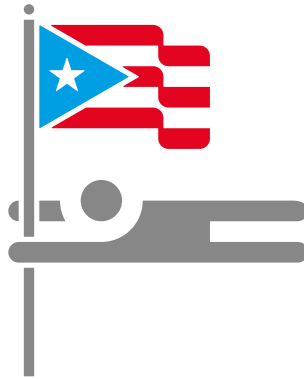
reach more people, especially those with limited financial resources, and keep on raising social awareness of the role of insurance, which is completely necessary to ensure economic activity and consolidate the welfare state.

What does MAPFRE do to reduce the impact of natural disasters?

We currently use a management model that allow us, for example, to identify the dangers to which we are exposed and estimate potential disaster scenarios. Consequently, we can assess the cost we may have to bear in the event of a natural disaster. All this allows us to establish appropriate financial protection and define business continuity plans to help our customers quickly.

In 2017, Hurricane Maria was a real example of how to drive the reconstruction of a country that has suffered the consequences of a natural disaster.

In fact, Hurricane Maria, which devastated Puerto Rico four years ago, put our organization and customer service capabilities to the test. MAPFRE managed more than 93,000 claims (almost 25 times more than in a normal year) and was one of the few companies to leap into action right from the beginning. For example, it set up a 24-hour customer service hotline and a medical and psychological support service for employees, and it brought together a team of volunteers that gave their all to help society. I am proud to be part of a system that helps society bounce back from such a hard blow. The solvency of insurance companies is essential.



“HURRICANE MARIA, WHICH DEVASTATED PUERTO RICO IN 2017, PUT MAPFRE’S ORGANIZATION AND CUSTOMER SERVICE CAPABILITIES TO THE TEST”

What do you think will happen in the coming years if we do not take measures to protect our planet?

I think that human beings have an amazing ability to overcome and adapt, and society will eventually evolve to become more respectful of the environment. That said, I know we are not going as fast as we would like, and this comes at a huge price. It has taken us too long to identify and acknowledge the problem, and we still have a lot of work

to do to become aware of the disadvantages and react. I think that we will have a better chance of changing if we are able to explain climate change in a way that makes citizens worry.

How do you think that we could all help prevent or reduce the consequences of climate change?

First and foremost, I believe we need to change our lifestyle habits and make them more sustainable. For example, we should consume less energy, stop wasting water, recycle more and, without a doubt, give everything we buy a longer life. I also think that we should try and spread the word and share our views, raising awareness among our family and friends and demanding concrete and budgeted solutions from our political leaders. We all need to play an important role in this transformation.



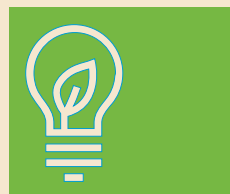
WHAT DOES MAPFRE'S COMMITMENT INVOLVE?

We have been fully dedicated to the decarbonization of the economy for many years. It is a key element of our commitment to sustainable development. The Sustainability Plan 2019–2021 includes specific objectives to protect the environment and curb the effects of climate change. Among these, MAPFRE aims to be a carbon-neutral company by 2030. To achieve this, it is implementing a number of key measures to reduce greenhouse gas emissions. Spain and Portugal in particular will reach carbon neutrality this year, which will technically offset 61% of the MAPFRE Group's global greenhouse gas emissions. At MAPFRE, we are also working to comprehensively strengthen our environmental, social, and governance risk analysis models, both as a business and as an investor. This is part of MAPFRE's public commitment not to invest in companies that derive 30% or more of their revenue from coal-produced energy, and not to insure the construction of new coal-fired power stations or the operation of new mines.

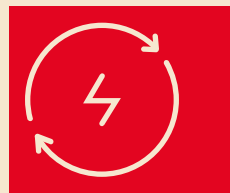
NEW MEASURES

MAPFRE recently tightened its underwriting policy with measures aimed at **not insuring the construction of new infrastructure connected with coal mines or thermal power plants, as well as not underwriting new risks linked to tar (or oil) sands, or to projects linked to oil or gas in the Arctic**. MAPFRE is currently working on a new **Corporate Environmental Footprint Plan**. It successfully completed its previous one, through which the company managed to cut emissions by 56% — almost triple the expected reduction.

