

We're ready.  
Our time is now!

AT MAPFRE **EVERY  
MINUTE YOU INVEST  
MAKES SENSE**

**EVER MORE  
SUSTAINABLE. IT IS TIME  
TO ACT**

GET IN SHAPE  
WITH **MILES  
OF TRUST**

# THE WORLD OF MAPFRE #114

**NEW  
STRATEGIC  
PLAN 2022  
—2024**



# DESDE SIEMPRE, CUIDANDO LO QUE TE IMPORTA

Este es **nuestro propósito**. Estar siempre a tu lado acompañándote en cada paso para que avances con tranquilidad, contribuyendo al desarrollo de una sociedad más sostenible y solidaria.

Con nuestros **valores** de siempre para seguir siendo tu **aseguradora** de **confianza**.

Descubre nuestro propósito en [mapfre.com](https://www.mapfre.com)



**MAPFRE**

Cuidamos lo que te importa

# THE DATA

2021 REVENUE

27,257.2

MILLION EUROS

+7.2%

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**WE ARE BY YOUR SIDE EVERY STEP OF THE WAY,**  
ACCOMPANYING YOU TO MOVE FORWARD WITH PEACE  
OF MIND. **CONTRIBUTING TO THE DEVELOPMENT OF**  
**A MORE SUSTAINABLE AND SUPPORTIVE SOCIETY**

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## Strategy, strategy, strategy We're ready. Our time is now!

We have many interesting topics to cover in our summer issue of *The World of MAPFRE* magazine, but before we go any further, we must share our deepest condolences for the death of Luis Hernando de Larramendi Martínez, board director of MAPFRE S.A, among other Group companies, and vice president of Fundación MAPFRE, who passed away on February 11. Luis was the son of Ignacio Hernando de Larramendi, our company's re-founder, and he spent nearly 30 years contributing his knowledge to MAPFRE through its governing bodies. Luis played a decisive role in the drive for modernization and internationalization that made the company what it is today. His participation in Fundación MAPFRE, first as Trustee and then as Vice President and Management Committee member, was also very significant, and always focused on promoting culture and, above all, community engagement. May he rest in peace.

Now, we invite you to read an in-depth analysis of our company's strategy for the coming years. The Strategic Plan 2022–2024 was presented at the last Annual General Meeting along with our new PURPOSE: “We are by your side every step of the way, accompanying you to move forward with peace of mind, contributing to the development

of a more sustainable and supportive society,” which is synthesized in this powerful claim: **At MAPFRE, we care about what matters to you.** You can also read about our People strategy, designed to transform our skills and leadership and achieve a more flexible and agile organization, and our new Sustainability Plan, which will help us navigate social and environmental challenges worldwide.

Furthermore, we'll tell you why at MAPFRE, every minute you invest makes sense: this is our employer brand, and it captures who we are and what we offer. Innovative methods to achieve the best security practices, the future of digital health, and a summary of our main financial results in 2021 are just a few of the articles that we recommend reading. Also, our featured employees will tell you about a work method that many of us might soon adopt.

As for health and well-being, which are particularly important after the difficulties of these last two years, be sure to read about our Miles of Trust campaign, how to generate endorphins and, above all, how to look after your mental health, because it's important to take care of yourself from the inside out.

Last but not least, we wish you all a happy and healthy summer!

## We're *ready*. Our time is *now*!

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THE COMPLETE INFORMATION ON MAPFRE'S RESULTS  
CAN BE FOUND AT [HTTPS://NOTICIAS.MAPFRE.COM/](https://noticias.mapfre.com/)

# 2021 A YEAR OF GROWTH AND PROVEN RESILIENCE



Fernando Mata

TEXT **JOAQUÍN HERNÁNDEZ** | IMAGES **MAPFRE**

On February 10 in Madrid, Antonio Huertas, MAPFRE CEO, presented the 2021 results accompanied by corporate Chief Financial Officer (CFO) and Board of Directors Member Fernando Mata.

2021 was challenging in every way. It was a year marked by the strain of COVID-19, as many countries continued to be impacted by high death tolls, and a year in which the economy started to recover, though it remained well below its pre-pandemic level. In this context, MAPFRE closed the year with a profit of 765 million euros, a 45.3% increase from the previous year, with growth in both revenue (+7.2%), which exceeded 27.25 billion euros, and premiums (22.16 billion euros, +8.2%); the latter heading reflects the evolution of the Group's core business.



Looking at these figures, one would say the results are positive... and they certainly are, but more importantly, they reflect the Group's tremendous resilience, that is, its ability to adapt to unforeseen situations like COVID-19, which changed everything. Even under circumstances like these, MAPFRE managed to continue driving business growth.

By rapidly adapting to this new reality, MAPFRE finished 2021 with all regional areas and business units contributing positively to the Group's results. This is a sign that the geographic and business diversification that has been underway for years is generating positive results. And MAPFRE achieved this despite having to handle claims related to COVID-19 with a cost of over 460 million euros, mainly in the Life line of business, where more than half of that amount was located.

**REVENUE****27,257.2**

MILLION EUROS

**+7.2%****PREMIUMS****22,154.6**

MILLION EUROS

**+8.2%****NET RESULT****765.2**

MILLION EUROS

**+45.3%****COMBINED RATIO****97.5%****ROE****9%****MARKET CAPITALIZATION****5,560.1**

MILLION EUROS

**+13.3%****DIVIDEND CHARGED TO  
2021 RESULTS****14.5**

CENTS PER SHARE

The Group's major economic indicators closed the year positively. Its ROE, or profitability, increased by almost 3 points in one year to 9 %, its highest level in the past seven years. While its combined ratio increased compared to the previous year, it remained below 100, which reflects profitable operations. The company's market capitalization, although still far from reflecting its true value, has also increased, and MAPFRE is worth more than 5.56 billion euros on the stock market.

At the end of 2021, insurance unit premiums amounted to 18.18 billion euros (+8.9 %), while those of MAPFRE RE (which includes both the reinsurance and large risks business) stood at 6.28 billion euros (+10.3 %). Assistance operating revenue amounted to 560 million euros (-21.1 %).

Logically, the results are evolving at different speeds

due to the different pace of each geographic area and the peculiarities of each business. In Europe, where society seems to be learning to coexist with the pandemic, the economy is growing again, and MAPFRE's business is a reflection of this. The Iberia regional area was once again the largest contributor to the Group's profit. Spain continues to grow faster than the sector average, especially in its key lines of business, despite being a very mature market and MAPFRE's position as the benchmark company in this country.

The reinsurance business once again posted a record profit of 118 million euros, compared to the 2 million euros it earned the year before... and it did so despite handling major claims due to events like the Bernd storm in Europe, whose impact amounted to 93 million euros.

Latin America, where the pandemic continues to batter some countries, was the region with the most marked increase in premiums, showing significant growth of almost 17 %, with practically all countries increasing their premium volume. However, the results were impacted, of course, by claims derived from the pandemic. Brazil, for example, performed strongly in the last part of the year,

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IN A DIFFICULT YEAR  
IN EVERY REGARD, MARKED  
BY THE STRAIN OF COVID-19,  
**MAPFRE POSTED A PROFIT  
OF 765 MILLION EUROS**

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**ALL REGIONAL AREAS  
AND BUSINESS UNITS  
CONTRIBUTED POSITIVELY  
TO THE GROUP'S RESULT.**

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MAPFRE'S ASPIRATION AND  
AMBITION IS TO **GROW SOLIDLY,  
REMAINING EFFICIENT  
AND PRODUCTIVE**

---

which allowed it to finish 2021 with premiums up more than 15% in local currency. Premiums grew by nearly 9 % in LATAM North, without including the two-year policy issued in Mexico for 477 million euros, and by 11.5 % in LATAM South.

In North America, despite a slight drop in premiums—a consequence of the slow business reactivation process, of the technical measures introduced in previous years to improve profitability, and of currency depreciation—the company recorded double-digit profit growth (+16.3 %).

In the Eurasia regional area, the situation differed markedly depending on the country, since each economy in the region is also quite different. Thus, while premiums rose by 17.6 % in Malta and 3.2 % in Germany, they fell by 6.5 % in Turkey (a consequence of the depreciation of the lira—26%—and a strict underwriting policy in the auto business).

The Assistance unit deserves special mention, as it recouped record profits after spending several years immersed in a complex reorganization process. With a profit of almost one million euros, this business is



The press conference where we presented our 2021 results was attended by a large group of economic and industry journalists



preparing to embark on a new stage of greater integration with the Group's insurance companies.

### **The dividend returns to its pre-pandemic level**

In light of these figures, the board of directors decided to reinstate the dividend paid by the Group before the pandemic, 14.5 euro cents per share (8.5 cents per share as a final dividend, in addition to the interim dividend of 6 cents per share paid in November). MAPFRE's shareholders will therefore continue receiving some of the best returns on their investment, as this represents one of the highest dividends in the Spanish market. In fact, in 2021, the return on the average price of

MAPFRE's shares was greater than 7.6 %.

2021 was also the year in which MAPFRE's oldest bancassurance agreement—the alliance with Bankia—came to an end. The accord, which began in 1998 when Bankia was still Caja Madrid, ended with the integration of Bankia into CaixaBank. This agreement, which involved the exclusive distribution of non-life insurance at Bankia offices and a joint venture for the Life business, generated an extraordinary profit of 167 million euros for MAPFRE. Accelerating the transformation processes, advancing in digitalization, and optimizing the Group's financial structure are some of the key aspects these earnings will be put towards.

“MAPFRE is all systems go and ready to seize any opportunity that may arise in 2022. Our aspiration and ambition is to grow solidly this year while remaining efficient and productive,” said MAPFRE Chairman and CEO Antonio Huertas when presenting these results. Now that it is underway, MAPFRE is hopeful that 2022 will be the year in which we'll leave the pandemic and all its consequences behind us.

# WE'RE READY. OUR TIME IS NOW!



TEXT **JUAN FRANCÉS**  
IMAGES **MAPFRE, ISTOCK**

At the last Shareholders Meeting, MAPFRE presented the new strategic plan for 2022–2024. Now we're beginning a new strategic cycle characterized by ongoing adaptation to a constantly changing context. At MAPFRE, we aspire to attain good results, which allow us to care for the Group, and legitimize our authenticity and our purpose in the first place.



We have the resources, the capacities, and the talent necessary to achieve this. We are prepared to face this new cycle. We're ready. Our time is now!

We used a new philosophical framework to design our new Strategic Plan. We have adapted our **Vision** to our reality as a company today. Amid the current complexity of the world and of the insurance business, and due to how necessary it is to have an adequate scale so that we can deliver profitable, high-quality products and services, we must focus our efforts where they can generate better results.

WE MUST **CORRECTLY MANAGE OUR TALENT, OUR TECHNOLOGICAL AND LOGISTICAL RESOURCES, AND OUR OPERATING MODEL,** WITH MORE AGILE, FLEXIBLE, AND DYNAMIC STRUCTURES THAT ARE BETTER ADAPTED TO THE SITUATION OF THE MARKETS IN WHICH WE OPERATE.



