

Let's talk about data

THE WORLD OF MAPFRE #115

TRUST III:
WE MAKE THE JOURNEY
EASIER FOR YOU

A TRIP THROUGH
TIME OF THE PEOPLE
ORGANIZATION

2021-2030
ENVIRONMENTAL
FOOTPRINT PLAN

DATA AT
MAPFRE

THE WORLD OF MAPFRE #115

THE DATA

83%

EMPLOYEES WITH FLEXIBLE
WORKING HOURS

90%

EMPLOYEES WITH
TECHNOLOGICAL MOBILITY 88%

88%

EMPLOYEES WITH
COLLABORATIVE TOOLS

Data, data, and more data... How does it affect us?

We get it all the time: shopping recommendations, health advice, or the best route to our destination. And it's all thanks to data. The cover of this issue of *The World of MAPFRE* displays threads that cross, converge, and separate. This is how we make sense of the complex world of the data that surrounds us, data that we somehow have to “tame” in order for it to be useful while also respecting people's privacy and following an ethical protocol. So Maribel Solanas, *Chief Data Officer* at MAPFRE, tells us in the magazine's opening article. Don't miss it; it's the future that is already upon us. Another figure closely linked to data is the actuary, who we have also prepared an article about with five reasons why an actuary should pursue a career at MAPFRE.

Then, we depart from the future and take a trip back in time to review the progress made in the People and Organization areas over the past decade. Thanks to this progress, we are undergoing comprehensive self-development and pursuing sustainability in people management as well.

And because we're all about taking care of people, we'll also tell you all about the “Trust III” campaign, which emphasizes that while MAPFRE cannot guarantee you success in your journey, it can pave the way to making your life easier. It all revolves around MAPFRE's new corporate purpose: “We care about what matters to you.”

As we focus on people in this issue, we want to draw special attention to our key players: experts in the area of life and partners who insure what matters most. And how proud they are to do so!

WE NEED TO “TAME” THE COMPLEX WORLD
OF DATA SO THAT **IT REMAINS USEFUL**
WHILE RESPECTING PEOPLE'S PRIVACY
AND FOLLOWING AN ETHICAL PROTOCOL.

We also talk about sustainability with MAPFRE Week 2022 and the commitment to diversity and women's empowerment. And we cannot forget the 2021-2030 Environmental Footprint Plan, with set objectives that we hope you will take on as your own — “Playing our part.” Elsewhere, we highlight the contribution made by the Accident Prevention and Health area to the world's largest strategy for sustainable development: the SDGs.

Many other topics will give you a 360° view of all the areas in which MAPFRE works for our personal development. We invite you to visit our podcast section at www.mapfre.com/podcast/, and don't forget about our digital edition at www.elmundodemapfre.com, where you can peruse all these issues and the history of the magazine.

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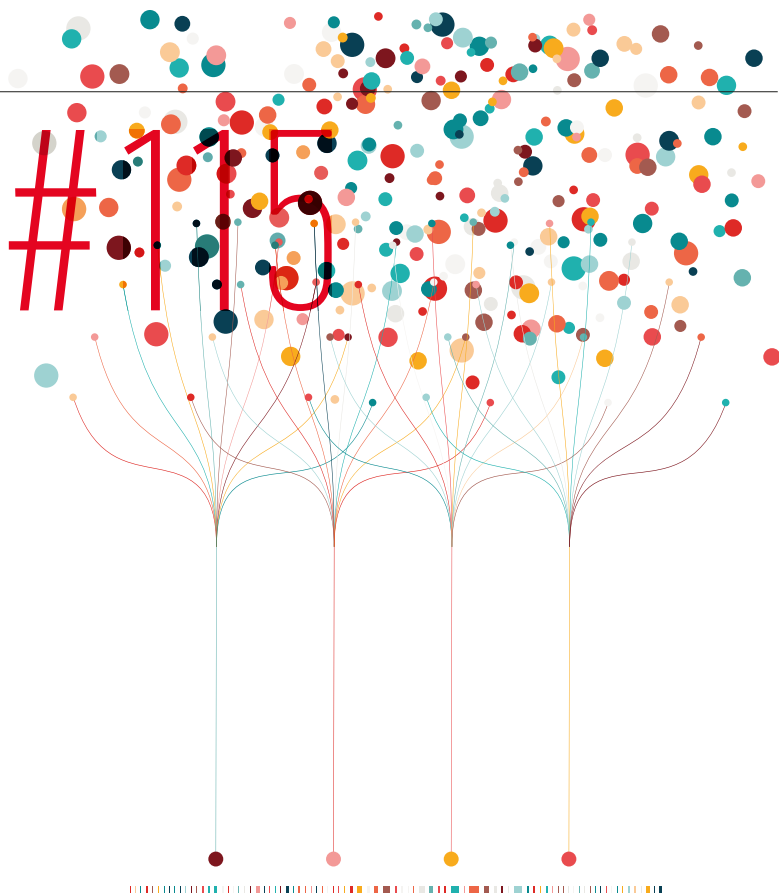
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Carrie Mae Weems, *The edge of time. Ancient Rome*, from the series *Roaming*, 2006. Digital C-print. Courtesy of the artist and Jack Shainman Gallery, New York.



FURTHER INFORMATION
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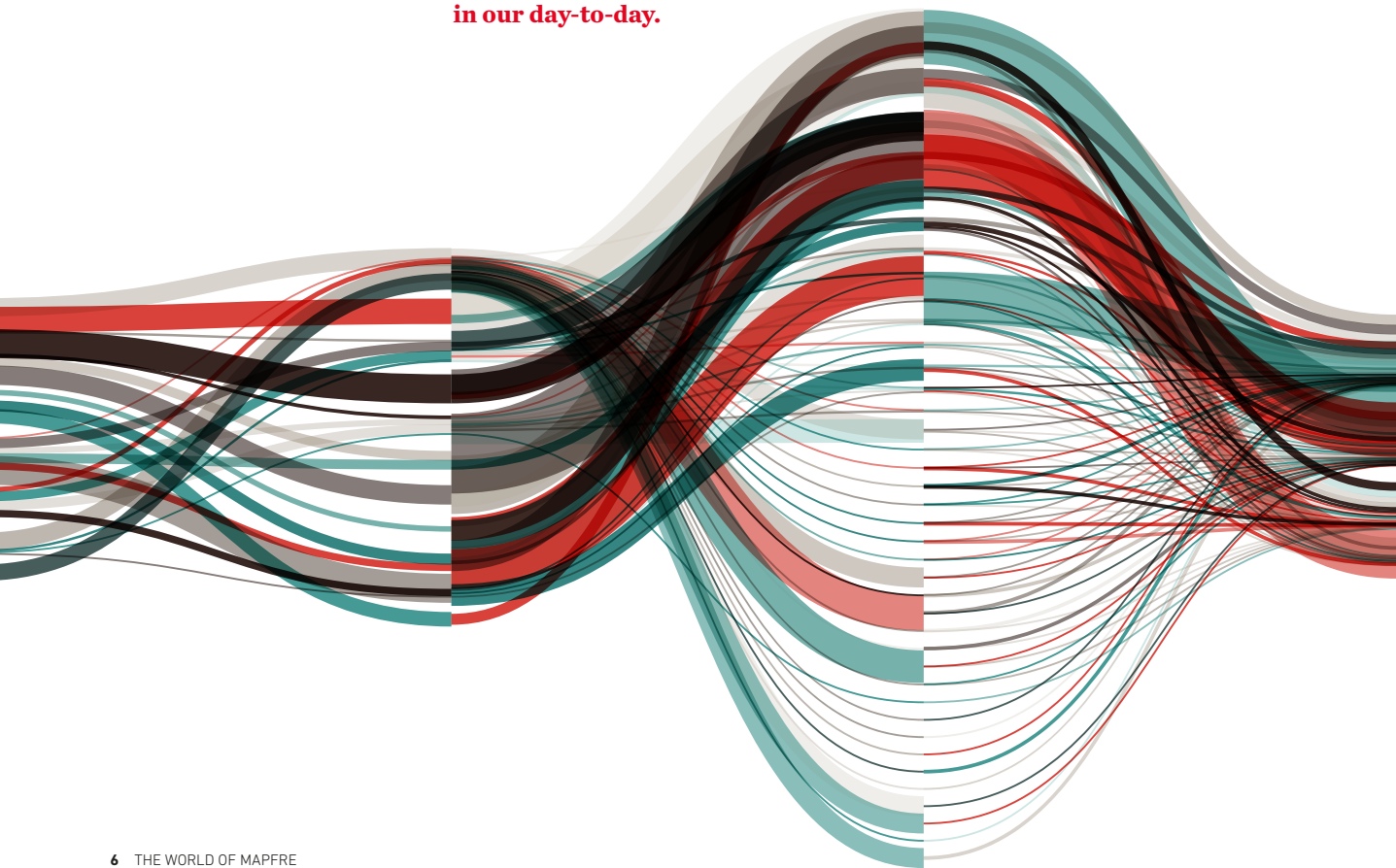
LET'S TALK ABOUT DATA...

It's been a few years now, but I still remember when all this Data business wasn't so "trendy," and when saying that you studied math made you sound like a bit of a "square." So you truly did need to feel a calling of sorts, because in those days the professional opportunities weren't particularly attractive, and the type of education you needed didn't have many real-world applications. What a pain it is to have to choose between humanities or sciences! Why should we have to choose?

Fortunately, time heals almost everything, and those stereotypes are long gone. Nowadays, data is everywhere, and we all make use of it in one way or another in our day-to-day.

Intuition is no longer enough; we now have the ability to improve our decision-making through efficient information analysis.

Without a doubt, we live in a society surrounded by learning-based predictions. Machine learning algorithms, deep learning, and artificial intelligence are already part of our daily lives. While we may not see them, we do see their results: shopping recommendations, health habits, risk prevention, etc. They are even better than us at choosing a partner! I don't think it's a trend; it's here to stay and will continue to give us a lot to talk about.



TEXT: **MARIBEL SOLANAS**, CHIEF DATA OFFICER AT MAPFRE | IMAGES **ISTOCK**, **MAPFRE**

But what has changed?

What's the difference between what we used to do and what we do now?

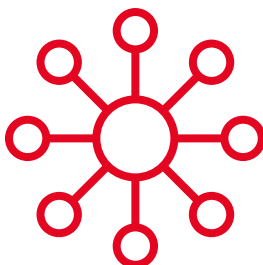
Before, data was scattered across different silos, and we searched for it, cleaned it, and transformed it into integrated information. Then, we applied statistical analysis and a lot of practical business expertise to turn it into knowledge we could harness to improve our results. The most important thing was to take great care of the data, because if it wasn't reliable, everything else was useless. In fact, this process is perhaps even more important now!

The difference is that, today, data management and analysis capabilities have improved greatly and are evolving very fast. Data is growing exponentially in volume and diversity, technologies store and process data in a way that was unimaginable until recently, algorithms are run in real time, and data from multiple sources can be connected.

Data is all around us! Whether it's a video, an image, or the footprint of a query on a website. The notion that data is only found in company databases is a thing of the past.

Because of all this, we are increasingly able to reach a high, precise level of personalization, or "hyper-personalization."

"At MAPFRE, we make strategic decisions on how to manage and harness Data in our business processes, aware that both factors are increasingly critical to the company's bottom line."



The trick to getting it right is excellent management of data quality and connection, which are its valuable and abundant raw materials.

Will technology gradually replace the function of our neurons?

I think it will be quite the opposite. Nobody doubts its potential and its benefits, but we need to be wary of the legal and ethical boundaries and address them appropriately. As customers, it's a nice feeling to receive personalized messages, but no one likes to feel like our privacy is being violated or that our private life is being intruded upon. Technology is not the limiting factor; in fact, it can be very helpful in establishing controls, alerts, and business rules while also detecting reputable sources and eliminating biases, etc.

It's up to the people working in companies to find the balance. This is not just about complying with the law, but also about establishing an ethical protocol that addresses the type of data we use and the implications for using the knowledge we extract.

I believe that sometimes it's better to sacrifice some degree of accuracy in the algorithms or to reject data sources that are dubious or when the customer may not have given permission

for their use. We are vying for their trust, which is hard to come by and easy to lose. Also, let's not forget about the viral effect — we're all connected! That's why we not only open the customer's trust to risk, but also their social and family environment, with a possible impact on social networks.

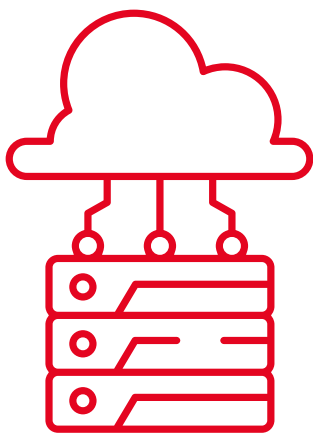
What are we, at MAPFRE, doing in the face of this data revolution?