SPECIFIC ACTIONS TO PROTECT THE PLANET



We implement **eco-efficiency** measures in buildings to save energy, water, and paper.



We invest in **100% renewable energy sources**.



We promote **sustainable mobility** among employees and customers.



We help small- and medium-sized enterprises calculate their **carbon footprint**.



We reduce the amount of waste, and we recycle. The company's headquarters is already on its way to becoming **zero-waste**.



We develop specific insurance for **hybrid and electric vehicles**.



We raise awareness about **caring for the planet** among stakeholders.





YOU WILL FIND FURTHER INFORMATION
ABOUT THIS TOPIC ON **MAPFRE.COM**

EXPERIENCE THE BENEFITS THAT NATURE, OUR SOURCE OF LIFE, PUTS AT YOUR FINGERTIPS

TEXT **SARA ELENA TORRES HORTAL** | PHOTOGRAPHS **ISTOCK**

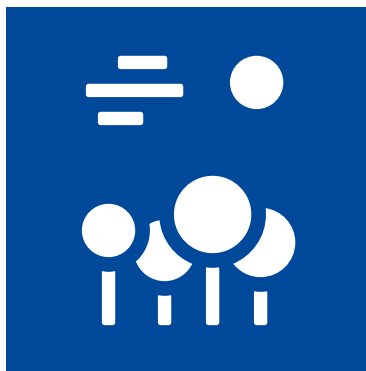
Nature helps us stay in good health both physically and mentally. Being in contact with nature helps us recharge our batteries and relax. Taking a stroll around the city or relaxing at home is not the same as going for a walk in the countryside, sunbathing on the beach, or feeling the wind on your face, to name but a few activities. Being in a natural environment has a great effect on our health.

The health benefits of nature became more obvious in the last century when we started to see that changes to our environment were already giving rise to economic costs and millions of premature deaths each year. Moreover, they are hindering efforts to eradicate poverty and hunger, reduce inequality, and promote sustainable economic growth, decent employment for all, and pacific and inclusive societies.

During the presentation of the report *Making Peace With Nature* in February, UN Secretary-General António Guterres declared that “making peace with nature, securing its health, and building on the critical and undervalued benefits that it provides are key to a prosperous and sustainable future for all” that would safeguard the health and well-being of current and future generations.

HUMAN HEALTH IS CLOSELY LINKED TO THE ENVIRONMENT. TO TAKE THREE EXAMPLES, WE ALL BREATHE THE AIR AROUND US, WE INGEST ALL KINDS OF SUBSTANCES ALONG WITH OUR FOOD, AND WE SUFFER FROM THE NOISE IN CITIES

What benefits does being in contact with nature give us? Bodies like the **World Health Organization** (WHO), the Institute for European Environmental Policy (IEEP), or the **European Environment Agency** (EEA) have developed several studies that collect data and draw conclusions on the benefits of nature for human health. Today we are going to share some of them with you:



- Being in contact with nature can contribute to improving our mood and help us switch off, concentrate better on our daily tasks, and reduce stress. This is important because disorders related to anxiety and stress are on the rise and an estimated 1 billion people live with a mental disorder.

- Being in contact with nature makes us feel relaxed and gives us an energy boost, which could protect us from a range of illnesses, such as respiratory diseases.
- Discovering and observing nature sparks our curiosity and interest to find out more. It can support cognitive development and learning.
- In this sense, it is highly beneficial for children's development, particularly their concentration, motor skills, self-esteem, and control of emotions
- If we discover nature, we will appreciate its value even more and be aware of how the world works, how we should look after it, and how we can be more responsible.



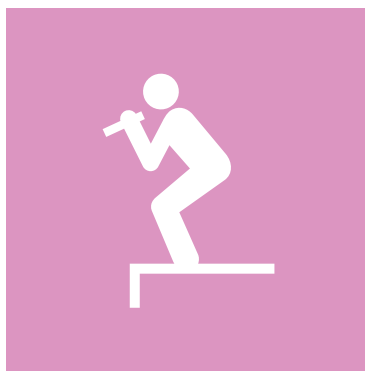
- Exercising in a natural environment, even in city parks, improves our mood and self-esteem. Exercising outdoors also creates a

setting for social interaction, which provides you with new opportunities for social contact.