## WE WANT TO REINFORCE A FUNDAMENTAL POINT: WHICH IS THAT WE ARE, ABOVE ALL, THE TRUSTED INSURANCE COMPANY FOR OUR CUSTOMERS AND OTHER STAKEHOLDERS

Our values continue to be our greatest intangible asset, guiding us in everything we do as our hallmark, our essence:

- **Solvency.** From a financial and a resource point of view, to be able to respond to all our commitments and strategies.
- **Integrity.** We base our business relations on fairness and transparency, with zero tolerance for any practice that does not show full respect for human rights, equality, and real inclusion.

- **Vocation for service.**

Excellence accompanies all our activities, and continual improvement is what we aspire to, listening and learning to meet all our customer's expectations.

- **Innovation.** The lever that we constantly use to differentiate ourselves and develop the most appropriate solutions.

- **Multicultural and diverse team,** a source of pride for us that helps to build a more prosperous society.

Our **Purpose** is the most important new aspect of our Philosophical Framework for

the next cycle, as it allows us to adapt to market trends, reinforcing our performance and our brand. It captures the spirit of MAPFRE and our way of working: "We are by your side every step of the way, accompanying you to move forward with peace of mind, contributing to the development of a more sustainable and supportive society." This purpose gives rise to a powerful claim: At MAPFRE, we care about what matters to you.

That is our purpose, to meet the needs of the people around us at all times. And we take care of society because we are true to our corporate DNA, reconciling the creation of economic, social, and environmental value.

To make this possible, we must work together to take care of our company. That is why we are commencing a new strategic cycle with a plan that will help us to remain a company that is always capable of adapting to an ever-changing context. A purpose-driven plan to

take care of MAPFRE as a business project, it has the mission of reconciling the creation of economic, social, and environmental value.

In recent years, the company has undergone one of the biggest transformations in its history, which has allowed us to adapt to and anticipate our customers' new needs, the situations in different markets, and increasingly demanding regulatory and social environments.

We know both the starting point and the desired destination of the great organization that we are. That is why we have designed a new **change agenda** to serve as our road map for the years ahead. We want to:

- **Be more accessible.** Being fully available to everyone, inside and outside of the company. With clearer, simpler, more comprehensive communication that truly conveys who we are and what we do. Our business model allows us to be very close to the customer, both in person and online, regardless of the means they choose to contact us.
- **Continue to be different.** Our values, purpose, and vision will guide us as we maintain and create value



propositions adapted to our customers' changing demands. We firmly believe that a proposition based on caring for what is really important through integrity, service, innovation, and solvency, and implemented by an incredible, multicultural, diverse team will always be a winning proposition in the long term.

- **Have the sufficient scale in our markets** to become even more efficient and productive, so we can offer the best products and services at the most competitive prices.

To achieve all of the above, we must correctly manage our talent, our technological and logistical resources, and our operating model, making it simpler and more efficient, with more agile, flexible, dynamic structures adapted to the situations of the different markets we operate in.

A new stage lies before us now, one that is both exciting and challenging. We have a new Strategic Plan for the next three years. This new plan will allow us to continue being MAPFRE in the future, setting ourselves apart with our unique, differentiated culture and a more digital proposition that will enable



## REFERENCE FRAMEWORK 2022 - 2024

**SOLVENCY MARGIN**  
175% - 225%

**PAY OUT**  
≥ 50%

**LEVERAGE RATIO**  
23% - 25%

## OBJECTIVES STRATEGIC PLAN



us to maintain our leadership in new future scenarios.

## THREE STRATEGIC PILLARS

We will establish the premises to coordinate our business based on a growth framework and strategic pillars that the entire organization will share in common. These strategic pillars will guide our work in this new cycle, forming a system that reinforces itself and avoids silos, with the goal of keeping all its elements connected.

We will work under a framework of disciplined growth that includes basic and essential aspects for our activity, allowing every part of our business to prosper.

This framework provides for the analysis of the ideal business combination in every region where we operate and the management of organizational complexity, supporting diversification and combating dispersion.

To achieve this, we have defined the analysis process we need to not only prioritize, but

also to shed everything that is not beneficial to us. We will use it to develop new lines of growth, enrich our current businesses with new products and services, and ensure that all our businesses have sufficient and adequate resources. Profitability will be the result of a job well done.

**We will foster growth**, aspiring to make it disciplined, sustainable, balanced, and profitable. Given that we are in different markets, we have to be able to prioritize and strengthen the things that can create sustainable, differentiating, and scalable value.

**The aspects we must reinforce to enhance growth include:**

**With respect to customers:**

- **Boost comprehensiveness**, increasing the number of products per customer.
- **Have more customer-oriented processes** and continue using models for the segmentation and improvement of value propositions, which will be increasingly personalized, making intensive use of data.

**With respect to channels:**

- We will strengthen the most profitable distribution channels and seek new ways to reach potential customers, with special emphasis on new bancassurance agreements, automakers, and maximizing our relationship with brokers.
- We will consolidate our own networks in countries where they have already been successfully developed on a sufficient scale. We will reinforce the value proposition of the networks involved, enhancing their digital operations to improve their professionalism and development.
- We will continue to increase the weight of digital business.

**With respect to products, in the Insurance Unit:**

- In motors, we will focus on improving the combined ratio and gaining market share in the most profitable markets. To this end, we will continue to improve technical management, reducing service costs and making the rate more sophisticated, personalizing it with market pricing techniques.
- In personal multirisks, we will continue leveraging the outstanding service we provide through



our networks of service providers, supporting them with new digital tools and processes.

- In life, we will develop new unit-linked and traditional savings products, taking advantage of the change in interest rate trends.
- In health, we will strengthen our already significant presence in some countries with the expansion of digital capabilities for these products.
- In business, we will encourage the use of customer loyalty tools to support these types of clients.
- In reinsurance, we are committed to improving profitability and better controlling the loss ratio for non-catastrophic intensity and frequency while helping our customers to improve their protection.
- In global risks, we must grow in terms of new customers in the main countries where MAPFRE already operates in the insurance industry.
- In assistance, we will consolidate our new strategic focus to be a digital partner to our customers, promoting distribution agreements.

**We will become more efficient and productive to improve our competitiveness and margins and invest in more added-value services.**



## INTERVIEW: JULIÁN DÍAZ, CORPORATE MANAGER OF STRATEGY AT MAPFRE

### What new objectives have we set for this new strategic cycle? What is your vision of MAPFRE in 2024?

To be MAPFRE in the future, we must:

- Stay true to our purpose and values in order to achieve our vision in 2024. Continue being MAPFRE, taking care of what matters in a solvent, comprehensive, and innovative way that is based on our values, with a vocation for service and the help of an incredible multicultural and diverse team.
- This is how we will meet the business objectives that legitimize our great project. These objectives are expressed in the three pillars of our strategic plan: Growth and Profitability, Efficiency and Productivity, and Transformation.

The Transformation pillar qualifies the other two; we want to not only grow and become more efficient, but to do so in a way that transforms the company and prepares it to continue competing in the changing, volatile environments to come. This transformation will focus on key aspects—talent, organizational transformation, and leadership—as a path towards an organization that makes full use of data and technology in order to focus on the customer experience. And we'll do all this without neglecting our commitment to a more sustainable society.

### How will we measure our progress as a company as we move towards that vision of the future?

The progress of our strategic plan at the corporate level will be measured regularly, and this will ensure that we fulfill our public commitments by meeting the objectives we announced at our last Annual General Meeting.

### What can each of us do on a daily basis to contribute to the fulfillment of the plan?

We must understand how the area that we work in contributes to each of the plan's pillars and identify the role we play in this contribution. To do that, we must make sure that our activity helps us to fulfill our commitments. We must also view our work as an interconnected part of a larger system and generate a spirit of collaboration that allows us to achieve our objectives.



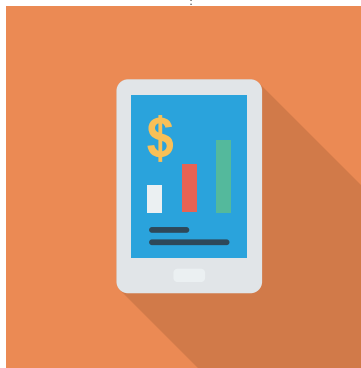
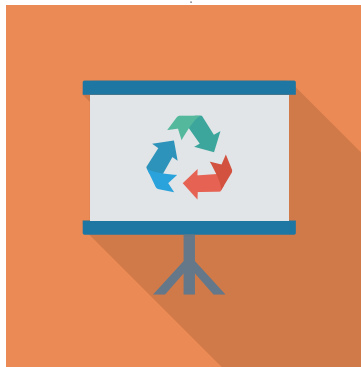


**The main aspects that we will focus on include:**

- Continual improvement of operational efficiency, based on the priorities set in each country, with a continual review of internal processes.
- Improving technical management, aimed at lowering the average cost of claims.
- Promoting customer self-service website use.
- We'll continue with intelligent automation and digital optimization of processes.
- Development of shared service centers.
- Implementation of "as a Service" technological platforms, which allow scalable use with flexible costs.

**And finally, we will continue advancing in our transformation, an absolutely transversal process that affects both the business models and the evolutionary process of our organization, and of ourselves. We will continue advancing to adapt to new social realities, and to many cultural aspects that have come to be part of our day to day.**

To promote this transformation, as professionals, we must develop the skills that the business needs in the short and medium term so that we can put our best foot forward. And we must move towards a more flexible, less hierarchical organization geared towards



collaboration between areas and avoiding silos.

This cultural and organizational level shift will help to further our transformation while allowing us to obtain the highest returns possible.

## HOW WILL WE MEASURE IT?

The Plan sets out very specific metrics, which are reflected in a reference framework, and some specific objectives for each of the pillars.

It is important to clarify that all these objectives were defined before the war in Ukraine broke out. The current context is once again marked by tremendous uncertainty, which is why the macroeconomic variables may suffer high volatility.

This new Strategic Plan will help us move forward with optimism in the coming years, fulfilling our main commitments and taking care of what matters to people, as reflected in our corporate

purpose. We will also nurture and develop our business so that it continues to grow in strength and profitability, while at the same time taking care of society and helping to build a fairer and more sustainable world.

**We're ready. Our time is now!**

# Transforming the skills of our employees and leadership, and achieving a more flexible and agile organization: the cornerstones of our Human Resources strategy for 2022–2024

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



Over the past decade, MAPFRE has undergone a profound transformation, with changes in customer needs, in people management, in digitalization, and in how we have had to handle extraordinary situations and complex environments. All this, together with our company's history, has made us stronger, turning us into the industry leaders that we are today!

We are embarking on a new cycle this year with a solid, profitable business to face the 2022–2024 period, and we have a strategic plan that will require our constant adaptation to meet society's new demands. This plan has three interconnected pillars:

- **Constant, balanced, and profitable growth**

We are in various markets, and each of them require us to prioritize and promote value offers that are sustainable, differentiating, and scalable.

- **Efficiency and productivity**

We must reach our customers, providers, etc. agilely and quickly, and we must improve costs and technical management by relying on technology.

- **Cultural and organizational transformation**

We must move towards a more agile and flexible organization, with greater capacity to adapt to business priorities, and rely on the appropriate profiles.