I think the better question is: what are we not doing? At MAPFRE, we make strategic decisions on how to manage and harness data in our business processes, aware that both factors are increasingly critical to the company's bottom line.

New opportunities are springing up in the market all the time. But assessing and applying the benefits of this whole ecosystem is becoming increasingly complex. Issues such as data criticality, information quality, base architectures, security, privacy, working models, technology connectivity, specialized knowledge, etc. are fundamental to the future development of MAPFRE's operation.

We know that it is necessary to make decisive progress in the implementation of the different measures and projects, and assessing how to move forward against this backdrop requires a distinct perspective and updated knowledge base

“In 2019, MAPFRE decided to create the ‘Data Governance’ role in an effort to help manage Data as a strategic asset for the company.”



to avoid initial biases. We must consider the benefits produced by the synergies that arise between various areas and/or processes under an established control model, avoiding vertical approaches that do not take into account the data life cycle in its entirety.

Coordination in the development of capabilities, integration of data from different processes, and prioritization based on business impact metrics are the quintessential challenges of the internal transformation process with regard to data. All this effort will gradually allow us to achieve our final objective, which is none other than to capitalize on the value of data in our business strategies.

**Synergies, integration, connectivity, knowledge...
It's all related to all of us, the employees at MAPFRE**

At MAPFRE, we're working hard to address this area. It's not easy; it requires a solid management of change strategy. But we're not starting from zero. It's essential to apply learnings from all our previous experience, bringing what they have to contribute to the present moment, because the Data has always been there. Insurance companies and MAPFRE in particular carry it their DNA.

In my view, this is one of the main challenges in the process

of transformation toward a Data-Driven model. We must find ways to combine strengths in teams working toward the same objectives. Finding ways to connect experiences, skills, knowledge, etc. to new, much more collaborative and flexible ways of working is key.

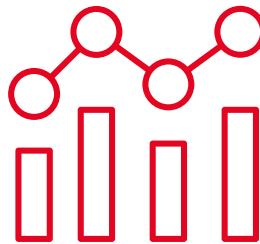
No one should feel excluded — quite the contrary! Internal talent is being nurtured through specific training enriched with external recruitment when necessary. It's not enough to bolster our analytics teams; we must also put together multidisciplinary teams which base their use of data on a rigorous knowledge of the business, in a way that is fully aligned with the company's strategic objectives and, of course, with new skills in technology and people's knowledge. Talent gets multiplied at MAPFRE when we connect people who have more experience and internal knowledge with those who bring more innovation and new knowledge.

I like to think that Data unites us and makes us stronger. It is the most transversal element of the company, and if the areas, teams, processes, and channels generate new ecosystems and new ways of relating to each other, we will dissolve the barriers and multiply the benefits.



“Data unites us and makes us stronger.”

Maribel Solanas, Group Chief Data Officer
at MAPFRE



How are we getting organized at MAPFRE?

Toward the end of 2019, MAPFRE decided to create the “Data Governance” role in an effort to help manage data as a strategic asset for the company. Over the course of the first two years and despite the pandemic, solid foundations were erected, including the Corporate Policy and the installation of Data Governance offices at the corporate, country, and business unit levels.

Within the scope of the 2022-2024 strategic cycle, and in general, MAPFRE has stressed the importance of protecting and harnessing Data in our business results. We are trying to establish a global Data project conditioned by and at the service of our main business priorities, establishing a clear link between business strategy and what we do with data.

To facilitate the transversal and coordinated implementation of initiatives related to Data management, MAPFRE recently approved the transformation of the Data Governance Office into the Corporate Data Division (CDD). This will reinforce the body with additional competences without sacrificing its structural function.

The Corporate Data Division shall act as a transversal Competence Center responsible for driving and managing the main aspects of the Data strategy at MAPFRE.

This center is defined as a multidisciplinary team with expertise in the main aspects of Data (governance, technology, security, and analytics) and is capable of offering a robust and comprehensive approach to Data-based decision-making and its use for business purposes.

Likewise, it will stress training, management of change, and foresight as key elements for the continuous development of Data disciplines across the company.

It also aims to identify, unify, and formulate best data practices based on MAPFRE's knowledge and experience in countries, units, and corporate areas.

In short, we hope to bring about robust execution and practical application in operational data management through a more effective coordination of capabilities that will help us to spur the transformation on the basis of common and shared objectives.

An exciting challenge that requires all our efforts!

I would like to thank all colleagues who include or plan to include changes in how they handle data under their responsibility every day. Those who believe that by looking out for quality, they are optimizing our relationship with customers. Those who seek new ways of sharing information and

PRINCIPLES OF DATA GOVERNANCE

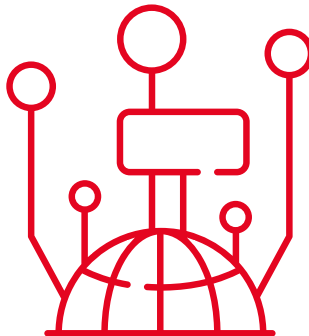
THE GENERAL PRINCIPLES OF DATA GOVERNANCE AT MAPFRE LAY THE FOUNDATIONS FOR THE RELATIONSHIP OF ALL COMPANY MEMBERS WITH DATA:

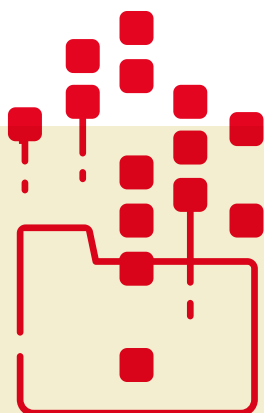
- ▶ DATA GOVERNANCE IS **EVERYONE'S RESPONSIBILITY.**
- ▶ ALL DATA MUST BE **GOVERNED RIGOROUSLY.**
- ▶ DATA NEEDS TO BE UNDERSTOOD AS A **STRATEGIC ASSET** OF THE COMPANY AND, AS SUCH, IT MUST BE PROPERLY PROTECTED AND MANAGED.
- ▶ DATA MUST **COMPLY** WITH INTERNAL AND EXTERNAL **RULES.**
- ▶ THE **QUALITY AND SECURITY** OF THE DATA MUST BE GUARANTEED THROUGHOUT THE ENTIRE LIFE CYCLE.
- ▶ DATA GOVERNANCE IS A **BUSINESS DISCIPLINE**, NOT A PROJECT.
- ▶ **MANAGEMENT OF CHANGE** IS KEY TO DATA GOVERNANCE.
- ▶ EVERYTHING MUST BE **QUANTITATIVELY MEASURABLE.**

generously promote knowledge transmission.

And those of us who work in Data and who do not have parallel agendas — we are here to service and support business. We may use technical jargon and complex terminology specific to the role, but our language is none other than the impact on the income statement, profits through compliance, cost savings, new business, etc.

You're all invited to join us! We need your help; each one of you plays an important role in getting the data right and acting on what is of most concern and interest to us at the company level. Because the more of us there are, the less we will talk about data in the abstract and more about the improved results we are obtaining thanks to the care we put into each and every piece of data.





MAIN OBJECTIVES OF CORPORATE DATA MANAGEMENT

1.

Optimize resource allocation and prioritize projects according to their impact on the business strategy.

2.

Foster collaboration and cohesion between teams by supporting governance and communication between them.

3.

Build a collaborative community where all can benefit from the information they need while contributing new ideas.

4.

Ensure that security and privacy requirements are respected at the outset of any new data initiative.

5.

Consolidate best practices and leading technologies, certifying and disseminating efficient processes.

6.

Identify new opportunities and leverage the Group's data to drive new solutions or business breakthroughs, increasing our competitive advantage.

7.

Measure and monitor the profits obtained through data-related activities in qualitative and quantitative terms and establish quantitative metrics related to quality, use, costs, and benefits for the data used during each of the Group's operations.

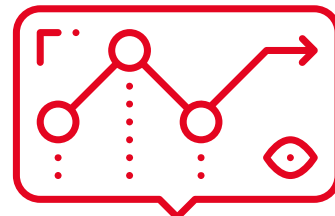
8.

Define and establish the standardized processes, methodologies, guidelines, and tools in order to monitor and analyze the model's performance and the precision of the data.

9.

Gather data experts to provide benchmarks, retain talent, optimize training, and expand the Group's data culture.

“In short, we hope to bring about robust execution and practical application in operational data management through a more effective coordination of capabilities that will help us to spur the transformation on the basis of common and shared objectives.”





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THIS IS HOW WE HAVE PROGRESSED OVER THE LAST DECADE IN PEOPLE MANAGEMENT, AS WE ACCOMPANY MAPFRE IN ITS TRANSFORMATION AND CONTRIBUTE TO YOUR GROWTH.

TEXT **SARA ELENA TORRES HORTAL**
ILLUSTRATION **ISTOCK**

We have changed our perception with respect to the organization, and we care more and more about our status, aspirations, satisfaction, and happiness at work.

As people change, people management must also evolve to respond to our new needs. At this time of transformation, the People and Organization areas must be key players in the sustainable growth of companies.

In this issue we propose a trip through time, taking stock of the progress that has been made in people management over the last 10 years to continue driving the transformation we started a decade ago.



What progress have we made within our organization in terms of people management?

DIGITAL TRANSFORMATION

The technology that has left its mark on everyone and everything. It has transformed business, the way we work, the way we relate to each other, and how we understand the labor environment. It has changed the way we understand organizations.

At MAPFRE, this transformation was called the Digital Challenge, and it applied to all areas of the company. During its initial phase, the Challenge brought a new environment that offered us greater flexibility and tools to work collaboratively and share knowledge, as well as a new culture based on collaboration, innovation, and agility and a new way of evaluating performance. The next phase, starting in 2020, brought new skills and work habits and project-based management, a model that adapted how we work to each project and which extended project-based work to spheres that had not used it until then.

A key component of digital transformation is data. In recent years, people management systems have been automated and integrated and are now global, and the quality of data has improved, allowing for improved decision-making that benefits both the business and people. For example, in the latest phase starting this year, we will be able to know the degree of knowledge our job position covers to better prepare our development plans and identify the openings we can access and those

TECHNOLOGY HAS LEFT ITS MARK ON EVERYONE AND EVERYTHING. IT HAS TRANSFORMED BUSINESS, THE WAY WE WORK, THE WAY WE RELATE TO EACH OTHER, AND HOW WE UNDERSTAND THE LABOR ENVIRONMENT. IT HAS CHANGED THE WAY WE UNDERSTAND ORGANIZATIONS.

OVER THE PAST TEN YEARS WE HAVE CONSOLIDATED A CULTURE OF CONTINUOUS LISTENING WITH EMPLOYEES, HARMONIZING OUR NEEDS AS EMPLOYEES WITH THOSE OF THE COMPANY AND MOVING FROM PERIODIC "CLIMATE SURVEYS" TO A PERMANENT LISTENING MODEL.

we have indicated as our preferences.

Technology and tools have been leveraged to improve communication with employees, taking a different approach that seeks to inform us of what we are interested in and encourage us to participate. The global intranet, which entered into service in 2016, and the People App, which was launched in 2019 and is already in seven countries (Germany, Brazil, Spain, Mexico, Turkey, Peru, and Puerto Rico), are examples of this.

LISTENING

One of the concepts that has revolutionized the People and Organization space in the last decade.

Over the past ten years we have consolidated a culture of continuous listening with employees, harmonizing our needs as employees with those of the company and moving from periodic "climate surveys" to a permanent listening model. This process pushes us to constantly review our employee net promoter score (eNPS), our employee satisfaction index (ESI), and our experience throughout the entire life cycle.

Focusing on the employee and personalizing our experience has also led to the development of the management of change function, which accompanies us in all the change processes we undergo at the company.

TALENT

Talent management has evolved over the last 10 years with the implementation of the

single global talent management model. This mainly involves identification, development, and loyalty, ensuring not only that business needs are met by having the right profiles (including the new professional profiles of tomorrow) but also that management succession plans are in place.

The past years have seen learning become globalized in all senses — including the platform and management model and the design of training resources — producing a learning experience that is linked to the business strategy and is as complete, positive, and personalized as possible. The creation of the Corporate University, which was launched in September 2014, is its most representative piece, and through it — and its schools and knowledge rooms — we implement the training plans and itineraries that we have for our employees.