- Being in contact with nature gives us a sense of freedom that we cannot find in other areas of our daily life and boosts our creativity.
- If we understand health as an indicator of our quality of life, we could say that nature is a safe place where we can take shelter from the complexity of daily life, free from our materialistic lifestyle.
- It promotes sustainable mobility, as it encourages us to get around on our bicycle or walking.



- It mitigates thermal stress as it provides shade, evaporation, and transpiration, especially during the hottest months of the year.
- It reduces exposure to atmospheric pollutants. In addition, the colors and sounds of nature stimulate abstraction and reflection.
- It reduces acoustic stress because vegetation absorbs or diffracts noise, stopping it in its tracks.
- Access to public green spaces and large natural infrastructures is part of a healthy and rather affordable leisure activity that is suitable for all budgets and also



provides opportunities for social interaction.

- Some outdoor volunteering activities or those that involve interacting with the local community such as fun runs,



festivals, or concerts help reduce social isolation.

- Nature acts in an integral and holistic manner, and many of its effects work in synergy as they boost one another.
- It acts as a buffer and helps reduce psychosocial risks and increase productivity at work by decreasing stress levels, improving sleep quality, and encouraging creativity

And let's not forget that nature gives us fresh air, water, food, and the environment we live in! In other words, **nature is our source of life.**

**GET CLOSER TO
NATURE AND
DISCOVER ALL
THE BENEFITS IT
CAN OFFER**

Protecting nature to protect our health

Until now, the world economy has grown to the detriment of our planet, but this destruction has turned against the very economy that caused it. So much so that “human-made environmental damage” and “biodiversity loss” are high up the ranking of the *World Economic Forum's latest Global Risks Report*, and the European Environment Agency has defined health and the environment as one of its seven Topic Centers.

The main environmental problems related to human health include air, water, and soil pollution; noise; chemical emissions; food contamination; and the consequences of climate change.

The UN's *Making Peace With Nature: A scientific blueprint to tackle the climate, biodiversity, and pollution emergencies* shows that we are able to transform our impact on the planet. An economy driven by nature-based solutions, among others, shows that we have to work to create an inclusive world where we coexist peacefully with nature, allowing people to enjoy better health and, consequently, lead a dignified life on a healthy planet.



Recommendations for a healthy and environmentally friendly recovery

- **Protect and preserve the source of human health: nature.** The pressure that human beings put on the environment through deforestation, intensive and polluting farming practices, or unsafe management and consumption of wild species sabotage nature and all it offers us.
- **Invest in essential services, from water and sanitation to non-polluting energies.** One example: every dollar invested in the Clean Air Act in the United States has translated into 30 dollars of benefits for US citizens in terms of improved air quality and health.

- **Guarantee a fast energy transition in favor of health.** Currently, air pollution is responsible for more than seven million deaths every year (1 in every 8 deaths). A fast global shift toward the use of non-polluting energies would not only allow us to reach the objective of the Paris Agreement to limit global warming to below 2°C but would also improve air quality, and the resulting health benefits would be worth two times the initial investment.
- **Promote healthy and sustainable food production systems,** because illnesses caused by lack of access to food or an unhealthy and high-calorie diet are currently the main cause of poor health in the world's population.
- **Build healthy and livable cities,** seeing as more than half the world's population currently lives in cities, which are responsible for 60% of economic activity and greenhouse gas emissions. Using public transport, cycling, or walking is beneficial for our health and the environment.

Sources: WHO, UN, European Environment Agency, and MAPFRE España.