To support MAPFRE's new 2022–2024 plan, the Corporate People and Organization Area's strategy is focused on Organizational Management of

MAPFRE IS WORKING TO **IMPROVE PEOPLE'S EMPLOYABILITY WITH DEVELOPMENT PLANS, CAREER PLANS, TRAINING ROAD MAPS, AND UPSKILLING AND RESKILLING PLANS TO TRANSFORM OUR SKILLS INTO THE ONES NEEDED BY THE BUSINESS TO CONTINUE ADVANCING.**

**THE COMPANY'S OBJECTIVE FOR THIS THREE-YEAR PERIOD IS FOR 50% OF THE NEW VACANCIES PUBLISHED TO BE FILLED BY MAPFRE PERSONNEL, BY EMPLOYEES WHO UNDERGO THIS TRANSFORMATION AND ARE TRAINED IN THE NECESSARY SKILLS.**

Change, with three challenges: the transformation of skills, organizational flexibility and agility, and transformative leadership.

To achieve the transformation of skills, work must be done in two main areas:

Our employees must evolve professionally to respond to the requirements of the business. The way we work today will hardly ever resemble the way we'll be working a couple of years from now. Therefore, we must develop new skills that are not usually required in today's labor environment, or that are applied for different purposes.

This evolution will require constant training and capacity

to respond to changes.

Each of us is responsible for how we evolve and develop, so that we can do our best from a technical and business standpoint.

At MAPFRE, we believe in people's potential, and we know that they need to feel that they have a future, where their professional careers and knowledge will continue to evolve, as an asset of the company.

In this regard, MAPFRE aims to help its employees take charge of their development, because we must use self-development as a way to prepare to meet the organization's challenges and not lose touch.

There is a two-way commitment between MAPFRE and its employees.

The company will give us the means to identify the extent to which our position meets its needs

**WE WILL ACCOMPANY THE  
NEARLY 6,000 MAPFRE LEADERS  
AROUND THE WORLD, HELPING  
THEM TO FORM STRONGER  
CONNECTIONS TO THE EXTERNAL  
AND INTERNAL ENVIRONMENT,  
TO DEVELOP AND FOCUS ON  
THEIR TEAMS, TO GET TO KNOW  
EACH OTHER BETTER, AND TO  
DEVELOP BASIC SKILLS SO THAT  
THEY CAN BECOME EXEMPLARY  
AND INFLUENTIAL LEADERS.**

for knowledge. That way, we can develop new skills in order to prepare ourselves for the positions that the company needs. It will also indicate the vacancies related to our development plan and the positions we have indicated as our preferences.

Moreover, MAPFRE is working to improve people's employability with development plans, career plans, training road maps, as well as upskilling (to improve our own function) and reskilling (to acquire new skills that allow us to perform another function) plans to transform our skills into the ones needed by the business to continue advancing. Thus, the company's objective in this three-year period is for 50% of the new vacancies published to be filled by MAPFRE personnel, by employees who undergo these transformations and are trained in the necessary skills.

We encourage you to identify and anticipate the needs of the business, because we are all responsible for our company's present and future sustainability.

In terms of organizational agility, we will focus on project management, knowledge enhancement, and collaborative management between departments and even between countries, promoting team autonomy.

We will make our daily operations more agile by adopting new work methods, along with our collaborative tools (in the Digital Workplace), and flexibility in terms of both schedules and locations, whether our work is project-based or performed within our own functions. Here, we'll be focusing on:

- The customer
- Rapid delivery
- Management of priorities
- The importance of data

Formulas such as the Digital Workplace, the hybrid work model, or the project management model are resources that can help us achieve this flexibility, agility and organizational efficiency.

With organizational flexibility, new technologies will allow us to automate our processes so we can focus on the tasks that

contribute the most value.

In short, new work methods that encourage communication, collaboration, access to information, knowledge management, and productivity in the workplace.

Transformative leadership is a three-year plan that aims to accompany and guide leaders so they can work and lead differently, and thus reach their full potential.

The management of change process that is being designed will guide the almost 6,000 MAPFRE leaders worldwide, helping them to form stronger connections with the external environment (market trends) and the internal context (MAPFRE organizational knowledge). This will help them to develop and focus on their teams, get to know each other better, and develop the basic skills needed to become influential and exemplary leaders.

These three challenges, which will take shape in projects to be carried out in each country, will have their associated compliance indicators.

Achieving them will further our transition to a more open, more digital, and more transformative company.



**MAPFRE** *Where your time becomes meaningful*





VISIT THE DIGITAL EDITION OF THE MAGAZINE  
AT [WWW.ELMUNDODEMFPRE.COM](http://WWW.ELMUNDODEMFPRE.COM)

# AT MAPFRE, EVERY MINUTE YOU INVEST MAKES SENSE

Our employer brand shows who we are and what we offer.

We are a great company recognized for attributes that make MAPFRE an excellent place to work.

**MAPFRE** *Where your time becomes meaningful*

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

### WE ARE TALENT

With us, you can be yourself, applying your talent wherever you choose.

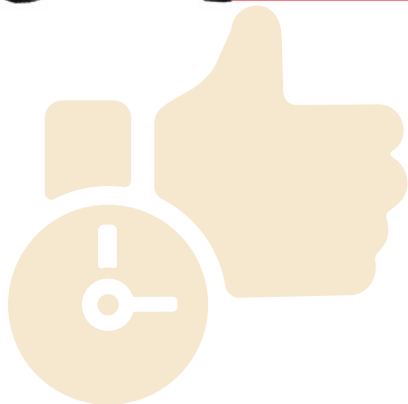
### WE ARE COMMITMENT

We are committed to society and also to you; to working together each day to make the world a better place.

### WE INNOVATE WITH PURPOSE

Our open, collaborative environment allows us to provide innovative solutions that improve people's lives.

[jobs.mapfre.com](http://jobs.mapfre.com)





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

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Every company must have a clear value proposition that is expressed in a way that effectively transmits its employer brand attributes, allowing it to attract and retain the talent it needs.

At the Annual General Meeting held on March 11, MAPFRE presented our value proposition converted, for the first time, into our employer brand story and claim. It represents what makes us an attractive

employer and what we have to offer our talent—both internal and external.

Based on MAPFRE's new purpose —“We care about what matters to you.” “We are by your side every step of the way, accompanying you to move forward with peace of mind, contributing to the development of a more sustainable and supportive society”— we created:

Our **story**, in which we articulate our employer brand: **At MAPFRE, every minute you invest makes sense.**

As people, we want to spend our time doing something worthwhile that brings us joy. When it comes to choosing where to invest our professional time, we want to do it in a place that has a clear purpose, and we want to know that our work has meaning. With this phrase



“At MAPFRE, every minute you invest makes sense,” we encourage people to reflect on this idea, which connects us with MAPFRE’s Purpose: “We care about what matters to you.”

**Our STORY shows our unique attributes: Talent, Commitment, and Innovation with purpose.**

Why does every minute you invest at MAPFRE make sense?

- *Because We Are Talent: at MAPFRE, you can be yourself and use your talent to go as far as you wish.*  
With this, we convey that MAPFRE is a place that values diversity, where you can be yourself and apply your talent to advance your career.
- *Because We Are Commitment: we are committed to society and to you, so we can all work together to build a better world.*  
You are the most important thing to us, and MAPFRE is committed to you—to your professional and personal development and to your well-being— but it is also committed to society and makes you a part of that commitment.
- *Because We Innovate with Purpose: Our open, collaborative environment allows us to deliver innovative solutions that improve people’s lives.*

Innovation is already part of our values. But not just any

MAPFRE IS A PLACE THAT **VALUES DIVERSITY** AND WHERE, BY BEING YOURSELF AND USING YOUR TALENT, YOU CAN GO AS FAR AS YOU WISH.

YOU ARE THE MOST IMPORTANT THING TO US, AND **MAPFRE IS COMMITTED TO YOU**—TO YOUR PROFESSIONAL AND PERSONAL DEVELOPMENT AND TO YOUR WELL-BEING—**BUT IT IS ALSO COMMITTED TO SOCIETY** AND MAKES YOU A PART OF THAT COMMITMENT.

**INNOVATION IS ALREADY PART OF OUR VALUES.** BUT NOT JUST ANY FORM OF INNOVATION. **IT HAS TO HAVE A PURPOSE.** MAPFRE IS A PLACE WHERE THERE IS ROOM TO INNOVATE, **AND WE DO THIS BECAUSE WE CARE ABOUT WHAT MATTERS TO PEOPLE.**

form of innovation. It has to have a purpose. MAPFRE is a place where there is room to innovate, and we do this because we care about what matters to people.

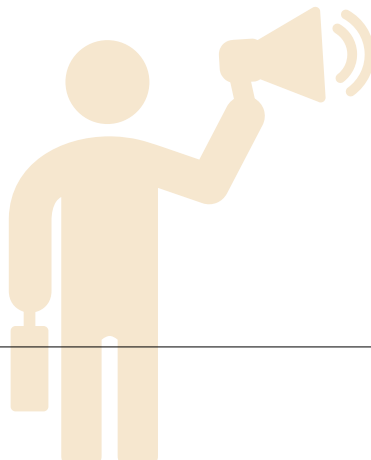
**Our new CLAIM:**  
**MAPFRE Where your time becomes meaningful**

This definition of our employer brand is another milestone in our talent management.

We invite you to make these milestones your own, because they will be our hallmarks in the coming years.

In the coming months, we will work to roll out our claim and story worldwide. When people think of MAPFRE as an employer anywhere in the world, we want them to think of this same story and brand, and to recognize MAPFRE as a great place to work.

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**MAPFRE**

*Where your  
time becomes  
meaningful*

## THIS IS HOW WE BUILT OUR EMPLOYER BRAND

Our story began in 2019. That was the year we started working on this project, which is aligned with MAPFRE's new Purpose. To do so, we relied on the help of McCann, one of the top global advertising agencies.

The first phase was to carry out a diagnosis in which we analyzed:

**Trends in personnel management. Here we learned that:**

- It's essential for brands to have a **clear purpose**.
- People are concerned about the **impact** that their work has on their communities.
- Personal qualities and **emotional skills** are becoming increasingly important.

**Our competition's stories and employer brands, along with those of other leading companies. Here we found out that:**

- Strong value propositions are based on employees' **concerns and motivations**.
- **Spreading the word far and wide about what actions are taken** opens the door to talent.
- Communication **channels and formats** are just as important as the discourse itself.

**The positioning of our employer brand.**

**How MAPFRE is perceived as an employer by our management team, our employees, and other groups like university students, headhunters and human resources experts. We did this through interviews and surveys, and the main results were as follows:**

- MAPFRE's employer brand image is in good shape and progressing well. However, it's clearly **better regarded amongst current talent** than future talent.
- There's widespread agreement about **the strengths and the biggest challenges** for the employer brand.

Once the assessment was completed, we analyzed and narrowed down the characteristics that would help us build a value proposition that would express who we at MAPFRE are and what we have to offer.

**The resulting attributes were:**

**Talent. Commitment and Innovation with purpose.** We held various work sessions to define each of these and align them with our new MAPFRE Purpose.

**All this gave rise to our story and our new employer brand claim, as we told you about in the first part of this article.**



**TALENT  
COMMITMENT  
AND  
INNOVATION  
WITH  
PURPOSE**



DON'T MISS THE  
#PLAYINGOURPART VIDEO ON MAPFRE.COM

# MORE SUSTAINABLE IT'S TIME TO ACT

TEXT **NURIA DEL OLMO**

IMAGES **MAPFRE, ISTOCK**

MAPFRE recently presented its Sustainability Plan 2022–2024 to address social and environmental challenges at the global level. It involves having services and products that align with our demanding and categorical commitments to social and environmental matters, and corporate governance that allows us to continue advancing responsibly.