Elsewhere, learning processes were digitalized, hybrid routes were deployed (face-to-face, online, and hybrid), gamified programs were developed, and the Global Digital Language Learning Model and Self-Learning were implemented. The latter is a unique common space and open training catalogue where employees can access resources that interest them and design their own learning itinerary. We also have an automated employee-to-employee recommendation system. Last year, all employees underwent more than 11 training actions in different knowledge areas. We have all been trained in the new conduct and habits of Culture in a Digital world: Collaboration, Innovation, and Agility, as well as Communication and Respect, for leaders.

The company has stressed the six characteristics common to all leaders: being

THE PAST YEARS HAVE SEEN LEARNING BECOME GLOBALIZED IN EVERY SENSE OF THE WORD — INCLUDING THE PLATFORM AND MANAGEMENT MODEL AND THE DESIGN OF TRAINING RESOURCES.

THE COMPANY DESIGNED THE HYBRID MODEL OF REMOTE WORKING, ALLOWING COUNTRIES AND BUSINESSES TO DECIDE ON COMBINING IN-PERSON AND REMOTE WORKING, AND FLEXIBLE SCHEDULES WERE IMPLEMENTED IN ALL COUNTRIES

Digital, Value-driven, Strategic, Transparent, a Learning Leader, and a Knowledge Leader.

One hundred percent of employees received more than 30 training hours in 2021.

We also rolled out our MAPFRE Universities Plan, which aims to leave our “MAPFRE Footprint and Brand” on the world of education through three lines of action: disseminating insurance culture in universities and schools,

providing development opportunities for young people through internships in our companies, and sharing and exchanging knowledge. We are also developing in-company programs for our employees and informing them of training opportunities and the catalogue of university programs with special conditions for MAPFRE employees.

In order to promote internal mobility, one of our main levers of professional development, we launched a global internal platform to allow employees to apply and refer people. In 2021, 13.7% of the workforce (4,177) changed position.

A job website was also created to allow candidates to apply for any vacancy across the world. 1,400 openings were published on www.Jobs.mapfre.com in 2020.

The performance evaluation has been transformed into a single annual global model with continuous feedback on our objectives, activities, and conduct. Not only do we do a self-assessment, but we also involve our supervisor, peers, and internal customers. The evaluation focuses on the achievement of

objectives and the adoption of MAPFRE conduct.

Management by Objectives (MBO) is a key part of the evaluation process and was also implemented to align our work with the company's strategic objectives and plans. Always connected to the business and increasingly personalized, MBO forms part of the organization's strategic planning.

Our development includes Knowledge Management, which MAPFRE implements to encourage knowledge sharing and which requires a specific space to do so, so that we can leverage and maximize our knowledge. The name of the space is eureka, and by August 2022, it had already offered more than 2,400 pieces of knowledge and had more than 1,500 knowledge references.

This past decade also saw the arrival of the professional profile, where employees upload their knowledge (experience, training, languages, projects, expertise, mobility interests) so that the People and Organization teams can manage and offer us development opportunities. Likewise the onboarding process has been personalized to improve the employee's experience and now accounts for the learning curve.

Alongside the implementation of the recognition programs, progress was made in the way we recognize our effort, dedication, and commitment. More than 21,000 employees in 22 countries participate in these programs, and more than 4,000 have been distinguished for their contribution to the implementation of MAPFRE's strategy, quality contributions, innovation, and dissemination of MAPFRE's culture and values.

A GLOBAL JOB EVALUATION SYSTEM TO ANALYZE THE CONTRIBUTION OF EACH JOB POSITION IN THE ORGANIZATION'S VALUE CHAIN, AS WELL AS UNIFIED REMUNERATION COMPARISON SYSTEMS AND A CALCULATION METHODOLOGY FOR ANALYZING GENDER PAY DIFFERENTIALS.

DIVERSITY HAS BECOME A PRIORITY IN RECENT YEARS. WE NEED TO FEEL AT EASE WHEN WORKING, CONSIDERING OUR TALENTS ABOVE ALL ELSE.

ORGANIZATION

Over the past decade, MAPFRE also began promoting initiatives to advance flexibility and improve the balance between work and personal and family life. In an effort to continue adapting to the new reality, and considering that flexible working hours combined with the possibility of providing services remotely may blur the boundaries between work time and time for rest and leisure, MAPFRE launched

the Policy regulating MAPFRE employees' right to disconnect, as well as the Telematic Code, which establishes the criteria for the use of and access to corporate digital devices. The Code is already applicable in Spain and is in the process of being implemented in the remaining countries.

Always at the service of business, and accompanying countries in their strategic positioning, organizational management has evolved and globalized in recent years. How? By, among other methods, following the implementation of a common technological system for people management and the establishment of the same organizational elements (functions and job positions) and operational models, which allow countries greater flexibility, autonomy, and agility in decision-making.

This organizational understanding has enabled us to improve the company's capacity by working together with the countries on the Workforce Evolution Protocol, which provides a detailed view of capacity and workforce forecasts by country and globally.

The move towards dynamic structures is allowing us to be flexible and dynamic by continuously adjusting capacities and

encouraging versatility in the workplace to develop an organization that can adapt quickly to the needs of the business, combining day-to-day management with participation in projects and adapting the level of autonomy of the teams to the needs of each project.

The creation of these flexible structures has been fundamental in establishing a new operational model of project management that suits the different types of projects and extends and standardizes project work across areas. The global model (playbook) covers aspects such as project management training and collaborative tools, methodology, responsibilities, and roles of the different members of a project team, tools, and project capacity analysis. It also includes a website to provide support and advice.

In addition to this model, processes such as evaluation, remuneration (project bonus), and recognition have been adjusted. The aim of the model is to develop autonomous interdisciplinary work teams that encourage people to participate voluntarily.

REMUNERATION

Following the approval of the Compensation Policy, this decade has produced different forms of remuneration to match the new ways of working. Elsewhere, MAPFRE developed a global job evaluation system to analyze the contribution of each job position in the organization's value chain, as well as unified remuneration comparison systems and a calculation methodology for analyzing gender pay differentials. By 2024, MAPFRE has committed to reducing its gender pay gap to within +/-1%.

MAPFRE APPROVED THE **HEALTH AND WELL-BEING AND OCCUPATIONAL RISK PREVENTION POLICY**, WHICH UPHOLDS HEALTH AS PART OF THE COMPANY'S PEOPLE MANAGEMENT STRATEGY.

THE **GLOBAL DISABILITY PROGRAM**, WITH ITS VARIOUS ACTIONS FOCUSED ON THE INTEGRATION OF PEOPLE WITH DISABILITIES AND FAMILY MEMBERS WITH DISABILITIES INTO THE WORKPLACE OR THE **METHODOLOGY USED TO MEASURE THE IMPACT THAT THE INTEGRATION OF PEOPLE WITH DISABILITIES INTO THE WORKPLACE.**

DIVERSE TEAMS AND ENVIRONMENTS

Diversity has become a priority in recent years. We need to feel at ease when working, considering our talents above all else.

Following the approval of the Diversity and Equal Opportunities Policy in 2015, this decade saw the arrival of the Global Disability Program, with its various actions focused on the integration of people with disabilities and family members with disabilities into the workplace (in 2021, we reached our commitment of having 3.5% of employees with a disability),

as well as the methodology used to measure the impact that the integration of people with disabilities into the workplace has on MAPFRE, among others.

Also noteworthy is the increase in the number of women in leadership positions (now 45%), one of MAPFRE's commitments during its previous strategic plan; the creation of the Women's Leadership Networks in Spain, Brazil, the United States, Mexico, Peru, and Turkey, whose main actions included the Conversations for Leadership (Spain); and active participation in actions promoted outside the company, including our adherence to the UN Women's Empowerment Principles and our entry into the Bloomberg Gender Equality Index, which distinguishes companies for their promotion of equality and their transparency in reporting on gender issues.

When it comes to generational diversity, MAPFRE is aware of the consequences that the increase in life expectancy is having on employment, the inversion of the population pyramid, and the lengthening of people's working lives in many countries, and has launched the Ageing Project in Spain in response.

ALL OF MAPFRE'S PEOPLE
MANAGEMENT PROJECTS
PRIORITIZE SOCIAL
SUSTAINABILITY AND THE
CONTINUOUS IMPROVEMENT
OF THE QUALITY OF
EMPLOYMENT AND
EMPLOYABILITY OF PEOPLE.



As part of its commitment to giving visibility to its stance on defending the rights of all people, regardless of their sexual orientation, gender identity, and expression, MAPFRE signed the UN's LGBTI+ Standards of Conduct for Business in 2020.

COMPREHENSIVE WELL-BEING

Concerned about the health and well-being of people, whether employees or family members, MAPFRE approved the Health and Well-being and Occupational Risk Prevention Policy, which upholds health as part of the company's people management strategy. This led to the launch of the Global Healthy Company Management Model, in accordance with the guidelines established by international organizations. A people-centered model, it considers health and well-being from a work and personal point of view and has sparked numerous global and/or local health awareness campaigns. 313 were conducted in 2021.

During the pandemic, MAPFRE quickly deployed its contingency plans and implemented numerous measures to take care of its employees' health above all else. These COVID-19 protocols have been certified by AENOR in Colombia, Chile, Ecuador, Spain, Peru, Uruguay, and Venezuela.

SOLIDARITY

MAPFRE's contribution to society is centered on volunteering. This decade saw the inception of its Corporate Volunteering Program, through Fundación MAPFRE, which allows us and our family members to

AS A RESULT, **YOU WILL ACHIEVE COMPREHENSIVE SELF-DEVELOPMENT, AND THE PEOPLE AND ORGANIZATION AREA WILL PROVIDE YOU WITH EVERYTHING THAT YOU, YOUR SUPERVISOR, THE TEAM, A PROJECT, ETC. NEED AT ANY GIVEN TIME.**

DURING THE PANDEMIC, MAPFRE QUICKLY DEPLOYED ITS CONTINGENCY PLANS AND IMPLEMENTED NUMEROUS MEASURES TO TAKE CARE OF ITS EMPLOYEES' HEALTH ABOVE ALL ELSE. THESE COVID-19 PROTOCOLS HAVE BEEN CERTIFIED BY AENOR IN COLOMBIA, CHILE, ECUADOR, SPAIN, PERU, URUGUAY, AND VENEZUELA.

participate in activities on an ongoing basis. More than 4,700 of us volunteered last year. This program contributes to the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda. Our company also has its own methodology that measures the impact of volunteering on the SDGs.

Another solidarity-based project born this past decade is 'Juntos Sumamos,' held in conjunction with the 'Euro Solidario' campaign in Spain, which has already been running

for five editions, and the 'Together we Give' program in the USA.

All of MAPFRE's people management projects prioritize social sustainability and the continuous improvement of the quality of employment and employability of people. Such is MAPFRE's commitment to its people.

Where should we go from here?

In the last edition of *THE WORLD OF MAPFRE*, we explained the new human resources strategy for 2022-2024, which focuses on organizational management of change. Over the past decade we have put in place all the tools needed to tackle this organizational change over the three-year period. This change will focus on transforming capabilities, greater organizational agility, and flexibility, which implies less hierarchy and more participation in projects, as well as transformational leadership that supports and fosters the development of the people on the team.



As a result, you will achieve comprehensive self-development, and the People and Organization area will provide you with everything that you, your supervisor, the team, a project, etc. need at any given time.

We look forward to starting this new strategic cycle with complete confidence that we will continue to make progress on all our objectives.

NOW IS THAT A CHALLENGE, OR WHAT? AND MOST IMPORTANTLY, EVERYTHING REVOLVES AROUND YOU!



SOME DATA FOR 2021

83%	Employees with flexible working hours
90%	Employees with technological mobility
88%	Employees with collaborative tools
1300	Benchmarks in the knowledge management platform (Eureka)
100%	Employees trained in new knowledge areas and habits
94%	Employees with 360° evaluation
more than 85%	Employees with an eNPS rated as good or very good
73%	Users of the People App (7 countries)
49	Pilot projects in 7 countries according to new project-based operating model
31.5%	Employees with a career or personal development plans



VISIT THE PEOPLE SPACE
ON THE GLOBAL INTRANET

SUSTAINABILITY IS ONCE AGAIN THE CENTRAL THEME OF MAPFRE WEEK, WHICH CELEBRATES ITS SIXTH EDITION THIS YEAR.



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

Between June 6 and 10, more than 32,300 MAPFRE colleagues experienced MAPFRE Week to the max. Five days focused on sustainability through more than 450 in-person and online activities across five areas of action: Sustainable Development Goals (SDGs), Diversity, Environment, Socially Responsible Investment and Financial Education, and Health and Well-being.