La degradación ambiental amenaza el logro de los ODS

Obstaculiza la eliminación de la pobreza, la reducción de la desigualdad, el desarrollo económico y la paz

- Pobreza multidimensional exacerbada
- Desigualdad acentuada, especialmente la desigualdad de género
- Pérdida de oportunidades de ingresos
- Mayor riesgo de conflicto por los recursos
- Mayor riesgo de desplazamientos y emigraciones



Amenaza la salud humana

- Aumento de la desnutrición, el estrés térmico y las enfermedades relacionadas con la contaminación atmosférica
- Exacerbación de las infecciones transmitidas por los alimentos y el agua y las zoonosis
- Reducción de la capacidad de la naturaleza para proporcionar medicamentos y apoyar el bienestar físico y mental

Obstaculiza los esfuerzos por hacer que las ciudades y comunidades sean sostenibles

- Mayor vulnerabilidad ante los desastres naturales
- Presiones sobre la infraestructura urbana
- Aumento de la contaminación del aire y del agua
- Aumento de los problemas para la eliminación de residuos



Debilita la seguridad alimentaria e hídrica

- Aumento de la vulnerabilidad del sistema alimentario
- Reducción de la productividad agrícola
- Reducción del valor nutritivo de los cultivos
- Menores capturas pesqueras
- Aumento de la escasez de agua

Cambio del clima

- Temperaturas más altas
- Más eventos climáticos extremos, como inundaciones, sequías, marejadas y olas de calor
- Aumento del nivel del mar
- Cambios en los regímenes pluviométricos
- Acidificación de los océanos



Pérdida de biodiversidad y degradación de los ecosistemas

- Pérdida de la riqueza de especies y extinción acelerada de especies
- Pérdida de recursos genéticos en especies domésticas y silvestres
- Pérdida de las funciones de los ecosistemas, como la polinización, la dispersión de las semillas, la formación del suelo y la productividad biológica

Fuente: https://wedocs.unep.org/xmlui/bitstream/handle/20.500.11822/34949/MPN_ESSP.pdf



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AN ART-FILLED FALL



JUDITH JOY ROSS

**Recoletos Exhibition
Hall September 24,
2021 – January 9,
2022**

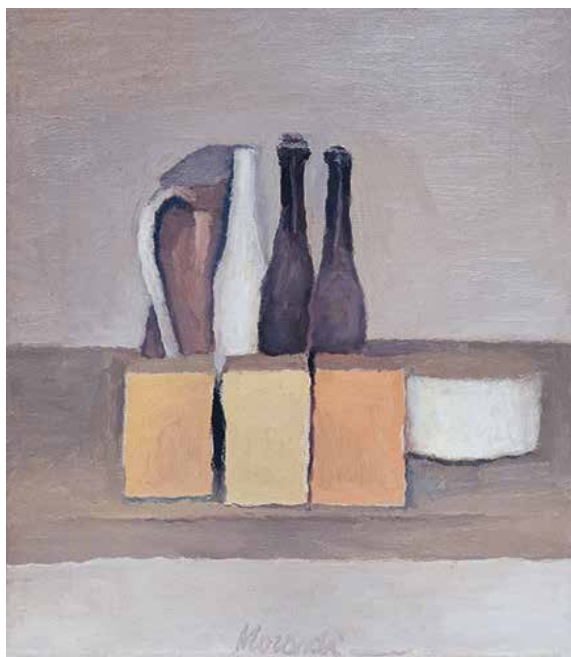
Judith Joy Ross 1988
Untitled, Easton,
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KBR FLAMA 21

**KBr Photography
Center Barcelona
September 30, 2021 –
January 16, 2022**

Blanca Munt
Alerta Mira-Sol, 2019
© Blanca Munt



MORANDI. INFINITE RESONANCE

**Recoletos Exhibition
Hall Madrid
September 24, 2021 –
January 9, 2022**

Giorgio Morandi
Natura morta [Still life], 1942
Fondazione Magnani-Rocca,
Mamiano di Traversetolo,
Parma
© Giorgio Morandi, VEGAP,
Madrid, 2021



PAOLO GASPARINI. FIELD OF IMAGES

**KBr Photography
Center Barcelona
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January 16, 2022**

Paolo Gasparini
Miliciano [Militiaman],
Trinidad, Cuba, 1961
Fundación MAPFRE
Collections
© Paolo Gasparini



Numbers are important, but
the individual stories and families behind every
figure **are our true driving force.**

4,385

reinsertions of
people with
disabilities since
2010

502

candidates
managed to get
a job in 2020

36,048

people have
benefited from
our programs

*Together we are **Able***

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THE WORLD OF MAPFRE

#112