We are convinced that change is possible, and we want to be part of it. Each of us, by #PlayingOurPart, can build a fairer, more diverse, and inclusive society that guarantees equal opportunities for all. Here is how we are going to be part of the transformation.





When facing global challenges, our response must be collective. MAPFRE believes that small actions add up to big changes, and we want to be part of them through our new sustainability plan. Having this strategy fully integrated into the business will allow us to make faster progress on our environmental, social, and corporate governance commitments.

It is a tremendously ambitious plan with more than 20 objectives in order to achieve carbon neutrality in 2030, reinforce transparency, and increase compliance with the Sustainable Development Goals on the United Nations 2030 Agenda, among other targets.

### “S” for Social

All aspects of our plan are important, but for MAPFRE, a company that cares for people, “S for Social” is the primary focus of this strategy. It aims to help us continue advancing towards a more diverse and inclusive society, closing inequality gaps, ensuring quality employment, and promoting financial knowledge and, with it, better access to insurance protection.

With this vision, MAPFRE has taken specific actions to increase the employability of

### “IF WE WORK TOGETHER TO BUILD A MORE INCLUSIVE, MORE SUPPORTIVE, AND FAIRER WORLD, WE WILL HAVE A MUCH EASIER PATH TOWARDS A MORE SUSTAINABLE AND BALANCED SOCIETY”

Antonio Huertas, Chairman and CEO of MAPFRE



Our sustainability plan puts the focus on “S for Social” to promote a more diverse and inclusive society while closing inequality gaps.

both its employees and young people; to continue hiring people with disabilities (who will represent 3.5 % of our workforce by 2024); and to prepare senior talent for their transition to retirement. It has also launched a specific project to promote financial education, which is essential to helping people make better financial decisions in the future. Additionally, it is working to develop more products and services that improve quality of life for those aged 55+; and to promote microinsurance, a product that provides improved protection for those most vulnerable individuals with the least resources.

MAPFRE’s most relevant social commitments include: eliminating the gender gap by 2024, with a specific objective aimed at reducing the adjusted gender pay gap by that date (with a tolerance of +/- 1%, compatible with a company of our size); and ensuring that 100% of the providers in our preferred home, motors, and health network and our purchasing collaborators are ESG certified by 2024 in the main markets.

### Environment: protecting our planet

There is no doubt that due to the impact of climate



change and its associated risks, we are facing a global emergency. MAPFRE aspires to be carbon neutral by 2024 in its main markets and by 2030 in all the countries where it operates. It also aims to become a circular economy benchmark. To achieve these two major goals, it is implementing

Another one of the new sustainability strategy's challenges is reducing the carbon footprint, which it addresses through actions such as promoting sustainable mobility and reducing energy and paper consumption in the office.

key environmental measures to manage and reduce CO<sub>2</sub> eq emissions and reduce the effects of climate change.

Through the Corporate Environmental Footprint Plan 2021–2030, which includes decisive new features, the company will further reduce its energy, water, and paper consumption. It will also continue to promote mobile working, acquire energy from 100% renewable sources, and install more solar panels to produce its own supply of energy. It is also promoting sustainable mobility with free electric charging stations and bus routes for employees, renewing its green vehicle fleet, and reducing business trips (flights and car journeys).

Moving towards a circular economy model is another priority. To address it, MAPFRE will recycle and reuse electric vehicle batteries in cases of total loss through the Second Life project, as well as increase the number of Gama Cambio policies, including the treatment of batteries for these types of vehicles. It will also intensify recycling through projects like Residuo Cero (Zero Waste), which will extend to additional offices and countries, playing a key role

towards conserving natural resources and reducing pollution and the carbon footprint.

### Business: Spearheading change with customers

“The new sustainability plan will accompany our strategy, guiding our business development while helping us to manage our assets and investments responsibly, which will enable us to achieve very positive, transformative effects in the three levers of ESG management. What’s more, we’ll do this in a way that is integrated into our business.” This was the message transmitted by MAPFRE Chairman and CEO Antonio Huertas at the recent Annual General Meeting, where he stressed the importance of fulfilling these three major commitments.

“Creating products and services that are increasingly sustainable, aligned with a more demanding and conscientious society; promoting investments that generate a social dividend as well as financial returns; and helping our customers to gradually transition to less polluting activities, a key aspect that has caused us to introduce stricter underwriting policies.”

## YOU CAN BE THE LEADER OF THE CHANGE

MAPFRE has released its new sustainability video, a presentation that explains, in less than two minutes, what sustainability means to the Group and what specific projects it is contributing to build a fairer, more ethical, safe, diverse, inclusive and prosperous world.

The video, available in the company’s three languages, contains direct messages, such as **“You can be the leader of the change. Every small action, every effort counts,”**, a key to reinforcing the idea that **“building a new sustainable future is everyone’s responsibility.”**

The video introduces each aspect of the sustainability plan (Social, Environment, ESG Business, and Corporate Governance), with particular emphasis on the first one, “S for Social,” which refers to the most important thing for the company, people.

Throughout the clip, the importance that collaboration has for constructing a better society is emphasized, as **“taking care of what matters to us is a shared challenge.”** The video transmits an important message to the audience, inviting them to be part of this transformation: **“Join our commitment with simple actions that contribute to our common objective of protecting the planet and building a better present and future for humanity.”** In this way, the company explains the meaning of #PlayingOurPart to the public.





## STRONGER COMMITMENTS FOR THE THREE-YEAR PERIOD

The '22-24 sustainability plan strengthens the commitments of previous plans and establishes, among others, the following objectives:



### EXTEND THE CARBON NEUTRALITY

already achieved in Spain and Portugal to the main MAPFRE countries around the world in 2024, so that global neutrality can be achieved by 2030.



### MAINTAIN INCLUSIVE LABOR POLICIES

so that people with disabilities account for at least 3.5% of our workforce.



### GRANT SUSTAINABILITY APPROVAL TO ALL PREFERRED PROVIDERS

in home, motors, health, and purchasing in MAPFRE's main markets.



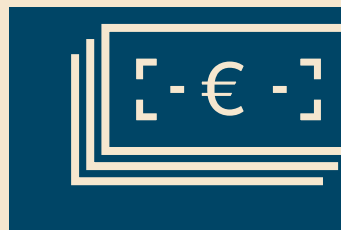
### INVESTMENTS

Ensure that by the end of 2024, at least 90% of the investment portfolio is rated under ESG criteria.



### REFRAIN FROM INVESTING IN COAL, GAS, AND OIL COMPANIES THAT ARE NOT COMMITTED

to an energy transition plan that limits global warming to around 1.5°C.



### INCORPORATE ESG OBJECTIVES

as part of the variable remuneration of the top 250 managers at MAPFRE.

In terms of underwriting, MAPFRE's most important contribution to sustainable development is its policy to only invest in or insure coal, gas and oil companies that are committed to an energy transition plan that will help limit global warming to around 1.5°C, the main requirement to uphold the commitments of the Paris Agreement.

The Group has also committed to rating 90 % of the investment portfolio with ESG criteria in 2024, as well as using social, environmental, and good governance criteria to expand its portfolio of savings and investment products.

### Greater transparency and Agenda 2030

MAPFRE is fully committed to Agenda 2030, which is playing a key role in transforming the present to ensure a fairer, more egalitarian, and safer world for all. The new plan has allowed our company to review and increase its transparency and SDG requirements based on what others expect of us, and on what we believe ourselves to be capable of doing, in order to contribute our full potential.

In the face of such an emergency, climate and social challenges motivate us to collaborate across the board so that we can find valuable

### "OUR STRATEGY IS DESIGNED TO PRODUCE VERY POSITIVE AND TRANSFORMATIVE EFFECTS IN THE THREE LEVERS OF ESG MANAGEMENT"

Antonio Huertas, Chairman and CEO of MAPFRE



solutions together. That's why we want to promote dialogue from the inside out, with all those who, like us, want to be part of this change.

So, how are we going to do it? Internally, MAPFRE will strengthen its ethical framework, by including ESG objectives in the remuneration of nearly 250 company executives, as well as by measuring the impact that some of its people management projects have on the SDGs. Externally, it will assess whether its performance consolidates the perception of MAPFRE as a sustainable company among its main stakeholders.

This is a moment of opportunity for us, but the only way for us to all take part in this transformation is if we have an ethical and inclusive governance structure. That's why MAPFRE wants to listen to all its partners and give them a voice, so that we can integrate them into our project. That's how, by #PlayingOurPart, we will be able to enact change that satisfies and responds to everyone who helps MAPFRE achieve its purpose and drive its actions.





# “TODAY’S THE DAY I’M GOING TO START GETTING IN SHAPE”: MAKE IT HAPPEN WITH MAPFRE MILES OF TRUST





TEXT **ENRIQUE VEGA** | IMAGE **MAPFRE, ISTOCK**

How many times have you told yourself, “Today’s the day I’m going to start getting in shape”? You may have thrown in the towel more than once, swearing that one day you’d get back on track.

Society is changing at a dizzying pace, and we’re not always capable of adapting as quickly as we’d like to. Sometimes we’re forced to postpone our personal goals, or even worse, quit halfway through the race. In fact, people tend to indefinitely postpone things we perceive as a drastic change, or one that requires our body and mind to adapt to something unfamiliar that threatens to take us out of our comfort zone.

That expression ‘Don’t put off until tomorrow what you can do today’ has surely come

## MILES OF TRUST II

7 CANDIDATES  
+ 500 CONTENDERS  
5.3,  
13 OR 26.2 MILES

THE KEY IS TO **DEVELOP AN ACTION PLAN, WHICH COULD INVOLVE VERY BASIC METHODS, THAT HELPS YOU TO TRACK YOUR TRAINING SESSIONS. NONE OF THIS WORKS UNLESS WE LEARN TECHNIQUES TO MAINTAIN CORRECT POSTURE IN THE MANY MILES TO THE FINISH LINE.**

to mind before. It might not be immediately obvious, but this is a philosophy that can help us to handle any situation in our lives or meet any challenge.

But it’s not always possible for us to embark on that path alone: motivation is the main reason why every day many runners decide to lace up their running shoes, go for a run, and meet the goals they’ve set for themselves.

MAPFRE is once again offering that “push” to people who want to challenge themselves in this new edition of Miles of Trust. Under the slogan “The starting line is the same for everyone. Keep your eyes on the prize!”, MAPFRE aims to encourage anyone, no matter what fitness level they start with, to run a 26.2-mile marathon.





## MAPFRE'S PARTICIPANTS IN THE MILES OF TRUST CHALLENGE

The campaign was enthusiastically received by our colleagues at MAPFRE, and many people applied. Here are the three runners who were selected to meet the challenges. Instead of wishing them luck—which they won't need, because they'll be very well-prepared for Lisbon—let's wish them continued motivation and confidence! You can do it!