“By holding MAPFRE Week, our company invites us to be part of the change, to reflect on the great impact our actions can have on the world and our future, and, above all, to act with the awareness that it is worth it,” said **Mónica Zuleta**, MAPFRE’s Group Head of Sustainability.

Each one of us, by playing our part, can face the great challenge ahead and continue to contribute to the achievement of the Sustainable Development Goals of the 2030 Agenda.

What’s more, we were all invited to take part in the Global Challenge: “How are you experiencing MAPFRE Week?”, by sharing photos of ourselves at the amazing global event, whether alone, with colleagues, or with the family, preparing or participating in activities, or demonstrating our personal contribution to sustainability. (Images of the three winning photographs and the names of the winners)

Under the theme of Sustainability, MAPFRE Week is held as part of MAPFRE’s commitment to the social and environmental challenges of the 2030 Agenda, where companies play a very important role.

**Thank you all for your
participation in MAPFRE Week
2022!**

MAPFRE Week



SDGS / MEXICO
DIVERSITY / NICARAGUA, PUERTO RICO,
PANAMA

DIVERSITY / MEXICO, VENEZUELA

MAPFRE Week



**ENVIRONMENT / SPAIN, PUERTO RICO
URUGUAY, DOMINICAN REPUBLIC**

**BRAZIL, COLOMBIA
URUGUAY**

**SOCIALLY RESPONSIBLE
INVESTMENT / PUERTO
RICO, DOMINICAN REPUBLIC,
VENEZUELA, MEXICO**

MAPFRE Week



HEALTH AND WELL-BEING
SPAIN, PANAMA



BRAZIL, GUATEMALA
PUERTO RICO





VISIT THE DIGITAL EDITION
AT WWW.ELMUNDODEMAPPFRE.COM

AT MAPFRE WE WANT YOU TO BE YOURSELF BECAUSE WE LIKE YOU AS YOU ARE

TEXT **SARA ELENA TORRES**
IMAGE **MAPFRE**

Despite the fact that laws are improving civil rights, let's not forget that **many LGBTI+ people continue to hide part of their private lives at work for fear of rejection or discrimination.**

Only in an environment where diversity is respected and every individual matters can we all be the best version of ourselves. At MAPFRE, we support all people, regardless of their sexual orientation, gender identity, and gender expression, because giving them visibility goes a long way to normalizing their reality.

MAPFRE shows its commitment to the LGBTI+ community by adopting the **LGBTI+ Standards of Conduct for Business** of the United Nations High Commissioner for Human Rights. These standards are an opportunity to expand companies' contributions to the fight against discriminatory practices around the world.

On the left, Eva Piera, Group Chief External Relations and Communication Officer, moderated the discussion between the three experts.



We are also part of the Spanish Business Network for Diversity and Inclusion (REDI - Red Empresarial por la Diversidad y la Inclusión), whose main objective is to encourage social acceptance and the eradication of sociocultural biases and prejudices against lesbian, gay, bisexual, transgender, and intersex people (LGBTI) by raising awareness, providing training, and advising companies. Made up of more than 90 companies, REDI is the first network of companies, experts, and partners working toward LGBTI+ Diversity and Inclusion (D&I) in Spain.

Day by day we work to advance inclusion, tolerance, and respect for LGBTI+ diversity. One of our lines of action is opening up a space for companies to reflect on the achievements and challenges to address in this area. During MAPFRE Week, we held the discussion

“LGBTI+ Diversity in the Company Sphere,” moderated by Eva Piera, Group Chief External Relations and Communication Officer at MAPFRE and featuring three representatives of companies with extensive experience in LGBTI+ matters: Salvador Lorenzo, Diversity Manager at Repsol; Josué Ruiz, OLAY Brand Manager at Procter & Gamble; and Alba Herrero, Human Resources Manager at SAP.

Their experience, ideas, and best practices are a motivation and example for MAPFRE because we want to continue building a company that embraces diversity, and we cannot move forward without being a reflection of it ourselves.

All these actions strengthen our contribution to the **Sustainable Development Goal 10 (Reduced Inequalities)**.



OUR COMMITMENT TO THE PRINCIPLES OF WOMEN'S EMPOWERMENT

TEXT **SARA ELENA TORRES**

IMAGE **ISTOCK**



*Diversos
Somos
Únicos*

The Women's Empowerment Principles (WEPs) are a set of principles that provide guidance to companies on how to promote gender equality and women's empowerment in the workplace, marketplace, and community. Established by the UN Global Compact and UN Women — the United Nations organization dedicated to promoting gender equality and women's empowerment — the WEPs are based on international human and labor rights standards and the recognition that companies have an interest in and responsibility for gender equality and women's empowerment.

MAPFRE has taken on the WEPs both globally and locally, to date, with our companies in Argentina, Brazil, Ecuador, Spain, Mexico, Peru, Turkey, Uruguay, USA, and Venezuela.

With our participation in this initiative, as part of our Diversity Strategy, MAPFRE:

- Underlines its commitment as a diverse and inclusive company to further progress towards gender equality.
- Strengthens its contribution to UN Sustainable Development Goal Five (Gender Equality), whose objective is to achieve gender equality and empower all women and girls.

In addition, MAPFRE's adoption of UN Women's commitments is seen positively in various sustainability indices.

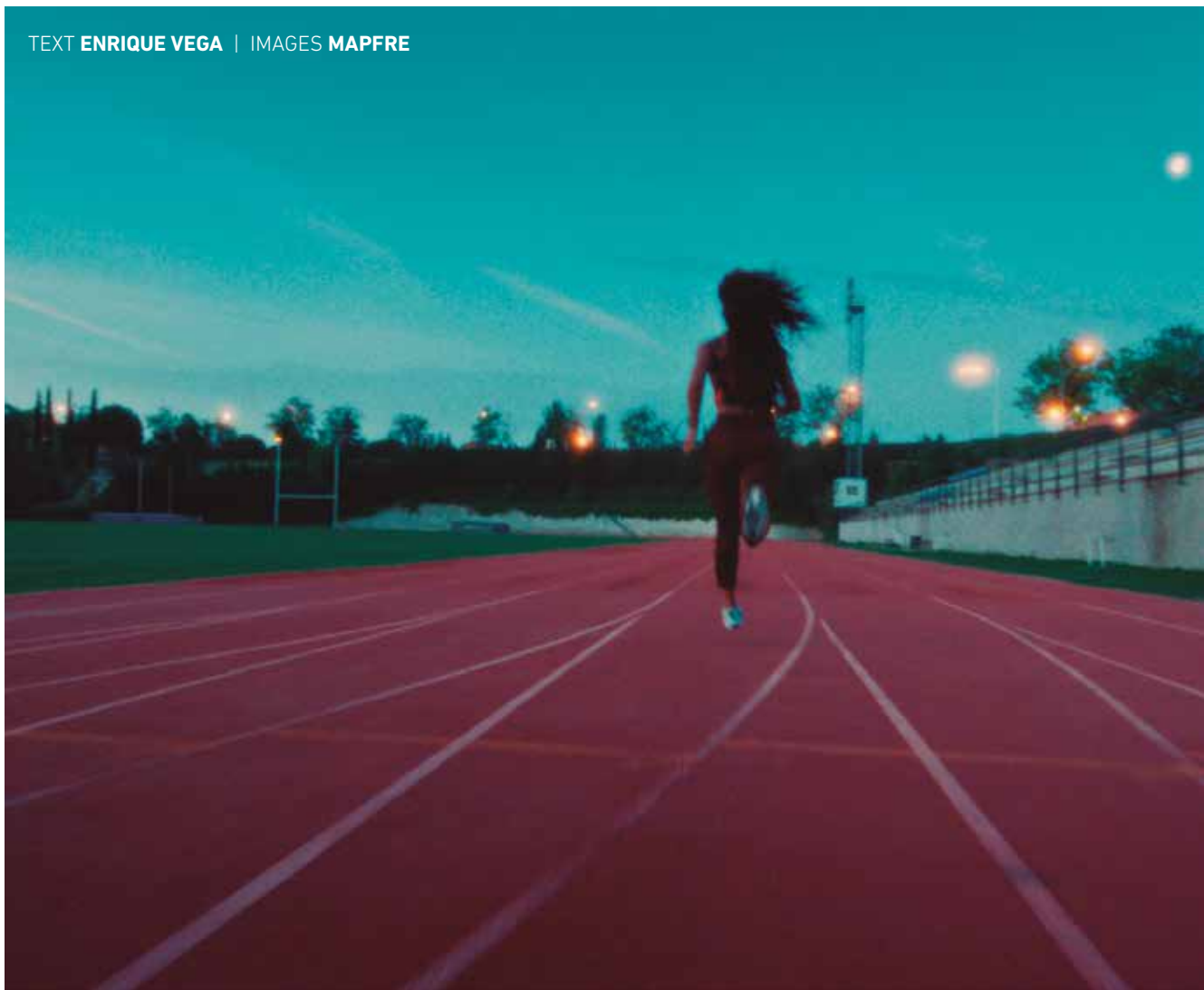
Ensuring women fully participate in all areas of society to create a world with greater equality is a challenge that companies must take on. MAPFRE has also set the objective of closing the gender pay gap among its employees by 2024.





"WE MAKE THE JOURNEY EASIER FOR YOU" TRUST III

TEXT **ENRIQUE VEGA** | IMAGES **MAPFRE**



TWO YEARS AGO, MAPFRE LAUNCHED WHAT WAS TO BE ITS FIRST 'TRUST' CAMPAIGN. THE STARTING POINT OF THE FIRST EDITION WAS JUST THAT — TRUST —, WHICH IS ONE OF THE MOST CRUCIAL PILLARS OF THE INSURANCE INDUSTRY AND, MORE SPECIFICALLY, OF MAPFRE. ON THIS OCCASION, AND AFTER TWO SUCCESSFUL CAMPAIGNS, WE ARE NOW FOCUSING ON THE PEOPLE WHO ACCOMPANY US ALONG THE WAY AND HELP US TO ACHIEVE OUR GOALS.



“WE CANNOT GUARANTEE SUCCESS, BUT WE CAN MAKE THE ROAD EASIER FOR YOU.”

This is the slogan of the third campaign announced by MAPFRE, a message that goes above and beyond and demonstrates how our human approach takes care of people day after day so that they can do everything they set out to do. The key to achieving these goals is to remain 100 percent focused, although this is not as easy as we might think.

One of the main objectives of this new project is for people to associate the MAPFRE brand with the life they want to live. Because, even though everyone can meet the objectives they set for themselves, “the worries and burdens of everyday life remain, and the reassurance of knowing that someone is supporting them is our job as a company”. So says Jaime Valverde, Corporate Head of

Social Networks and Digital Content. The key takeaway, he says, is that MAPFRE cannot ensure success for anyone, but by playing a facilitating role it can “pave the way through our products and our own brand”. It’s about putting the person at the center of the campaign.

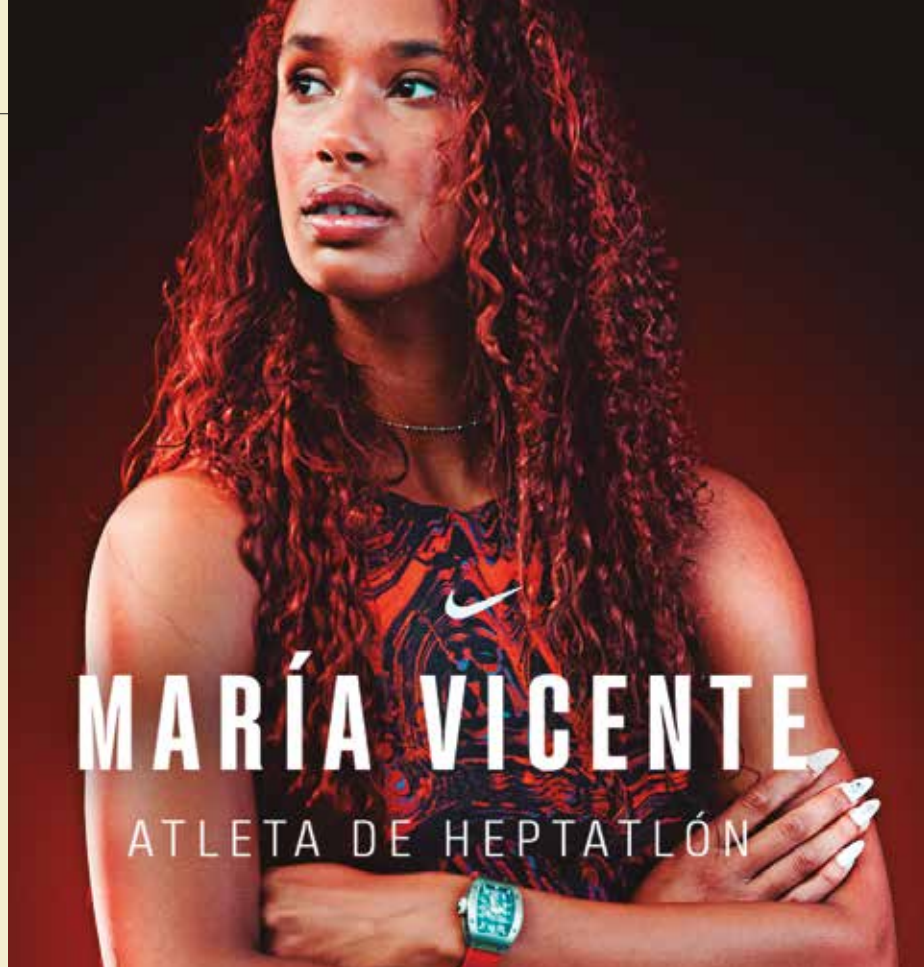
So, what’s new about TRUST III? Valverde points to an evolution of the concept as the key innovation, but also new players, a new perspective (still in line with what came before it), and, above all, **a greater focus on business**: “Operations have asked us to shift our approach toward the product in order to incorporate its own promotions related to people’s concerns. This shift will help us guide the campaign more toward the business, so we hope our teams can optimize the results.”