**Alfredo García-Almonacid Fuentes** hadn't run since high school, although he does play other sports. He's true to his motto in life: "Do or do not, there is no try," which explains his reasons for participating in Miles of Trust: "In my case, it's one of the personal challenges I set for myself at the beginning of the year. Some time ago, my doctor told me that I had to do new things once in a while to stay mentally sharp. Since I've never been a runner, it gave me extra motivation to finish this challenge"

"Run long distances and hike the full Camino de Santiago" are **Julián Arturo Almería Sanmiguel's** motivations to meet his Miles of Trust challenge: running 5.3 miles. He already has some experience, because last year he finished part of the Camino de Santiago! Eager to "take advantage" of MAPFRE's challenge, he would like to dedicate this objective to his family and friends.

**Adoración Delicado Martínez**, known to all as Dori, is hopeful that her participation will serve as: "The motivation I need to add medium-intensity exercise to my daily routine and combine it with taking care of my girls (5 and 8 years old) and my intense work schedule. I want it to be a routine I can maintain over time." Achieving this dream shouldn't be difficult for her, as she already enjoys hiking, running, yoga, Zumba, and water aerobics, and has done bike trips in the past.

Four external participants also aim to meet their marathon, half-marathon and 5.3-mile objectives. They are: **Roberto Leol, Montse Díaz, Tmimi Chaemae, and Sara Gil**. They're ready to give it their all too!

The seven candidates chosen among more than 500 contenders for Miles of Trust II will have to conquer one of the following distances; 5.3, 13 or 26.2 miles.

## COACHING FROM THE FIRST TRAINING SESSION

Once again, preparation and consistent training are the keys to achieving any objective. This time, those who run the 26.2-mile Miles of Trust marathon will train with the best professionals. Coaches Marina Rebull, Germán Madrazo, Pablo Lucero, and Judit Abarca will guide the runners to the finish line by focusing on four areas: motivation, nutrition, mobility, and physical preparation.

To train for a race, you don't necessarily have to go to the gym: Marina Rebull, the nutrition coach, will advise the participants on the importance of eating the right diet for their objectives. "Because nutrition, like rest, is part of proper training," the nutritionist explains.

Along with a balanced diet, motivation plays a fundamental role when facing any challenge.



In this case, the runners will rely on the extensive experience of motivational coach Germán Madrazo, whose philosophy that people are unlimited inspired him to compete in the Olympic Games.

Their physical preparation and training will be supervised by head coach Pablo Lucero. Drawing from his experience as a coach, founder of BCN-Madrid Triathlon, and trainer of the Spanish triathlon team, he will adapt the training sessions and act as a constant support for the runners, making sure they reach the finish line without injuries. In his opinion, the key is to "develop an action plan, which could involve very basic methods, that helps you to track your training sessions."

But none of this works unless we learn techniques to maintain correct posture in the many miles to the finish line. That's why Judit Abarca, the mobility coach, will share her vision of the sport, making sure that we don't focus solely on meeting that ambitious goal, but that we stay active throughout our lives. Because "we train to live better lives while improving our health.»

## A RACE FOR EVERYONE

Changing old habits, becoming more active, and adopting a healthier lifestyle are big steps for most people, but they are the most important things you can do to transform your life.

That's why you are also invited to participate in this edition. Using the Miles of Trust app, you can transcend your limits, leave your sedentary lifestyle behind, and start a daily exercise routine. By following tips from trainers and meeting the challenges on the app, you can enter a number of raffles to win sporting goods from Asics and Garmin.

Available since February 14, it's an app that anyone can use to set their own objectives, creating a plan tailored to their abilities, needs, and even to their schedule. Through Miles of Trust, users can sign up for the challenges that are posted each month, which will help them embrace healthier habits, whether they prefer to walk or run (it's tailored to each individual user).

This challenge has no limits. Anyone can use the app and create the plan that suits them best, regardless of their location or fitness level.

## ASK YOURSELF THE FOLLOWING QUESTION: WHAT SPORT MOTIVATES YOU?

### IF THE METHOD BORES YOU, CHANGE IT

### SET GOALS

### RECORD YOUR STATS, DESCRIBE THE PROCESS

### REWARD YOURSELF

### BE FLEXIBLE

What's more, the Miles of Trust phenomenon isn't limited to Spain. Showing how motivation and confidence are key factors for overcoming challenges, Peru has decided to adapt the campaign, extending it to many people who may have never run a marathon before.

## THE OBJECTIVE: LISBON

The seven participants already have a goal in mind: the Lisbon Marathon. On October 9, all of them will arrive in Lisbon, fully prepared for the big race. Thousands of runners from all over the world will gather at this international event, which is sure to be an unforgettable day for our runners.

But they won't do it alone: our four coaches will guide them up until the day of the marathon, and they will run one of three distances: 5.3, 13, or 26.2 miles.

So, when you need a change, work hard to make it happen. When you feel it's time to cross new finish lines, work to cross them. When you decide to take even better care of your health, trust yourself and let yourself be guided by the best.

**Sign up for the Miles of Trust challenge and go out and fulfill your dreams.**







# Endorphins and well-being

It's amazing how many internal resources are available to human beings and how little we use them. A clear example of this, at the neurochemical level, are endorphins: What are they, and how can we take advantage of them for optimal well-being?

TEXT **CRISTINA AGUD (CLINICAL PSYCHOLOGIST AND PSYCHOTHERAPIST AT TELADOC)** | IMAGES **ISTOCK**

## What are endorphins?

Endorphins are chemicals produced by our brain (specifically the hypothalamus and pituitary gland) responsible for stimulating neural circuits in our nervous system related to pleasure. Technically they are opiate-type polypeptides that act as neurotransmitters; that is, pharmacologically, they are a sort of natural internal morphine that act like a “drug” without causing addiction or side effects.

Some forms of exercise that trigger the release of endorphins include: running, HIIT (high intensity interval training), Zumba, swimming, cycling (indoor and outdoor), climbing (and other risky

**ENDORPHINS ARE CHEMICALS PRODUCED BY OUR BRAIN RESPONSIBLE FOR STIMULATING NEURAL CIRCUITS IN OUR NERVOUS SYSTEM RELATED TO PLEASURE**

PHARMACOLOGICALLY, THEY ARE A SORT OF **INTERNAL NATURAL MORPHINE**, THAT ACT LIKE A “DRUG” BUT **WITHOUT CAUSING ADDICTION OR SIDE EFFECTS**

sports such as canyoning, downhill, etc.), “jumping,” body combat, etc. But keep in mind that other disciplines such as yoga or Pilates can also boost endorphins.

## Primary functions

Endorphins are related to well-being for two reasons:

- They generate pleasure.
- They eliminate pain.

As for their main functions, they:

- Generate a sense of well-being and reduce stress and anxiety.
- Have an analgesic effect: they mitigate both physical and emotional pain.
- Reinforce the immune system and lower blood pressure.

- Increase libido.
- Regulate appetite.
- Improve our memory and attention span.
- Delay aging.

## What happens during exercise?

Exercise is a sort of non-pharmacological therapy, indicated for people of any age and physical condition, that helps improve different aspects of health: physical, emotional, cognitive, and social. Endorphins play a key role in this. However, not all kinds of exercise release the same amount of this substance. How can we optimize our workouts for the best psychological benefits?

First of all, we need to understand that pleasure is not just about achievements or breaking our own records. For exercise to help us generate endorphins, we must adjust it to our fitness level and gradually increase our intensity or duration. If we start at a level that's too high for us, it can have the opposite effect. Not only will it not generate pleasure, but we'll end up feeling frustrated or throwing in the

### **ENDORPHINS ARE CHEMICALS PRODUCED BY OUR BRAIN RESPONSIBLE FOR STIMULATING NEURAL CIRCUITS IN OUR NERVOUS SYSTEM RELATED TO PLEASURE**

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PHARMACOLOGICALLY, THEY ARE A SORT OF **INTERNAL NATURAL MORPHINE**, THAT ACT LIKE A "DRUG" BUT **WITHOUT CAUSING ADDICTION OR SIDE EFFECTS**

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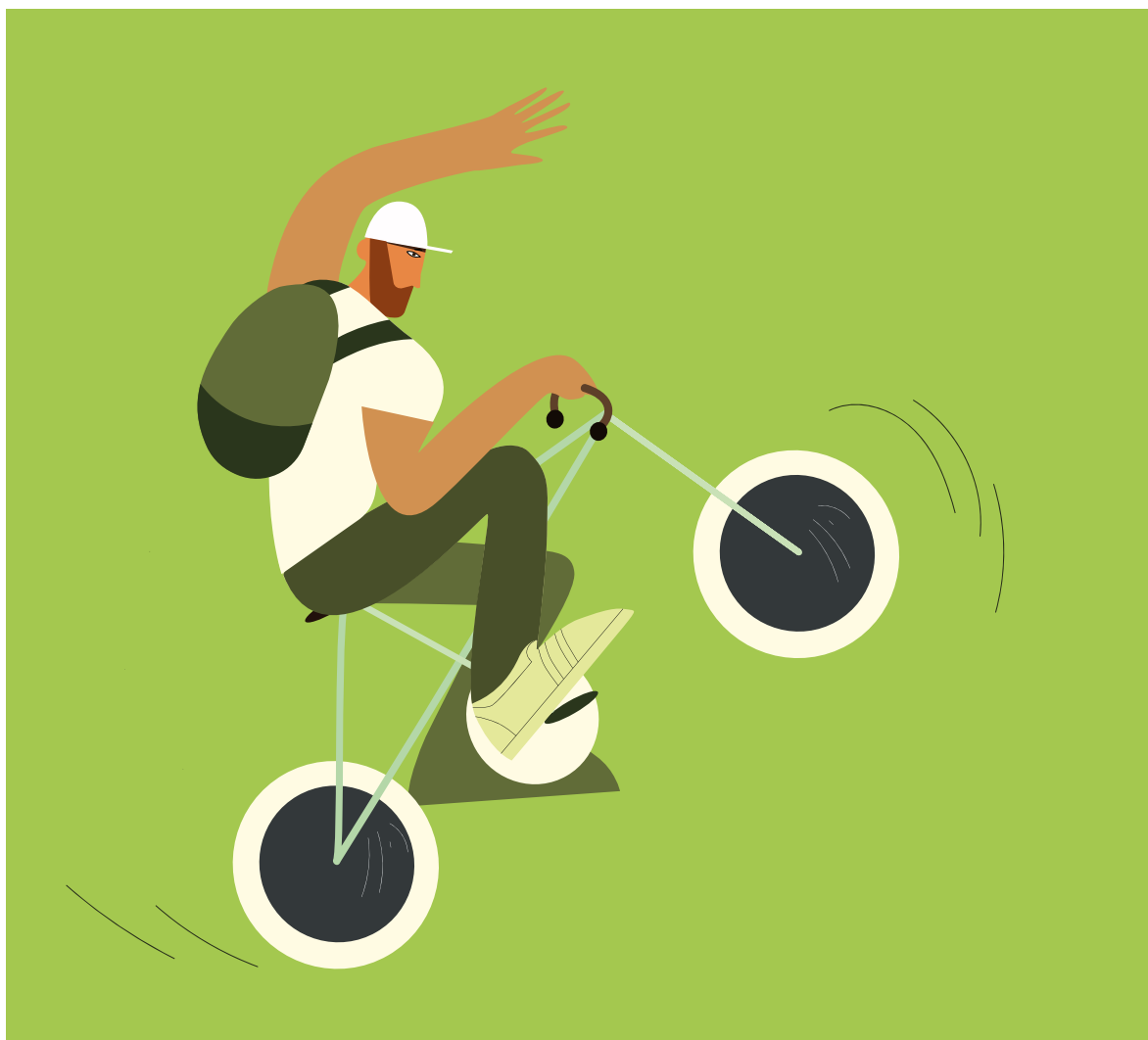
towel. On the other hand, chronic strain caused by overtraining also decreases the release of endorphins. That's why doing the right level of exercise is important.

## What about afterwards?

There's also another way to generate endorphins that doesn't happen during physical activity, but afterwards: while recovering after exertion. The body releases this substance to reduce symptoms of fatigue, activating the receptors in the brain that relieve the perception of pain. We call this the "reward effect."

## Choosing a form of exercise

There are many forms of exercise. To choose one, the first question we have to ask ourselves is, "which one do I enjoy?" Whether it's indoors or outdoors, individual or collective, aerobic or anaerobic... If you choose exercise that you like, you're more likely to stick to your routine and stay motivated.



Not all exercise releases the same amount of endorphins. According to research, the levels released are higher for high-intensity exercise, which increases the amount of lactic acid in your blood. So, how can we plan our exercise routines to release maximum endorphins? Endorphins are released when we generate stress in the body,

which we can achieve through two factors:

- Intensity.
- Duration.

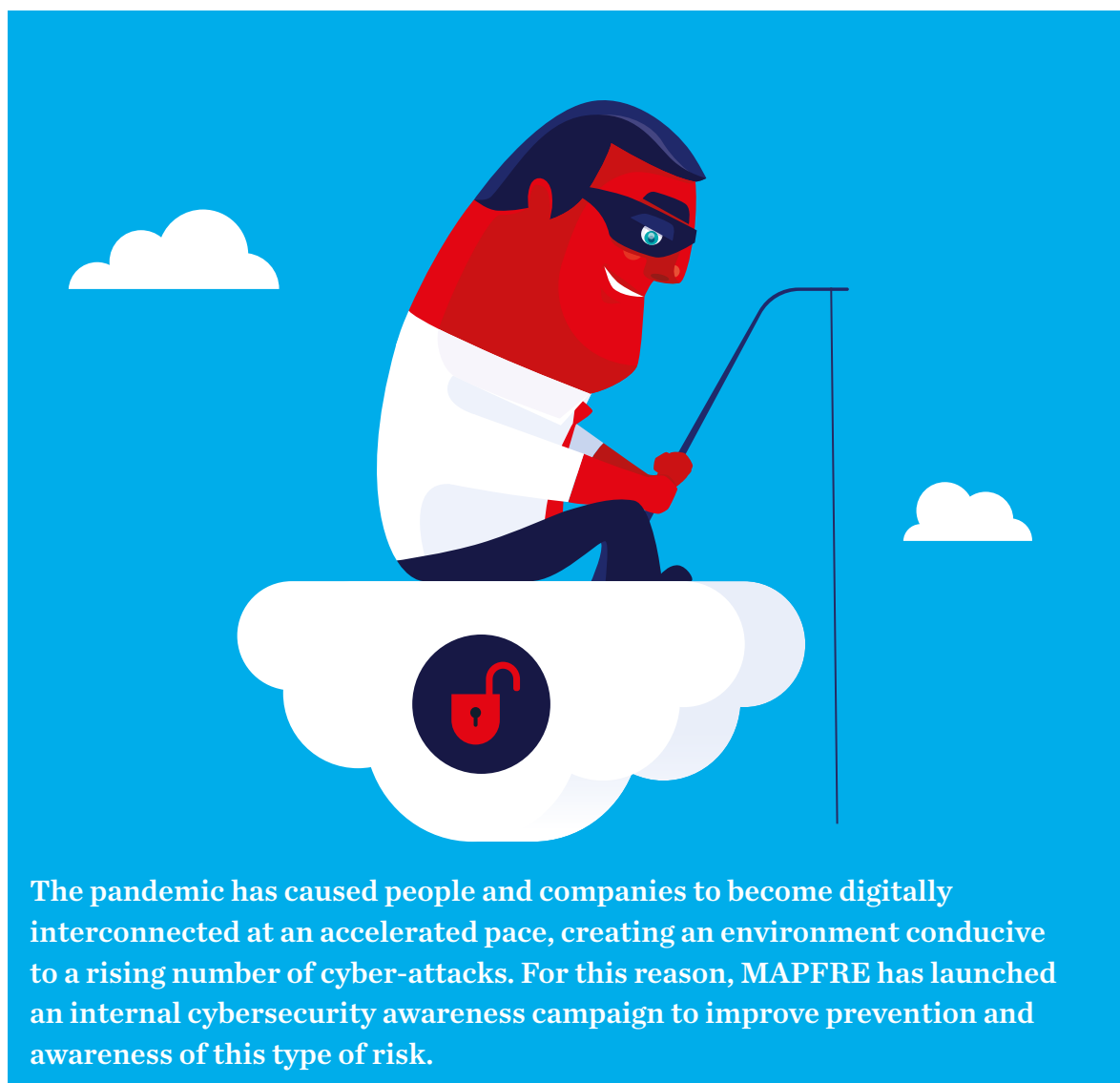
We can therefore raise our level of endorphins through short bursts of high-intensity exercise or through long-duration, moderate-intensity exercise. Exercising at high

altitudes also generates more endorphins.

YOU CAN FIND THIS ARTICLE AND MANY OTHERS ON DIET, EXERCISE, AND HEALTHY LIFESTYLES AT <https://www.kmdeconfianza.com/>



# MAPFRE PROMOTES A #CYBERSECURECULTURE TO PREVENT CYBER RISKS



The pandemic has caused people and companies to become digitally interconnected at an accelerated pace, creating an environment conducive to a rising number of cyber-attacks. For this reason, MAPFRE has launched an internal cybersecurity awareness campaign to improve prevention and awareness of this type of risk.





VISIT THE DIGITAL EDITION OF THE MAGAZINE  
AT [WWW.ELMUNDODEMAPFRE.COM](http://WWW.ELMUNDODEMAPFRE.COM)



TEXT **PABLO FUENTES** | IMAGES **MAPFRE**

Cybersecurity is a basic pillar of digital transformation, because living in the world today of new technologies and the digital era, we are increasingly exposed to cybercrime. This situation has been aggravated by the COVID-19 pandemic, which has accelerated the digitalization and connectivity of people and companies. This has created an environment conducive to cyber-attacks, like the one that MAPFRE successfully faced in 2020 in Spain, one of the most challenging times in the company's history.

In a report called *Cyber Threats and Trends: 2021 Edition*, the CCN-CERT (Information Security of the National Cryptology Centre, CCN, attached to the National Intelligence Centre) discusses the rising number of incidents and their severity, which have come about due to the forced digitalization of society.

The Spanish National Cybersecurity Institute (INCIBE) handled 133,155 incidents in 2020, 80% of which involved citizens and companies. These numbers were twice as high as those from the previous year, prompting the experts to start calling the phenomenon a "cyber pandemic."

In this context, individual responsibility is an important concept. In other words, any of our actions can cause a major threat to our security. In fact, 95% of cyber-attacks or incidents are due to human error, according to the IBM Security X-Force Threat

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**THE FIREWALL MINDSET IS A 100% DIGITAL CAMPAIGN THAT AIMS TO TEACH USERS HOW TO PREVENT AND RESPOND TO THE MOST COMMON KINDS OF CYBER-ATTACKS**

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Intelligence Index study, so prevention through employee awareness should be a priority for all corporations.

This is why MAPFRE has launched a cybersecurity awareness campaign called Firewall Mindset MAPFRE, #CybersecureCulture, which seeks to promote MAPFRE's security culture within the framework of the Cyber Resilience Plan (CRP).

The initiative is also part of the Digital Workplace Information Protection project that encourages the company's employees to work in a more agile, collaborative, and secure way by using digital collaboration tools.

It is a 100% digital campaign aimed at teaching users to prevent and act against the most common attacks. Through storytelling and a fun, entertaining

methodology based on gamification, cyber-agents learn from real cases and build their OPDA (Observe, Think, Decide, and Act) skills, the “mantra” of the project, which will allow us to be prepared for future cyber-attacks.

MAPFRE wants all its professionals to be aware of the importance of our commitment to online security in professional settings and in our personal and family lives. It also provides a wonderful opportunity for us to enhance and build on our knowledge of cybersecurity.

Through gamification, users solve real cases of different types of cyber-attacks.

### **MAPFRE incorporates its first 7,300 cyber-agents**

More than 7,300 people have already participated in the campaign, which began at the end of 2021 in Spain, and 3,800 of these participants have already received their diplomas as cyber-agents for the company. All of them have passed different challenges, ranging from viewing a webisode, a report by an expert with an explanation of a case, some tips or keys to the case, an exam or open case, and finally the solution and closure of the case.

### **THE NUMBERS: SPANISH NATIONAL CYBERSECURITY INSTITUTE (INCIBE) HANDLED**

**133,155**

**INCIDENTS IN 2020,**

**80%**

**OF WHICH INVOLVED  
BOTH CITIZENS AND COMPANIES.  
THESE NUMBERS ARE TWICE  
AS HIGH AS THE YEAR-  
EARLIER FIGURES, PROMPTING  
EXPERTS TO START CALLING  
THE PHENOMENON A “CYBER  
PANDEMIC.”**

In total, the platform received more than 159,594 video views, around 1,781 likes, and 2,013 comments.

As of this year, the campaign’s launch in Spain is almost finished, and **it’s starting to be launched** in MAPFRE’s other regions and countries.

This campaign is one of the initiatives of the MAPFRE Cybersecurity Awareness Working Group, which consists of the Corporate Security Department, the Corporate People and Organization Area, and the Corporate External Relations and Communication Area, which also promotes other actions aimed at creating a culture of security in the company.

These include activities such as courses on comprehensive security training for 22,000 employees and data privacy for 19,000; distributing protective cover for credit cards to more than 11,000 professionals in Spain; the quarterly publication on the Global Intranet and the People App of videos and infographics with cybersecurity tips; and the performance of simulations and cyber exercises in different countries to measure the effectiveness of training and awareness actions.



## THE TYPES OF CYBER-ATTACKS THAT INCREASED THE MOST DURING THE PANDEMIC

According to the Spanish National Cybersecurity Institute (INCIBE), the kinds of cyber-attacks that increased the most in 2020 were the following:



### CORPORATE PHISHING OR BEC (BUSINESS EMAIL COMPROMISE),

that take advantage of the increase in remote work. This category of attacks includes CEO fraud, which is up 15%.



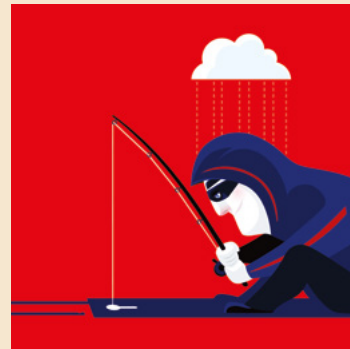
### CUSTOMIZED MALWARE

taking advantage of the health crisis, cyber criminals launch massive phishing campaigns. They've also modified the type of malware they use to achieve wider-scale attacks.