THE KEY PLAYERS BEHIND THE CAMPAIGN

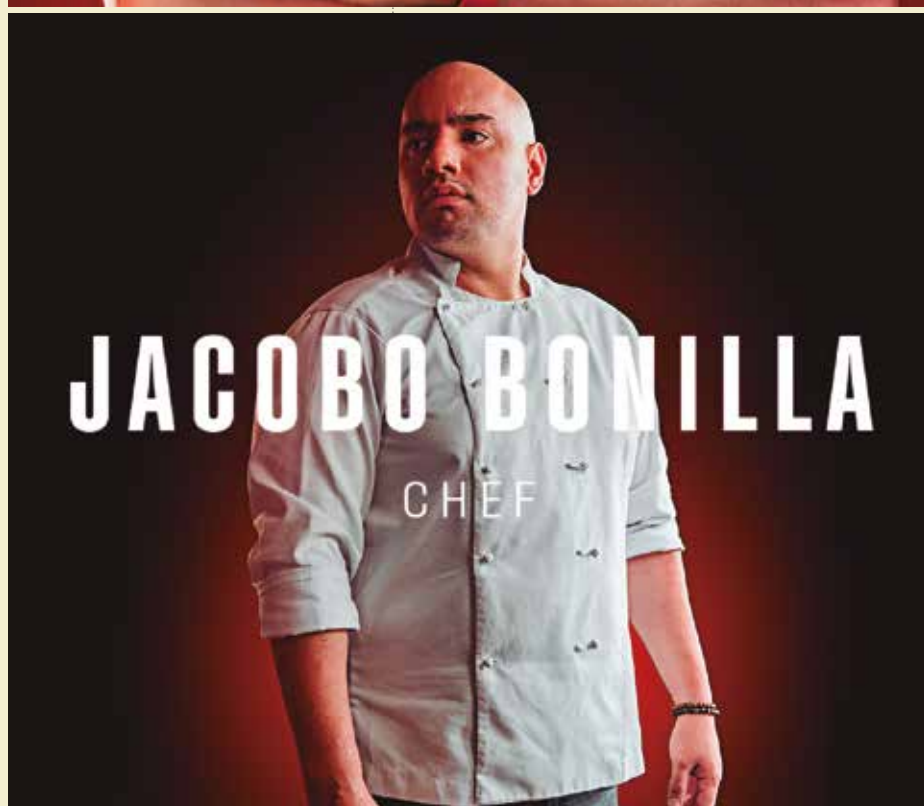
THE FACES OF THIS NEW CAMPAIGN ARE NOT CELEBRITIES OR PUBLIC FIGURES; THIS TIME, THEY ARE EVERYDAY PEOPLE WITH ORDINARY WORRIES WHO DECIDED TO TRUST MAPFRE TO OVERCOME THEIR OBSTACLES AND PUT THE FOCUS ON THEIR GOALS.

Among the new stars of the campaign is **MARÍA VICENTE**, the first Spaniard to win a medal in the heptathlon. Even though she was the U18 champion in 2017, the athlete has continued to break her own personal records even up to this year, having registered her best Spanish time in the pentathlon.

Moving from the athletics track to the stove top, we have **JACOBO BONILLA**, executive chef and creative. His experience in the world's former number one restaurant, among others, has allowed him to achieve international status and led him to work alongside the chef Jorge Rausch.



MARÍA VICENTE
ATLETA DE HEPTATLÓN



JACOBO BONILLA
CHEF

A portrait of Simony César, a woman with long dark hair, wearing a green jacket over a black and white striped shirt. She is looking slightly to the right with a serious expression.

SIMONY CÉSAR

CEO DE LA STARTUP "NINA"

SIMONY CÉSAR, for his part, has been recognized by Forbes 30 under 30 for his successes with NINA, a technology start-up that combats gender-based violence in high-traffic areas such as Fortaleza, Brazil.

Back in the world of sport is **EDUARDO ÁVILA**, paralympic athlete who has won four medals at the Olympic Games. His gold medal in judo at the 2017 Pan American Games put Mexico on the paralympic sporting map.

A portrait of Eduardo Ávila, a man with short dark hair, wearing a white judo gi with a black belt. He is looking upwards and to the left with a focused expression.

EDUARDO ÁVILA

DEPORTISTA PARALÍMPICO
DE JUDO



ALE LLOSA is the General Manager and founder of KO, a unique system of body, mind, and emotional training that fuses four key pillars: intense sport, inner connection, conscious eating, and positive attitude. The immense success of her project continues with its international expansion plan.

Last, but not least, is **KEVIN KORONOWSKI**, adjunct professor of biochemistry and structural biology. After graduating with honors from the University of Pittsburgh School of Medicine, he sought an area of research that merged his background in nutrition and his laboratory experience.



ALE LLOSA

FUNDADORA DE "GRUPO KO"



KEVIN KORONOWSKI

CIENTÍFICO BIÓLOGO

These are the stories that frame MAPFRE's new campaign. They all share a sense of self-confidence gained through experience and the lessons learned along the way to ultimately **achieve the goals they set for themselves**: from leading a start-up or cooking alongside top chefs to winning four Olympic medals.

PAST RESULTS, FUTURE SUCCESS?

Valverde takes stock of the two previous campaigns: **he considers the balance to have been very positive**. "We launch these campaigns with the aim of generating business impact, whether directly or indirectly. From the beginning, we have been performing tests **and finding incredible results**: improvements in brand awareness in operations, significant improvements in searches for our products among people who have seen the campaign, and, above all, significant improvements in conversion rates as measured by Google among the same people who have seen the campaign versus people who have not seen the campaign," he says.

THESE ARE THE STORIES THAT FRAME MAPFRE'S NEW CAMPAIGN. THEY ALL SHARE A SENSE OF SELF-CONFIDENCE GAINED THROUGH EXPERIENCE AND THE LESSONS LEARNED ALONG THE WAY TO ULTIMATELY ACHIEVE THE GOALS THEY SET FOR THEMSELVES.

With this third campaign, and following the success of Trust I and Trust II, the first impressions so far are quite encouraging. The new advertisement "MAPFRE - We make the journey easier for you", along with interviews with the six participants, aims to offer insight into the key elements of the new campaign and to encourage everyone to achieve their own personal objectives.

But the concept of trust does not stop here: Valverde argues that, once Trust III has come to close, it will be time to "reflect, go back to basics, and work on a shift toward MAPFRE's new purpose." **"We care about what matters to you."** "This is territory that we have been exploring with the campaigns 'Trust' and 'KM of Trust,' which was the more tangible side of the same coin. We have to change course, but with the same objective, **to create affinity with MAPFRE so that we can continue to sell more and better,**" he says.





VISIT THE DIGITAL EDITION
AT WWW.ELMUNDODEMAPPFRE.COM

Guillermo Llorente, with the five top five
in the ranking.



WE ARE LAUNCHING IN LATIN AMERICA THE CAMPAIGN FIREWALL MINDSET MAPFRE #CYBERSECURECULTURE

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

Following the successful rollout in Spain, the campaign for cybersecurity awareness is coming to countries in the region with the aim of improving prevention and raising awareness of how to deal with cyber-risks.

160,000

VIDEO
VIEWS



+2,000

COMMENTS



1,800

LIKES



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

Cybersecurity is a fundamental pillar of digital transformation. The emergence of new technologies and the digital age leaves us increasingly exposed to cyberattacks. In such an environment, any of our actions can cause a major threat to our security.

For this reason, at MAPFRE, we are deploying a global cybersecurity awareness campaign, called MAPFRE Firewall Mindset, #CybersecureCulture. The campaign was implemented successfully in Spain, where we saw a high level of participation (over 70%) and interaction on the platform, reaching nearly 160,000 video views, more than 2,000 comments, and around 1,800 likes.

Now, after the success garnered in Spain, the campaign is coming to Latin America where it will be rolled out simultaneously in Argentina, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, the Dominican Republic, and Venezuela.

During June, the first episode of the campaign launched in the region was dedicated to targeted phishing (email or communication scams targeting individuals, organizations, or companies that are tricked into sharing confidential information) and was quite successful. Specifically, 71% of users (6,842 people) accessed the platform, achieving an adherence rate of 87% (percentage of users who have completed more than 60% of the content, including the knowledge test). The campaign continued in September with the episode on identity theft and will end in November with the third episode on mass phishing.

The campaign, which is based on gamification and storytelling to make it more fun and addictive, aims to promote a security culture at MAPFRE, as part of the Cyber Resilience Plan (CRP) and

is part of the protection of information approach in the Digital Workplace under the Digital Challenge.

We will be posting news on the LATAM campaign in the Global Space on the Intranet. Once LATAM is complete, the campaign will continue its rollout in the Group's other regions.

MAPFRE cyber-agents

All campaign participants who passed the tests receive a digital diploma at the end of the campaign, certifying them as cyber-agents at MAPFRE. In addition, the top five in the ranking received a physical diploma from Guillermo Llorente, MAPFRE's Group Head of Security.

During the ceremony, Guillermo Llorente addressed the award winners to thank them for their participation and interest in the campaign. He also stressed the immense importance of watching out for company security. Doing so helps to avoid attacks like the one that MAPFRE suffered in the summer of 2020, for example, which was one of the most difficult moments in the company's history.

Guillermo Llorente added that one of the objectives of this campaign is to make everyone more aware of the importance of safe digital conduct in our professional settings, as well as teaching us more about cybersecurity in all areas of our lives.





The new hybrid model of remote work comes to Spain

MAPFRE has implemented a flexibility system in Spain with **125 hours of voluntary remote work per quarter**. This will enable employees to organize their working day according to their needs, while the company gains in agility and efficiency.



TEXT **PABLO FUENTES** | IMAGE **ISTOCK**

When it comes to people management, a key aspect in adapting to the new reality arising from the pandemic is flexibility — the need to change and move towards more flexible labor relations — because this is what our professionals, our customers, and our business need.

Just as we were beginning to glimpse the end of the pandemic, Elena Sanz, Group Chief People Officer, said that we should “opt for flexibility in work time and move towards a global hybrid model, because the more flexibility you give people, the more grateful they are, as they can design their lives however they like.” At MAPFRE, her words translate into time becoming more valuable.

Accordingly, MAPFRE has implemented a hybrid model of remote work in Spain, which establishes new mechanisms to move toward a more flexible organizational model. This will allow MAPFRE to gain in agility and efficiency while offering even greater service to our customers.

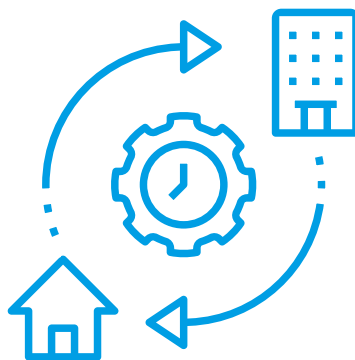
MAPFRE’s new hybrid remote work model is a pioneering system of flexibility that enables employees to organize their work day according to their needs. How? With an allowance of 125 remote work hours each quarter, which

MAPFRE’S NEW HYBRID REMOTE WORK MODEL IS A PIONEERING SYSTEM OF FLEXIBILITY THAT ENABLES EMPLOYEES TO ORGANIZE THEIR WORK DAY ACCORDING TO THEIR NEEDS.