### RANSOMWARE

which has become more targeted and dangerous, allowing cyber criminals to demand a higher ransom payment.



### SUPPLY CHAIN

this is a new cyber-attack trend, a consequence of the lack of maturity and effectiveness of process safety at many organizations. One of the biggest incidents was the breach of Microsoft's source code.



VISIT THE INNOVATION SECTION  
AT [WWW.ELMUNDODEMAPFRE.COM](http://WWW.ELMUNDODEMAPFRE.COM)

# MAPFRE ATTENDS THE MOBILE WORLD CONGRESS IN BARCELONA WITH A UNIQUE VISION OF THE FUTURE OF HEALTH



**On February 28, Barcelona once again hosted one of the most important events for the tech sector, the Mobile World Congress, which was attended this year by 60,000 people from all over the world. A delegation from MOi (MAPFRE Open Innovation), MAPFRE España, and Savia toured the pavilions of the Barcelona expo center to learn about the latest developments of startups, device manufacturers, and service providers, among others.**

MAPFRE was especially focused on 4YFN (Four Years From Now), the Mobile World Congress' satellite event where startups, investors, and large corporations—like MAPFRE, which has announced its call for the fourth edition of the *insur\_space* program—meet to explore avenues for collaboration. In addition to having its own space to connect with the entrepreneurial ecosystem, the company also presented the MAPFRE Open Innovation (MOi) and Savia proposal to curious attendees, together with the Barcelona Health Hub (BHH), the city's first tech association to promote innovation projects in the digital health field.

With the recent launch of the *call for startups* and their health and wellness vertical, the teams unveiled their value proposition in this area and received interesting proposals that they decided to apply to the *insur\_space* program, in search of potential collaborations.

## TRENDS IN THE INSURANCE FIELD

On the first day of 4YFN, Pedro Díaz-Yuste, CEO of Savia and head of Digital Health at MAPFRE, participated in the panel organized by BHH, *Digital Health Trends in*

TEXT ALEJANDRO MIGUEL PRIEGO | IMAGES MAPFRE



*Insurance*, where he described the perfect storm that the arrival of COVID-19 meant for telemedicine and how MAPFRE decided to help by opening the platform not only to its clients, but also the general public, free of charge. Díaz-Yuste added that MAPFRE's commitment to innovation through collaboration with startups that Savia has consolidated in the last three years is positive and important. In his opinion, three ingredients have contributed to the company's success in this area: rapid integration, *win-win relationships*, and humility on everyone's part.

All these proposals and innovative steps are necessary for transforming organizations. **Mónica García Cristóbal**, director of Transformation at MAPFRE España, participated in the second day of the event in a talk with Amazon Ads, where she shared her reflections on MAPFRE's commitment to empathize with the customer and improve their experience. Joined by **Germán Martínez**,

WITH THE RECENT LAUNCH OF ITS **CALL FOR STARTUPS** AND ITS HEALTH AND WELL-BEING **VERTICAL**, THE TEAMS SHARED THEIR VALUE **PROPOSITION** IN THE **VERTICAL** AND RECEIVED **INTERESTING PROPOSALS** THAT THEY DECIDED TO **APPLY TO THE INSUR\_SPACE PROGRAM**, SEEKING **POTENTIAL COLLABORATIONS**.

Managing Director of Amazon Ads in Spain, she discussed the acceleration of trends in organizations after the pandemic and their commitment to responding to and anticipating customers' needs no matter where they are.

The important thing is to establish strong and lasting relationships of trust with customers. "We care about

families ... and young people," she emphasized. "We must identify their tastes and preferences and find out what they need... That's why we'll be present on channels they use, such as Amazon and Twitch," she explained.

### MAPFRE TOWER: THE MEETING POINT

After a demanding day at the MWC, a special moment was set aside to go up to the top floor of MAPFRE Tower, with views of the sea, nature, and the city, to broaden our perspectives on the future of health.



Along with Accenture, MAPFRE held *"The pulse of change: Perspectives on the future of health,"* where researchers, startups, investors, and disseminators discussed advances and trends for the coming years.

The event was opened by **Joan Cuscó**, global head of Transformation at MAPFRE, and **Elie AbiLahoud**, director of Venturing and Innovation for Accenture in Europe, and it featured exceptional presentations, a Q&A session, an interview, and a colloquium.

**Nicolas Monsarrat**, Head of Digital Health for Accenture in Europe, outlined the region's dynamic health trends, marked by the rapid expansion of digital health, where a 29.6% rise in growth is expected between 2019 and 2023.

Coinciding with World Rare Disease Day, **Lluís Montoliu**, biologist and researcher in the CSIC and CIBER at the Spanish National Centre for Biotechnology (CNB), discussed advances in genetics and the achievements and challenges of personalized precision medicine to treat patients individually. He also spoke of advances in gene editing tools such as CRISPR and the importance of scientific integrity, among other topics.

During his talk, which the audience followed with great interest, Lluís Montoliu shared how technology has accelerated and improved his work methods: "In the late 1990s we sequenced the genome for the first time. Back then it might have taken me two and a half years to inactivate a gene; now it takes me a few weeks," said the expert, in the case of rare diseases such as albinism. He also claimed that artificial intelligence, data use, and supercomputing would revolutionize the sector.

**THE FUTURE OF HEALTH  
THUS RECEIVED THE  
ATTENTION IT DESERVES IN  
A CONTEXT DOMINATED BY  
THE CONCERNS OF CITIZENS  
WORLDWIDE, IN WHICH THE  
LATEST ADVANCES HAVE  
THE POTENTIAL TO RESTORE  
OPTIMISM WHILE MAKING  
MENTAL HEALTH A TOP PRIORITY.**

Montoliu explained that the current challenges are global, but the solutions differ depending on the region.

## **FIRESIDE CHAT: ACCELERATING CHANGE**

Later, a colloquium was held by moderator **Luisa Bautista**, director of Health for Accenture in the Iberian

Peninsula, called *Fireside chat: Accelerating change*. In it, **Pedro Díaz Yuste** explained that patient-centered strategies would be among the keys to digital health, and this is what Savia did by providing telemedicine service free of charge to all users during the pandemic. Pedro announced that Savia "is going to play an important role» and that telemedicine is already a reality in the world of health.

**Miquel A. Bru Angelats**, vice president of Business Development at Made of Genes, spoke about the two-way path that personalized medicine will take and the importance of involving the customer directly. Citizens must be empowered so that they are the ones who decide to share their data in order to improve their health, which can help further the study of diseases and their subsequent treatment, he said.

**Luis Martín Ezama**, CEO of CancerAppy, a startup dedicated to detecting the patterns behind different types of cancer through computing, discussed one of the biggest obstacles to research advancement: limited data. In the midst of the information age, data is an essential source of solutions to the problems we face, and this is a major challenge that will have to be addressed in the short term.

The MWC was an opportunity for MAPFRE to make advances in an innovative and enriching ecosystem, and it rounded off the experience with an early presentation, during the private event, of the report: *The Future of Health: Five Trends That Will Impact the Insurance Market*, prepared in collaboration with Accenture.

This study details the trends that will shape the future of health, trends that are a consequence of not only the pandemic but also the tensions in the health system that are driving the digitalization of the sector, as well as the interests of health groups, insurers, pharmaceuticals, and medical device manufacturers in response to up-and-coming players: startups and digital giants.

What are these important trends? More and more actors that are in a race to conquer the sector; interoperability, a cornerstone of the patient experience; empowering users, who must also decide what to do with their data; personalization through technologies that will lead to individualized, precision medicine, and the phenomenon of “home-spitals,” where health is brought into the home.

The future of health thus received the attention it deserves in a context dominated by the concerns of citizens worldwide, in which the latest advances have the potential to restore optimism while making mental health a top priority.

**Looking to the future, MAPFRE aims to keep the conversation open and have its finger on the pulse of tomorrow's health.**



# Taking care of your mental health

Since the start of the pandemic, some things have changed significantly, but we're starting to be able to recover our old habits and lifestyles, and we're finally seeing some encouraging signs of progress. Although things may seem normal on the surface, everything is starting to change.





MORE MENTAL HEALTH TIPS  
IN THE PEOPLE SPACE OF THE GLOBAL INTRANET



TEXT **LABOR RELATIONS AND PREVENTION AREA – SPAIN** | IMAGES **ISTOCK**

In the last two years, due to COVID-19, the health of people around the world has been compromised at all levels. In the earliest days of the pandemic, our greatest concern was curbing the number of deaths, seriously ill patients and hospitalizations. As medicine to help manage this disease has advanced, both through prevention with vaccines, and at the clinical level with treatments for the infected, we've become less concerned with our physical health, as we're now realizing the impact that many aspects of the crisis have had on our mental health.

During this time, our well-being has been under

enormous pressure, as we've been subjected to all kinds of stressors, from changes in our habits and lifestyles to fatigue, loss, and uncertainty.

After an intense two years, **we may feel both psychologically and emotionally fatigued. This is normal and a consequence of the strain that we've been under.**

Psychological fatigue can sometimes precede anxiety and mood disorders, but with the right tools, these disorders can be avoided and/or managed or eliminated.

Once again, as organizations, we must commit to prevention and early

detection as the most efficient tools to address these situations.

Detecting the first symptoms in a timely manner is key and will allow us to assess whether people have sufficient coping tools or whether they will need early psychological support. Taking action as early as possible will ensure, in most cases, a shorter and more successful intervention.

We all have the right to feel sad, frustrated, or even angry about the situation. These feelings are valid and necessary at times of crisis. But when these feelings make everyday life a struggle, it's time to stop and find out what's wrong, because just

as we require medical care when our bodies are in pain, we may need psychological assistance when we're hurting on the inside.

We need to learn to take care of ourselves from the inside out and feel as free to visit professionals in this field—psychiatrists and psychologists—as we do to make appointments with our family doctor. They can certainly help us to develop the right techniques and tools to handle our concerns.

Now more than ever, prevention as a basic tool to improve health is the best way to offset the effects of the pandemic and other international events that may cause emotional distress. In today's world, addressing mental health is a wise decision.

As companies, we can do many things to support people in this area; for example:

- Conduct ongoing evaluations to provide employees with tools and training resources and prevent the psycho-social risks associated with the current situation.
- Look after aspects of our team's personal and psychological health through accompaniment plans and psychological support.

**WE NEED TO LEARN TO TAKE CARE OF OURSELVES FROM THE INSIDE OUT AND FEEL AS FREE TO VISIT PROFESSIONALS IN THIS FIELD—PSYCHIATRISTS AND PSYCHOLOGISTS—AS WE DO TO MAKE APPOINTMENTS WITH OUR FAMILY DOCTOR. THEY CAN CERTAINLY HELP US TO DEVELOP THE RIGHT TECHNIQUES AND TOOLS TO MANAGE OUR CONCERNS.**

**IT'S FUNDAMENTAL WORK ON PSYCHOSOCIAL PREVENTION AS A BUSINESS SUSTAINABILITY FACTOR**



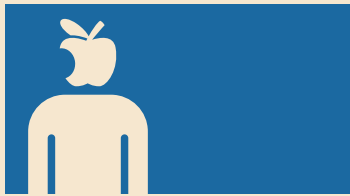
Companies have had to react to changes in the environment before—this is not new. What is relatively new is the speed at which these changes are taking place. That's why it's fundamental to work on psychosocial prevention as a business sustainability factor.