WITH AN ALLOWANCE OF

125 HOURS EACH QUARTER

OF REMOTE WORK WHICH MAPFRE PROFESSIONALS IN SPAIN WILL BE ABLE TO USE AS NEEDED. THIS ALLOWANCE MAY BE ENJOYED ON AN HOURLY OR DAILY BASIS AT THE EMPLOYEE’S DISCRETION.



MAPFRE professionals in Spain will be able to use as needed. This allowance may be enjoyed on an hourly or daily basis at the employee’s discretion. To improve flexibility, the new model includes other innovative measures, such as taking a break during the work day in addition to lunch and respecting the amount of in-person work, if remote work is done by the hour, or the option of two full days a week of remote work if done by the day, until the maximum of 125 hours has been used up.

In addition, remote work can be done at a second residence for even greater flexibility, although employees must ensure they have adequate connectivity to complete their work while remaining in compliance with occupational risk prevention measures.

With this new hybrid model of remote work, which employees in Spain can begin enjoying on October 1, MAPFRE once again demonstrates its willingness to adapt to the changes and opportunities of the new social reality, inspired by our purpose of taking care of what matters to people.





5 MAJOR REASONS TO BE AN ACTUARY AT MAPFRE

There are many reasons for an actuary to choose MAPFRE during their career.

The infographic on the next page features five particularly crucial reasons.

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



Actuaries are professionals who study, formulate, and apply mathematical models to obtain information for forecasting and decision-making in economic and social fields where risks are present. In other words, they assess and manage risks in order to deal with them appropriately. Although they have traditionally been in great demand in the insurance, banking, and consultancy industries, the digital era and the explosion of big data (which has changed the way companies relate to their customers), have made actuaries essential in all types of organizations and sectors.

At MAPFRE, the team of professionals that make up the global actuarial departments plays a key role in the Group's transformation process. They work to achieve more efficient operations and higher quality in the provision of services, as well as to rigorously manage the insurance risk that forms the backbone of the company's activity while always keeping the focus on the customer, the profitability of the business, and sustainability.

In this context, actuarial teams support MAPFRE's commitment to innovation for a more agile, modern, and profitable company with an eye to updating and transforming actuarial processes. And all this in a global insurance company with an outstanding position in the markets where it operates, with close to 32 million customers, 32,000 employees, 5,000 offices, and 77,500 intermediaries on the five continents. Undoubtedly, a world of opportunities for any professional and for actuaries in particular.

5 MAJOR REASONS TO BE AN ACTUARY AT MAPFRE



1. LEVEL OF EXPERTISE

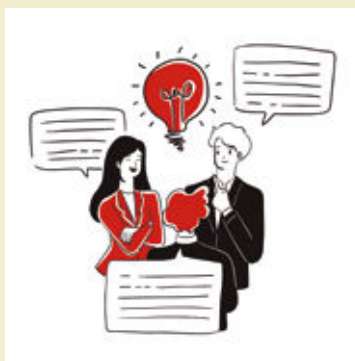
- Exceptional actuarial expertise in high-level teams with a background in mathematics, statistics, or economics.
- High specialization by type of business (property & casualty and life insurance) and tasks (pricing, calculation of technical provisions, capital modeling, and advanced analytics).
- Extensive training in programming and BI tools.



2. GLOBAL DIMENSION AND DIVERSE TEAM

- Leading Spanish insurance company with a global presence, with more than 280 actuaries working in 40 countries at MAPFRE.

- Five different generations work together at MAPFRE. This enriches intergenerational exchange, transmission of knowledge and values, and innovation.
- The company has 86 nationalities and offers significant mobility opportunities.
- Leader in life and non-life business in many of the countries where it operates.



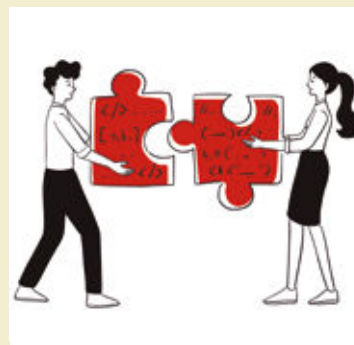
3. TRAINING AND RECOGNITION

- Continuous quality training in actuarial matters.
- Of all insurance companies in Spain, MAPFRE has the highest number of continuing professional development accreditations awarded by the Institute of Spanish Actuaries (67 certified actuaries at MAPFRE).
- European insurance company with the largest number of attendees at the last European Congress of Actuaries, with 20 attendees from different countries.
- The Actuarial School of the MAPFRE Corporate University offers a wide range of online training resources.
- Monthly webinars with actuarial content and a clear practical focus.
- MAPFRE Actuary of the Year, an initiative that rewards excellence in actuarial work in terms of innovation, sustainability, and commitment to MAPFRE's values.



4. INNOVATION (CUTTING-EDGE TOOLS ON THE MARKET)

- Use of sophisticated algorithms and artificial intelligence techniques applied to the actuarial field.
- Combination of traditional techniques with machine learning models.
- Use of the most sophisticated actuarial calculation tools available on the market for financial modeling, premium calculation, technical provisions, and capital modeling (ResQ, Emblem, Earnix, Prophet, Radar, SAS, R, or Python).
- Design of innovative products (Dependency, PAYD, Cyberrisks, Connected Home).



5. SUSTAINABILITY

- Research into sustainable product development with measurement of ESG impacts.
- Environmental: the effect of climate change on our insurance and the design of products that promote the use of zero-emission vehicles.
- Social: Development of products to reduce the insurance gap (Protection Gap). Micro-insurance, health insurance for the elderly, promotion of insurance that does not discriminate on the basis of gender.



AWARD FOR **BEST MAPFRE ACTUARY** OF THE YEAR

In 2019, MAPFRE launched the **MAPFRE Actuary of the Year** initiative with the aim of recognizing the excellence and exceptional performance of the company's actuaries, assessing the level of actuarial innovation, the transformation of actuarial processes, the economic impact, as well as the degree of commitment to MAPFRE's values. These are the three winners to date.



Inmaculada receiving the award
from José Manuel Inchausti,
CEO of MAPFRE Iberia.

INMACULADA HEREDIA
MAPFRE SPAIN (2021)

**"IT'S FURTHER MOTIVATION
TO KEEP GROWING
PROFESSIONALLY AND,
FORTUNATELY, TO DO SO AT
MAPFRE."**



 **MAPFRE**



Inés receiving the award
from Eduardo Sánchez Delgado,
Group Head of Actuarial Office at MAPFRE.

INÉS PONTE
MAPFRE PORTUGAL (2019)

“THIS INITIATIVE HELPS US
TO **GROW AND INNOVATE**
CONTINUOUSLY.”

María receiving the award
from Jaime Tamayo,
CEO of MAPFRE USA

MARÍA SAWYER,
MAPFRE USA (2020)

“IT MAKES ME PROUD TO BE
RECOGNIZED IN A TEAM FULL
OF **TALENT** AND
GREAT PROFESSIONALS.”





VISIT THE DIGITAL EDITION
AT WWW.ELMUNDODEMFPRE.COM



LIFE AREAS, THE COLLEAGUES WHO INSURE WHAT MATTERS MOST

TEXT **JAVIER CAAMAÑO**
IMAGES **ISTOCK, MAPFRE**

As an insurance company with a wide range of services, MAPFRE supports its customers in many aspects of their daily lives, from home and car protection to medical care and all kinds of business solutions. Within this diverse range of services, there is a particularly sensitive line dedicated to helping people and their families in the most adverse circumstances, such as illness, accident, or death. These are life insurance policies, which, because of their nature, require highly specialized professionals who can combine a demanding analysis of risks and the most technical issues with devoted customer service.

Below, colleagues from various countries tell us about their experience in the life business:

ANA ELIZABETH RAMÍREZ MELÉNDEZ

Expert in individual life insurance and burial insurance at MAPFRE El Salvador

“Closing business, opening a policy, underwriting, and keeping life insurance in force is not a sale, it’s an art.”

How would you describe your work to colleagues who are not familiar with the Life business? Life insurance is the culmination of a career in insurance, since we protect the what is most important to a business or family: a leader, a father, a mother, a group of employees, etc. Because they are not material risks, closing business, opening a policy, underwriting, and keeping life insurance in force is not a sale, it’s an art.

What challenges does the sector face? What is your outlook for the future? While the sector is facing tough challenges in business underwriting after the pandemic, there is more awareness and acceptance of life and health insurance, which encourages us to look positively toward the future and seek strategies such as innovation and diversification of our products and offering added value products. For example, the MAPFRE Medical Center is now the only one of its kind in the insurance industry in El Salvador.



What characterizes the people you work with in Life? Life underwriters are responsible for analyzing and assessing risks, as well as defining the contracting conditions, so we are perceptive people who work quickly, empathetically, and hand in hand with our colleagues in the sales area in order to close business. All while taking into consideration the profitability of the company.

What do you like most about your job? Interacting with the sales force to find the balance between the technical and sales areas, which allows us to close excellent business. I also work together with colleagues who follow the production chain up to the delivery of the insurance policy to our policyholders. I like it because in life insurance you learn something new every day and also because I have the opportunity to pass on my knowledge to our internal and external intermediaries through talks.



DENISE BEZZINA

Senior Head of Business Development at MAPFRE MSV LIFE (Malta)

“What I like most are the people, because I can learn from them, and that helps me to understand our business.”

What challenges does the sector face? The biggest challenges are an aging population; an uncertain economic environment affecting traditional long-term investments; consumers displaying less trust in financial companies and demanding higher returns, especially in pension plans; digital transformation, with customers seeking better and faster access to information; and tighter regulation.

What is your outlook for the future? The sector ought to move toward digital transformation via a more personalized user experience, as customers are willing to give up data in exchange for personalization, automated underwriting, and digital hybrid solutions (54% of customers prefer direct or digital channels, and there is a demand for more flexible yet simplified products).

Employees must have the skills required for this transformation.

What characterizes the people you work with in Life?

They have to be agile and able to adapt to changing demands, both from the market and regulatory changes.

What do you like most about your job? I started working in life insurance at the age of 17, attending to customers at an office branch before working my way up little by little. In my career, I have had experience with the main areas of life business, I've met and worked with many people, both Maltese and international, and I've seen the changing priorities of the business.

What I like most is meeting different people (colleagues, customers, intermediaries, etc.) and working and interacting with people from different areas, because what I learn from them helps me to better understand our business.

“... The sector ought to move toward digital transformation via a more personalized user experience.”



ÁFRICA LLAMAS NAVARRO

Head of Benefits at MAPFRE
Vida, Spain

“It’s an area that keeps you up to date and active.”

What challenges does the sector face? The Life Benefits area is currently undergoing a process of physical, organizational, and technological renewal via the creation of a tool that will encapsulate the payment of all benefits.

This change, which is not without its ups and downs, requires an extra effort on the part of staff, who are taking on the challenge with commitment, determination, and enthusiasm.

What is your outlook for the future? I’m hopeful. The company is in a state of continual change and improvement, seeking stability and unity across the areas and companies of the group. These changes not only take place internally, but also with customers, as we make considerable progress in technical management. Moreover, MAPFRE takes the reality of the situation seriously in its work toward sustainability.

What characterizes the people who work in the area?

The people who form part of the technical life area are highly qualified, as they must be experts in the different types of benefits, be familiar with the wide variety of past, present, and future products, and have basic medical knowledge to detect possible fraud, as well as legal, fiscal, and accounting knowledge, etc.

They are highly involved and expert staff who take a global approach to their work, covering all aspects and areas involved while adapting quickly to the situation at hand.

What do you like most about your job? Personally, what motivates me most about my job is the lack of monotony. Every day there is a different issue to deal with, new information to provide, a lively tax system that keeps you on your toes, new products, new business needs, new goals, etc.

This is an area that provides you with knowledge of life insurance in its entirety, from its inception to its completion, which is rare in large companies where the work is highly specialized and departmentalized. It also keeps you up to date and active.

HUMBERTO GARCÍA FERNÁNDEZ

Sales specialist at Life.
MAPFRE Mexico

“I knew from the beginning that I would dedicate myself to this for the rest of my professional career”

I started working in the insurance industry at the age of 18 and have always leaned toward life insurance business. I knew from the beginning that I would dedicate myself to this for the rest of my professional career. I have had the opportunity to work in different areas involved in life insurance sales, which has given me insight into the needs of people and our agents. What I like the most is that whenever someone takes out a life insurance policy they are benefiting themselves and/or their loved ones. This makes me certain that selling life insurance is doing good.

I currently work as a Sales Specialist, where MAPFRE has given me the opportunity to put into practice everything I have learned throughout my professional life. This allows me to offer our partners and customers cutting-edge, competitive products that enable them to cover their protection and savings needs.