Most people spend a large amount of their time in the workplace. A number of studies demonstrate that mental health is not only a starting point to improve people's quality of life, but also the basis for turning businesses into competitive, profitable, and healthy organizations. For this reason, at MAPFRE we work to promote emotional health and well-being in the workplace (SDG 3), which is one of the five areas of action of our Healthy Company Model.

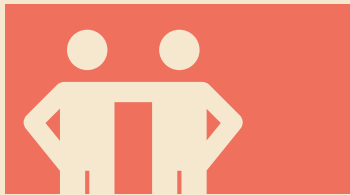




## IMPROVE YOUR MENTAL HEALTH: TAKE CARE OF YOURSELF FROM THE INSIDE OUT



**ESTABLISH HEALTHY HABITS:** eat well and get enough rest and exercise.



**NURTURE AND STRENGTHEN YOUR PERSONAL RELATIONSHIPS,** as these lead to satisfaction and well-being.

**FOCUS ON YOUR OWN GOALS AND VALUES WITHOUT COMPARING YOURSELF TO OTHERS.** Try not to be discouraged by minor failures- take them as learning opportunities. Look ahead instead of behind, and never give up.



**CULTIVATE GRATITUDE FOR WHAT YOU HAVE AND WHAT YOU RECEIVE FROM OTHERS OR FROM LIFE IN GENERAL.** Focus on appreciating the little things that provide a sense of well-being.

**LEARN TO ACCEPT THE THINGS THAT HAPPEN IN LIFE.** Work on the areas you can control, and try not to waste energy on things that don't depend on you.

**LIVE IN THE PRESENT** instead of dwelling on the past or being attached to a future that might not turn out the way you imagine.

**MANAGE YOUR TIME:** distinguish between urgent and important tasks; complete your hardest or least desirable tasks first and set aside enough time to do them. Find enjoyable things to do in your free time and give yourself enough time to rest.



**SLOW DOWN:** when we do everything in a rush, we make more mistakes, overlook important details, and leave things half-done. Haste makes waste!

**SCHEDULE BREAKS THROUGHOUT THE DAY:** they don't need to be long breaks and they don't need to interrupt your pace too much. Take two minutes to look away from your computer screen, take a deep breath, look around ...



**LIMIT YOUR TECHNOLOGY AND SOCIAL MEDIA USE:** Being available doesn't mean you have to respond immediately!



**USE TECHNIQUES THAT HELP YOU TO RELAX:** it could be meditation, yoga, mindfulness, etc. It's time for you to take care of yourself and give your mind a break.

**LEAVE YOUR WORK AT THE OFFICE:** you need to disconnect, clear your mind, recharge your batteries, and start the next day with renewed energy.

# PROJECT-BASED WORK: REVOLUTIONARY EFFICIENCY

In anticipation of the upcoming launch of the Project-Based Work Operating Model, the featured employees of this issue of *The World of MAPFRE* share their impressions of the interesting world of project-based work, which stimulates creativity, multidisciplinary teamwork, and motivation.

While some of them have been collaborating on these types of projects for years, others are new to this working method. All of them consider it a great opportunity to collaborate with employees who have other functions and to generate change from within. They highlight the importance of constant learning and support among team members.





VIEW OUR DIGITAL EDITION



**ARACELI CAMPOS  
NAVARRO**  
HEAD OF BUSINESS  
DEVELOPMENT, MOTORS, AND  
DAMAGE, MAPFRE MEXICO

Working on projects at MAPFRE has been very important and rewarding for me. It's taught me many lessons while also helping me to motivate myself, and I've taken on challenges in which my strengths, such as creativity and problem solving, have been allowed to shine. By working with people from other areas, each participant is able to learn new things, and it's a format that strengthens both autonomy and teamwork. This has also served me in my daily life, since I'm more capable of handling the challenges that arise from one day to the next on my own.

Since I started project-based work in 2019, I have collaborated on a variety of projects, such as developing a sales action plan, the motors plan, the home model, exclusive networks, sales team productivity, and the portfolio conservation center. I've also worked on implementing and optimizing technological solutions, in the sales classroom, in intermediary selection tests, etc.

I learned to work as part of a team, to solve problems, and to focus on the required results. Each project has allowed me to meet people from different areas at MAPFRE and to gain an understanding of their functions and activities in the company.

I've collaborated with several colleagues from different areas, and they have taught me a lot about functions and activities. As a result, I have more knowledge that I can use to resolve any concerns or problems that arise, and I now respond more directly, and above all, more rapidly and effectively.

**“Project-based work stimulates creativity, teamwork, and motivation. I encourage you to try this new style of work.”**

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**ERIC MARTÍNEZ MELÉNDEZ**  
MANAGER SUPPORT  
INFORMATION TECHNOLOGY.  
MAPFRE PUERTO RICO

Project-based work at MAPFRE has shown me how objectives can be met in an organized and consistent manner. Over the years and with experience, we gain knowledge that helps us do our daily work more efficiently. However, working on projects has given me a much broader view of my objectives and how to meet them. My individual work results impact many people's results, so following a project-based working methodology is the most important thing I can do to meet all my goals.

I work in the IT department, so I've been using project-based methodologies since I joined MAPFRE in 2000. Times change and everything evolves, and I've also observed how MAPFRE has changed, and the work we once did as part of a department is now project-based at all levels.

Participating in projects is very important to me: it has allowed me to grow professionally, expand my knowledge, and have an broader view of all the pieces that must be considered, like in a puzzle.

Every year we work with strategic planning at the

country level, which is in turn linked to global planning. The highlight of this year for me was my participation in the IFRS 17 implementation projects for corporate MAPFRE and the implementation of the RE21 tool for ceded business.

These are important projects that involve many people from different countries, and they have taught me to be more organized and work with teams other than the ones I'm familiar with. This adds to my experience and makes my work more rewarding.

In short, working on projects has allowed me to meet new people who perform functions that are very different from mine. It's been an opportunity to learn about their work and functions, as well as about goals and how to achieve them, and this has definitely made me more knowledgeable about MAPFRE.

**“Things have changed at MAPFRE, and the work we once did as part of a department is now project-based at all levels.”**

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**ERIKA DE VASCONCELLOS**  
GAZETA  
STRATEGIC PROJECTS AND IT  
PORTFOLIO MANAGEMENT,  
MAPFRE BRAZIL

My experience in projects began a little over a decade ago in other companies in the tech sector, but I started here at MAPFRE two years ago, at the beginning of the pandemic. This involved many challenges and knowledge exchanges in terms of business and systems, along with all the life and work adjustments we had to make.

Faced with many changes, MAPFRE leveraged the new situation to introduce collaborative actions, training modules with business experts, and agile methodology, as well as courses available to us on the SuccessFactors site. That was how my project experience began.

To me, participating in projects is an opportunity to be part of the company's changes and to contribute my know-how to the creation of processes and improvements. One example was my participation in the project-based work pilot with the Human Resources team. With the help of project managers, PMOs (project management offices), and business teams, we were able to define a new work model

focused on the use of corporate tools and the application of de facto practices.

As a project manager, I was in charge of the 2020 Global Connection program, providing support to the actuarial, operations, and motor areas, and in 2021 it was expanded to the assistance, Life, finance, resources, people, claims, HR, and communication areas. As a result of this expansion to the different lines of business, I learned how to handle everyday setbacks, keeping my sights set on delivery and the satisfaction of all my internal clients.

In the current structure, I report to IT and work on projects with different support areas, such as: IT contract and investment management, economic control and metrics, testing quality, functional, standards and processes, technological solutions, infrastructure, architecture, cybersecurity and compliance.

Working with projects at MAPFRE gets me involved in different areas. For example, there are times when I'm with the business team discussing topics related to what they do, and then I participate in a forum on new technologies. These interactions have helped me to develop a thorough understanding of the company's portfolio of products.



**“Participating in projects is an opportunity to be part of changes and to contribute my know-how to the creation of processes and improvements.”**

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**JESÚS MOLINA MERCHÁN**  
**QUALITY AND METHODOLOGY**  
**ANALYST, MAPFRE TECH**

I've been collaborating on projects since I joined MAPFRE two and a half years ago; however, in the past year my participation has become more active and direct.

Collaborating on projects has allowed me to have a clearer perspective of my contribution to the company. It's shown me how I add value to the company, and it's been rewarding to watch the project grow and evolve, and to see a company as large as MAPFRE integrate something with my team's name on it.



**“Working on projects with people from different areas gives you a broader, more diverse picture of the company”**

The project that I've participated in most actively is DevOps, which has taught me a lot, not only about the technologies involved, but also about how to adopt a different way of working, more oriented towards the fast and efficient delivery of value. This project is transforming IT towards more automatic models, and it will improve the Time2Market of MAPFRE's applications.

Due to the nature of the project, the team is made up of people from different areas and with different training, and each person contributes their knowledge. They also share



their vision of the business, which gives you a broader and more varied picture of the company. Personally I have learned a lot from all the members of my team. Not only in terms of knowledge, but also about how I work.

Aside from having a good attitude and trying to help as much as possible (even if it isn't your field), my best advice is to take advantage of all the resources in the project, mainly human resources, and to rely on your team as much as necessary to achieve your objectives.

**ANTONIO CRESPO GARCÍA**  
HEAD OF ÁGILNSE  
DEVELOPMENT (NON-LIFE  
ISSUING) MAPFRE ESPAÑA

I work in the technology area, so project management is something that's already part of my area's DNA, and I've been participating in different company projects for many years.

It's rewarding to feel that your participation in projects is helping to build the company's future and to address the needs or challenges it has identified.

Thinking about some of the most significant projects I've taken part in, I would go back to 2005, when I started out

and was still a collaborator, and helped create Gesalud, an application that our sales network still uses today. I then participated in many of the projects to upgrade the application, and I have especially fond memories of the projects that made it possible for health products to be sold online or through different banking channels. For the past two years, I've been involved in an incredible project to integrate the health line into the new issuing system. This poses a business and technology challenge, and we have decided to approach it with an *agile mindset*, which represents a different way of approaching these kinds of projects. Here we learn new things every day, and the biggest lesson concerns managing uncertainty and relying on technology, which is obviously a tremendous enabler. The most important thing is to understand that this is about PEOPLE creating products and projects for other PEOPLE.

I've been fortunate enough to learn from many colleagues, and that is definitely helping me to understand the company in a more transversal way. In particular, I love to observe and learn from other people and see how

they perform their functions within the projects.

I like to emphasize the importance of listening more than talking, and connecting with the other members of the team. Everyone makes mistakes and everyone learns, especially in these uncertain times, when changing conditions force us to adapt along the way and make decisions based on the information we have.

**“The most important thing is to understand that this is about PEOPLE creating products and projects for other PEOPLE.”**



# Yo confío



Nosotros confiamos porque los miles de voluntarios de Fundación MAPFRE que estamos repartidos en 27 países del mundo no damos el planeta por perdido, ***sino que vamos a hacer de él un lugar mejor.***

Fundación **MAPFRE**  
CONSTRUYENDO UN FUTURO **MÁS HUMANO**

[www.fundacionMAPFRE.org](http://www.fundacionMAPFRE.org)

# THE WORLD OF MAPFRE

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