Because we live in a world in which it is increasingly important to be protected and, above all, to guarantee a stable economic future, we continue innovating in life plans to guarantee peace of mind for more families around the world.

“... What I like the most is that whenever someone takes out a life insurance policy they are benefiting themselves and/or their loved ones. This makes me certain that selling life insurance is doing good.”



ITZEL NAVARRO

Life Claims Analyst
at MAPFRE Panama

“We are recognized for our empathy, strength, and charisma during one of the hardest moments in life: the loss of a loved one.”

How would you describe your work to colleagues who are not familiar with the Life business? In my area of life benefits, I am responsible for making the purpose of life insurance tangible: compensating the loved ones of our policyholders at a time of bereavement and grief.

What challenges does the sector face? What is your outlook for the future?

The challenges in the area are the same as those faced by the company: economic, social, political, etc.; however, working in a company as solid as MAPFRE gives me confidence to handle future challenges.

What characterizes the people you work with in Life? Empathy, strength, and

charisma, as we listen to and interact with different people during what is likely one of the hardest moments in their lives: the loss of a loved one.

What do you like most about your job? Interacting with different people inside and outside MAPFRE and learning something new every day with each post-mortem procedure I complete.

“... Empathy, strength, and charisma as we listen to and interact with different people during what is likely one of the hardest moments in their lives: the loss of a loved one.”



MARISOL IRIARTE WALKER

Head of Individual Life and Burial Products at MAPFRE Peru

“We are always willing to help and to come up with new ideas so that customers have the best experience.”

I was really excited when I joined MAPFRE almost 6 years ago for my first internship. From day one I felt like part of a family; everyone at MAPFRE was willing to help me and teach me, always with a big smile and a great attitude. I had the opportunity to progress in the Individual Life and Burials Unit, where I learned from my leaders and colleagues who helped me to grow both professionally and personally.

How would you describe your work to colleagues who are not familiar with the Life business? The individual life business offers products to protect your and your loved ones' well-being and gives you real support in the face of unexpected situations. Our

insurance plans include risk, savings, and mixed policies.

What challenges does the sector face? What is your outlook for the future?

Firstly, we must consistently adapt to the needs of the environment and customers and maintain their trust. This is very important because our products last for a minimum of 6 years, and in many cases we are paid upfront for many years. Secondly, we need to make the underwriting processes faster but just as effective, as customers are becoming more and more digitalized.

What characterizes the people you work with in Life?

A commitment to internal and external customers. We are always willing to help and to come up with new project ideas so that customers have the best experience possible when taking out a policy with us. The team has an excellent attitude; we like to work as a team, and we believe that communication is very important.

What do you like most about your job?

The dynamic work we do throughout the whole team, the development of projects to streamline operational processes, and, most importantly, knowing that thanks to our products, we are providing a great service to our customers while remaining at their disposal at all times.



JOÃO LIBERTO VALE

Manager, Sales Area of Territorial Organization of MAPFRE Portugal

“When you do what you truly like, at a certain point you stop feeling that you are working and the work becomes pleasure.”

What challenges does the Life area face? We are privileged to represent MAPFRE in one of the most beautiful and emblematic areas of Portugal, the Algarve, in the south of the country.

This is probably one of the richest territorial units in southern Europe, where job opportunities in the hotel and catering sector are vast and have helped to maintain high levels of employment.

Without a doubt, our biggest challenge is to develop our own network through assertive prospecting and brand presence, boosting the opening of MAPFRE Spaces (delegated agent) and above all demonstrating our credibility to our customers.

What is your outlook for the future? The prospects for the future are excellent: we have a number of MPAs (MAPFRE professional agents) who are taking the first steps right now and preparing to take the reins of this important project in Portugal. On the other hand, we are gaining more and more space and market share in all businesses of a certain size.

What characterizes the people who work in the Life area? People working in the life area have to be well informed and attentive to what is going on around them. In essence, they are excellent communicators, with above-average emotional intelligence, and are also sensitive to the economic situation and how the current conflict between Russia and Ukraine develops.

What do you like most about your job? What I like most about my job is dealing with people. I have learned that throughout life you have to know what moves people and how to motivate them.

When you do what you truly like, at a certain point you stop feeling that you are working and the work becomes pleasure

Let's just say that, despite being a competitive person, I am passionate about my work as an insurance professional, so the rest comes naturally.

“People working in the life area have to be well informed and attentive to what is going on around them. They are excellent communicators, with above-average emotional intelligence..”



'CONSTANTE FUTURO,' MAPFRE'S NEW PODCAST... HAVE YOU VISITED OUR CHANNEL?

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

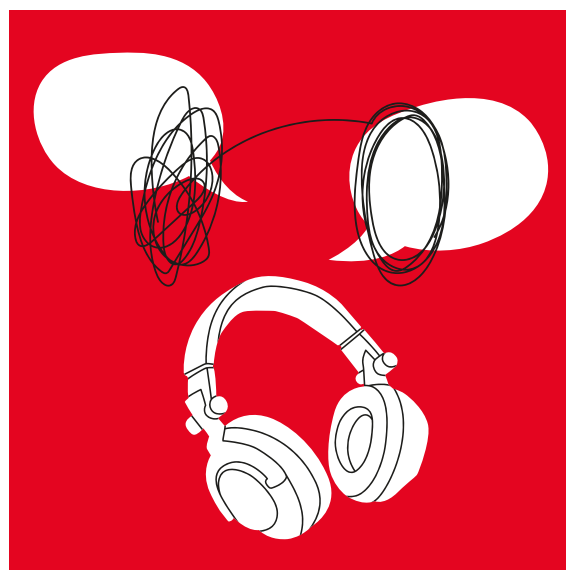




VISIT THE PODCAST SECTION OF THE MAPFRE'S WEBSITE AT [HTTPS://WWW.MAPFRE.COM/PODCAST/](https://www.mapfre.com/podcast/)

MAPFRE has been overhauling its communication strategy for some time now to adapt it to the current environment and to the content demanded by users. The key is not only to generate relevant content but also to broadcast it via channels that suit users' lifestyles.

One of these channels is podcasting, which the company has been exploring over the past year on a specific section on the website www.mapfre.com. This space hosts several programs and has just seen its offer expanded with the launch of 'Constante Futuro,' MAPFRE's latest foray into the podcast ecosystem. We tell you all about it in the following article.



A podcast is a multimedia file that is uploaded to the Internet and can be played by users at any time. This type of communication offers a great advantage: it adapts to the user, i.e., the listener can continue doing other activities (driving, playing sports, etc.) while receiving the information, and you don't need sophisticated devices to play it.

This type of content has taken off in recent years and is part of the advance of digital audio consumption, which includes the consumption of music through streaming platforms and online radio stations and, finally, the consumption of podcasts through the same platforms.

At the beginning of last year, MAPFRE's external relations and communications area embarked on the launch of a new company podcast channel, which would serve to give voice to some of the main content we develop in-house: A company like MAPFRE has many stories to tell. The narratives for doing so are almost infinite, and the objective is to find ways to bring our content to the greatest number of users possible.



The first program to lead the way was **La Bolsa de Deporte**, a space that blends two apparently separate worlds, but with many points in common: financial investment and sport. The program is presented by **Luis García**, Manager at MAPFRE AM in charge of the Behavioral Fund, whose principal investments include shares in several European football teams.

In its 24 episodes to date, Luis García has talked to athletes such as Víctor Claver, Sergi Bruguera, Borja Iglesias, and Esteban Granero. The program serves to shed light on a little-known facet of professional athletes: how they manage their savings. 'La Bolsa de Deporte' was recently nominated as one of the best audio strategies at the Dircom Ramón del Corral awards. The different episodes have racked up more than 15,000 listens since its launch.



Next on the list was **Economics Café**, a space to analyze the latest in economics and insurance from the experts at MAPFRE Economics, the company's economic research service.

During the 19 episodes published so far, **Manuel Aguilera**, General Manager, **Gonzalo de Cadenas-Santiago**, Director of Macroeconomics and Financial Analysis, and **Ricardo González**, Director of Analysis, Sectoral Research, and Regulation, have engaged with other economists and renowned experts on issues such as the impact of the pandemic on the economies of Latin America and the evolution of cyber-risks and their impact on the insurance industry. More than 7,500 users have listened to the different episodes of Economics Café so far.



The third topic raised in the MAPFRE podcast space is innovation. First, on **Código Insur-space**, a program presented by **Joan Cuscó**, the company's global head of transformation. In seven episodes over the course of 2021, Cuscó analyzed current trends in innovation.

'Código Insurspace' has recently passed the baton to the latest venture from MAPFRE: **Constante Futuro**. This new program looks to connect with the specialist community of the innovation ecosystem. To do so, we chose the *MIT Technology Review* in Spanish, a leading technology publication in LATAM and a strategic ally of entrepreneurship and innovation in the mobility, health, home, life, and business sectors, among others, which are so closely linked to our activity at MAPFRE.

This new program features monthly episodes and is already available on the MAPFRE website and on the main podcast platforms. In the first episode, we discuss current affairs in the start-up ecosystem with Sofía Benjumea, Head of Google for Startups in Europe, Middle East, and Africa, who offers advice and insight into the world of entrepreneurship and talent.

If you still haven't visited, we encourage you to check out our podcast section, where you can join our conversation at any time and on any mobile device.

**We hope you like it!
Welcome!**

QR podcast
section





VISITA LA SECCIÓN INNOVACIÓN
DE WWW.ELMUNDODEMAPPFRE.COM



NON- EMISSIONS SHAPE THE FUTURE

TEXT **NURIA DEL OLMO**
IMAGES **ISTOCK, MAPFRE**

In an effort to combat climate change, MAPFRE is committed to reducing carbon emissions and energy consumption as much as possible in all countries where it operates. It will do so thanks to an ambitious plan that will see the company promote recycling, solar energy, sustainable mobility, and reforestation, among other measures.

Reducing MAPFRE's environmental footprint is a key element of our environmental responsibility performance and demonstrates that we want to be an active part of the necessary and urgent transformation to a low-carbon economy.

MAPFRE drafted the Corporate Environmental Footprint Plan 2021– 2030 with demanding objectives. Specifically, by 2024, we have committed to offset MAPFRE's carbon footprint in eight countries; by 2030, the challenge is to reduce the Group's carbon footprint by 50% (compared to 2019) and offset the remaining carbon footprint for the Group as a whole. We also joined the Net-Zero Insurance Alliance with the objective of achieving greenhouse emission neutrality by 2050, i.e., net zero emissions in our insurance and reinsurance underwriting portfolios.

To achieve this, MAPFRE is promoting renewable energy, encouraging mobile working, reducing business travel by air and car, and converting its own fleets to ECO vehicles. This year, the company will also have a greater number of sustainable buildings, install more photovoltaic panels for self-consumption, reduce paper and water consumption, and continue to reduce, recycle, and reuse the waste it generates.



ENERGY SAVINGS

MAPFRE is furthering its commitment to energy efficiency as a key part of its sustainability strategy. To do so, it will **reduce the Group's energy consumption by 40% compared to 2019, specifically to 23 GWh by 2024, a figure equivalent to the total energy consumption of MAPFRE's US business. By 2030, the reduction will be 60 GWh, equivalent to almost 100% of the Group's annual electricity consumption in Spain.** We currently use energy from 100% renewable sources in Spain, Portugal, and Germany, and this year we installed 4,700 photovoltaic panels at the head office, which will prevent the emission of 740 tons of CO₂ into the atmosphere per year. With this measure, around 40% of the current consumption at the headquarters in Madrid is expected to come from the photovoltaic self-consumption installation. This will serve to supply a large part of the electricity

consumption needed for the daily operation of the offices, including the 48 free 22KWh charging points that MAPFRE offers to employees who use electric or plug-in hybrid vehicles.



Meeting on carbon footprint

GREEN BUILDINGS

By the end of 2021, MAPFRE owned 13 buildings (such as Torre MAPFRE in Barcelona) with sustainability certifications, including LEED, BREEAM, and Energy Star (leading energy efficiency and sustainable design seals). Such certifications confirm that these spaces have been built and designed to reduce their environmental footprint through energy conserving, including by making efficient use of water, reducing CO₂ emissions, creating an improved indoor environment, and minimizing the use of natural resources, among others. **By 2030, 50% of the surface area of large owned buildings will be certified sustainable.**



SUSTAINABLE MOBILITY

Improving mobility in cities is key to reducing pollution and emissions, and **MAPFRE is committed to reducing its travel-related carbon footprint by 34% by 2030.** Currently, the company provides its employees with various options. These measures include shuttle buses that connect some offices with the main locations of the city and public transportation, bicycle parking, electrical vehicle rental, charging stations for ECO vehicles, and a video conference system to reduce the need for business travel.



ZERO WASTE

If we manage to properly separate and recycle all the waste we generate in our daily lives, we will be able to give waste a second life and reuse it to prevent it from ending up in landfill. **This means we not only reduce our carbon footprint, but we also avoid polluting water, soil, and air, save raw materials, conserve natural resources and ecosystems, and protect health and well-being.** In 2021, the company managed to bring ZERO WASTE to its head office as part of a project which saw it recycle 351 tons of waste and reuse 92% of the waste it generated. It will now extend the project to Brazil, Mexico, and Puerto Rico by 2024. We have committed to recover 84% of the waste we generate by 2024, a target we will increase to 90% by 2030.



MAPFRE FOREST

Reforestation is one of the best tools for mitigating and adapting to climate change; not only does it create a sink for CO2 emissions, but it also regulates the water system, prevents soil erosion and promotes biodiversity. As part of the MAPFRE Forest project, we planted a total of 4,874 trees in the Cerdedo-Cotobade municipality in Pontevedra and another 1,667 in the Parque Natural de Sintra-Cascais in northern Portugal. We contributed to repopulating almost five hectares of areas affected by deforestation through these two projects. The over 6,500 new trees absorb 4,000 tons of CO2 from the atmosphere, which neutralizes 21% of the company's carbon emissions in those two countries.



WATER MANAGEMENT

Water resources are critical to the future of our planet, as the availability of drinking water is being threatened by the consequences of climate change. Aware of this reality, **the company is committed to comprehensive and sustainable water management at its facilities that will enable it to reduce consumption by 25% by 2030**, a challenge it will achieve with technology, regulations, consumption control, and responsibility.



BUY GREEN

As part of the “Buy Green” initiative, **we have developed a model for procuring products and services by assigning value to environmental aspects that guarantee the lowest environmental impact during their life cycle.** To do so, we defined various lines of action within the tender processes to assess the environmental performance of the goods and services we procure. Our objectives for 2030 include deploying this model throughout the Group, as well as classifying our strategic providers according to environmental criteria and recognizing their environmental performance.



WHAT DOES DECARBONIZATION MEAN?

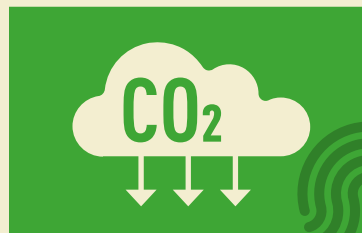
Decarbonization refers to anything that helps eliminate the use of fossil fuels (e.g., coal, oil, and natural gas) and fuels that release energy, pollutants, and greenhouse gases when burned. One of the most abundant greenhouse gases produced by human activity is carbon dioxide (CO₂). It causes warming of the atmosphere near the earth's surface and has highly negative consequences for the climate. Decarbonization is no longer a matter of choice; for many companies, like MAPFRE, which aim to become carbon neutral, it is a challenge that requires companies to know their carbon footprint and to identify short-, medium- and long-term strategies to reduce it and offset whatever they cannot eliminate.

In addition to internal and external actions to reduce its footprint and energy consumption, MAPFRE also contributes to decarbonization by incorporating ESG criteria into its investment strategy and does not invest in companies in which 30% or more of their revenue comes from energy produced from coal. Moreover, its commitment to sustainable investments in Spain saw it create the first MAPFRE Renewable Energy fund. Likewise, it applies ESG criteria in underwriting and will not invest in coal, gas, and oil companies that are not committed to an energy transition plan that allows global warming to be maintained around 1.5 °C.

ZERO NET EMISSIONS BY 2050

MAPFRE joined the Net-Zero Insurance Alliance (NZIA) with the objective of achieving greenhouse emission neutrality by 2050; in other words, the Alliance's commitment is zero net greenhouse gas emissions from the insurance and reinsurance portfolio. This commitment raises MAPFRE's standards for sustainability, as it means that in coming years, it must reduce greenhouse gas emissions as far as possible throughout the organization and eliminate residual emissions that it has not reduced through offsetting. In order to do so, MAPFRE must establish underwriting criteria so that it can make a significant impact in terms of emissions, as well as define decarbonization commitments with major customers and promote agreements, products, and services that foster carbon footprint reduction, among other measures.

Being Net-Zero means that the Group is contributing to one of the goals of the Paris Agreement, which consists of **limiting the rise in global temperature to 1.5 °C above preindustrial levels by 2100.**



ANTONIO HUERTAS "ESSENTIAL FOR THE PLANET"

"Economic decarbonization is essential for the planet," said Antonio Huertas, MAPFRE CEO, who stressed that "our environmental commitment is to continue raising the standards for sustainability firmly and progressively, guiding society in a fair transition and helping our customers and people who depend on the company's activity to also move in the right direction." He also highlighted that **"we are playing our part, and we care about improving our environmental footprint, promoting the circular economy, and supporting the fair transition toward a net-zero economy through underwriting and investment as we prioritize people's well-being."**





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

We detail how we align with the SDGs from an Accident Prevention and Health perspective

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.

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



All UN member states adopted the 2030 Agenda for Sustainable Development in September 2015. Its 17 Sustainable Development Goals (SDGs) and 169 targets for their achievement balance the three dimensions of sustainable development: social, environmental, and economic.

The SDGs are a call for collective action to, among other urgent challenges, end poverty and protect the planet. The goals provide a roadmap to focus everyone's efforts to achieving positive changes in people's well-being.

MAPFRE's Sustainability Plan includes a line of work and concrete objectives to contribute to the largest global strategy for sustainable development, with a focus on seven:

What does MAPFRE do in Accident Prevention and Health to contribute to the SDGs?

At MAPFRE, people are our main asset, and taking care of their physical and mental health, safety, and well-being is our priority.

We are committed to promoting a safe and healthy work environment and pursuing continual improvement. We view it as a key element of competitiveness and essential for enhancing the

company's productivity and sustainability.

As stated in our Code of Ethics and Conduct, we have committed to provide safe and healthy workplaces, ensuring workers the right to protect their health and integrity and going beyond the labor environment itself to include employees' families. MAPFRE therefore undertakes to integrate the prevention of occupational risk and the promotion of health and well-being into all the company's activities and decisions at all levels of the organization, and to follow a healthy company management model nurtured by a process of continual improvement.

In compliance with our Health, Well-being, and Occupational Risk Prevention Policy, we are contributing directly to some of the objectives of the 2030 Agenda. This translates into actively working to:

- Consolidate a safe working environment that allows us to perform our work under the best physical, psychological, and social conditions.
- Foster and protect the physical and mental health and well-being of all people who work at MAPFRE and their families, both in their personal lives and at work.
- Minimize occupational risks in order to prevent work-related accidents and

occupational diseases and reduce absenteeism for health reasons.

What can you do? Some tips for making your contribution to the SDGs from a Health and Accident Prevention perspective:

- Check your health regularly.
- Follow a healthy eating plan.
- Exercise.
- Think positively and take care of your mental health. If you are feeling sad, down, or have an issue that you don't know how to handle with and need help, turn to MAPFRE for help.
- Set aside about a third of your time for yourself and your personal tasks, leisure, family, friends, etc.
- Sleep 8 hours a day; good rest is wonderful for your health.
- Take part in the health awareness campaigns brought to you by MAPFRE.

Take care of your and your loved ones' health!



SDG 3 HEALTH AND WELL-BEING

We ensure working conditions that protect people's health and well-being.

In our effort to achieve this, and depending on each country, we conduct occupational health examinations (initial, periodic, return after medical leave) and specialized and personalized medical advice according to the conditions of each person. Moreover, based on the results of collective health surveillance, we organize local and global prevention and health promotion campaigns on communicable and non-communicable diseases and the prevention of substance abuse.

Within the framework of our Global Healthy Company Model, we host actions to promote healthy habits, offering employees the necessary resources and tools through different activities and informative actions (health awareness campaigns to promote regular physical activity and healthy eating, etc.). At this point, we should highlight

MAPFRE Week, where health and well-being take center stage.

Traffic accidents are one of the leading causes of death and injury worldwide. In response, we work to bring about safer, healthier, and more sustainable mobility. To learn more about this topic, we encourage you to read the report "Road safety, working toward safe and sustainable mobility," published in the 113th edition (January 2022) of *The World of MAPFRE*.

Meanwhile, COVID-19 showed us the mental health impact of restrictions on individual freedom or the lack of social contact. It is safe to say that SDG 3 is also related to mental health. For this reason, MAPFRE implemented different initiatives (support lines or awareness campaigns) to help mitigate the effects of these situations on emotional health.



SDG 8 DECENT WORK AND ECONOMIC GROWTH

We work to create environments that guarantee the safety of all people and working conditions that reduce and prevent accidents.

At MAPFRE, we ensure that working environments are safe in terms of infrastructure and services (spaces, equipment and machinery, environmental conditions, emergencies, ergonomic and psychosocial conditions, etc.), and we inspect them annually. This allows us to continuously monitor the risks present in our workplaces and job positions, and to adapt to changes swiftly.

We also assess to what degree workers with special health conditions and pregnant women are exposed to occupational hazards, establishing the necessary preventive measures on the basis of a specific risk assessment.

We are proactive in raising awareness of occupational hazards and adapt workplaces to ensure safe working conditions.



SDG 5 GENDER EQUALITY

When it comes to health, we work to guarantee better access to basic health services and to prevent illnesses that affect women and their professional development.

We have implemented measures to promote and protect maternity so that any woman who wishes to become a mother has all the necessary guarantees that her professional development will not be affected. In an effort to safeguard breastfeeding and its benefits for the baby's health, different countries have set up spaces for mothers to extend the time they spend breastfeeding, even after returning to work.

We promote health awareness campaigns for the early detection of breast cancer and other pathologies associated primarily with women that

may represent a turning point in their professional careers, and we accompany them in their return to work after a long period of sick leave. The same applies to male diseases, such as prostate cancer.

Since the adoption of the 2030 Agenda, there has been a succession of international conventions and European resolutions that contribute to the achievement of the targets set out in the SDGs and, in particular, to developing a culture of accident prevention and health at work. Due to their proximity in time, we want to highlight the following:

- Convention 190 on violence and harassment, which recognizes the right of everyone to work free from violence and harassment. With a view to contributing to the SDGs, Convention 190 recognizes that violence and harassment can constitute a violation or abuse of human rights. This conduct, from the perspective of accident prevention and safety at work, is not only a threat to equal opportunities, but is also unacceptable and incompatible with decent work, as it affects people's psychological,

physical, and sexual health, their dignity, and their family and social environment. It can also prevent people, particularly women, from entering, remaining in, or advancing in the labor market.

- The Resolution on mental health in the digital world of work (2021/2098(INI)) adopted by the European Parliament on 5 July. By adopting it, the Parliament considers mental health, as well as physical health, as a fundamental human right. Furthermore, it is linked to other fundamental rights such as the right to human dignity and the right to bodily integrity.





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NEW SEASON OF EXHIBITS AT FUNDACIÓN MAPFRE



JULIO GONZÁLEZ, PABLO PICASSO AND THE DEMATERIA- LIZATION OF SCULPTURE

**Recoletos Exhibition Hall
Madrid;
September 23, 2022 -
January 8, 2023**

Pablo Picasso, Figure: project for a monument to Guillaume Apollinaire, Paris, Autumn 1928 Steel rods and sheet, 59.5 × 13 × 32 cm Musée National Picasso-Paris.
Pablo Picasso, 1979, MP265 © Succession Pablo Picasso. VEGAP, Madrid, 2022. Photo © RMN-Grand Palais (Musée national Picasso-Paris) / Adrien Didierjean
Julio González, *Grande maternité* [Great Maternity], 1934 Iron and stone, 13.1 × 40.6 × 23.5 cm. Tate. Acquisition, 1970. T01242 Photo: Tate.



CARRIE MAE WEEMS

**KBr Photo Center.
Barcelona; October 5,
2022 - January 15, 2023**



ILSE BING

**Recoletos Exhibition Hall
Madrid;
September 23, 2022 -
January 8, 2023**

Ilse Bing, *Self-portrait with Leica*, 1931. 26.5 × 30.7 cm. Collection of Michael Mattis and Judith Hochberg, New York. © Estate of Ilse Bing. Photography: Jeffrey Sturges.



KBR FLAMA 22

**KBr Photo Center.
Barcelona; October 5,
2022 - January 15, 2023**

Guillermo Fernández, series *Los santos inocentes*, 2019. © Guillermo Fernández. Carrie Mae Weems,

THE WORLD OF MAPFRE #115

THE WORLD OF MAPFRE

#115

