

2022

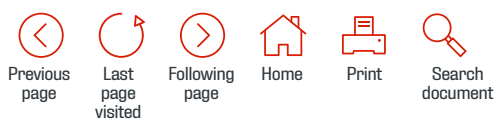
PEOPLE AND ORGANIZATION



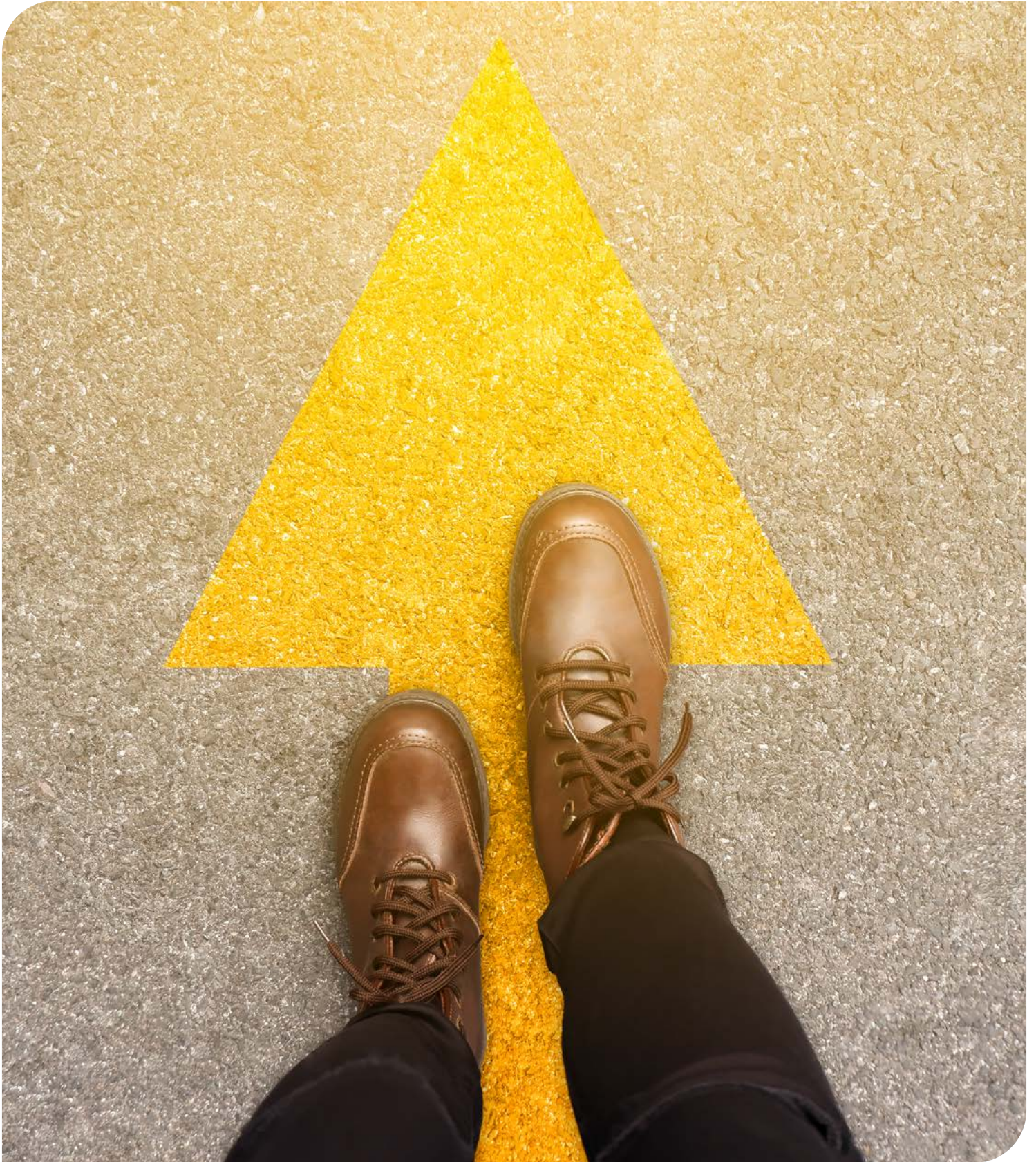
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NAVIGATION LEGEND:



INTRODUCTION





ELENA SANZ ISLA
GROUP CHIEF PEOPLE OFFICER

The complex and volatile environment in which 2022 unfolded didn't prevent MAPFRE from making progress on the roadmap set out in its Strategic Plan 2022-2024. Last year, we continued to develop and transform the capabilities of MAPFRE people across all geographies, in line with new business needs and the requirements of our stakeholders. The organization continues to advance in flexibility toward an increasingly dynamic structure, with the implementation of project management in all areas of the company, with embedded hybrid work models that deliver more flexibility and efficiency in terms of working time and installations.

Thanks to progress in development programs and the direct involvement of all staff in their self-development, 86.2 percent of the promotions in 2022 were internal, while 15.7 percent of employees took up functional or geographical mobility and 41 percent of all vacancies were filled internally.

Over the course of the year we defined and began to execute the global leadership project, focused on transformative, digital leadership and values, which evolves hand in hand with the company, without losing the essence of MAPFRE's culture, which is focused on respect, communication and collaboration. More than 5,000 people from all over the world have begun to transform their leadership, defining their own areas of work.

People continue to be at the center of everything we do, and it is they who help us build a more sustainable and diverse society.

We continue to support the inclusion of people with disabilities on a day-to-day basis, and they now make up 3.5 percent of our workforce. In 2022, more than 4,500 employees around the world showed their social commitment as volunteers.

Every day at MAPFRE 81 nationalities pull together using collaborative and digital tools that bring us greater cultural richness, enabling us to be more innovative and to make progress in an increasingly diverse society. We have been pushing for equality in development for many years and the fruits of our efforts are visible: 42 percent of job positions of responsibility in MAPFRE are held by women and we continue to make good progress on the total elimination of the pay gap that is a legacy of the past, which now stands at 1.86 percent.

The well-being and health of people continues to be our priority so that everyone can advance in their professional and personal development. Their voice is the key to our continued progress. Knowing about their hopes and dreams, needs and contributions drives our company forward as a large global group of people who make MAPFRE the best it can be every day.

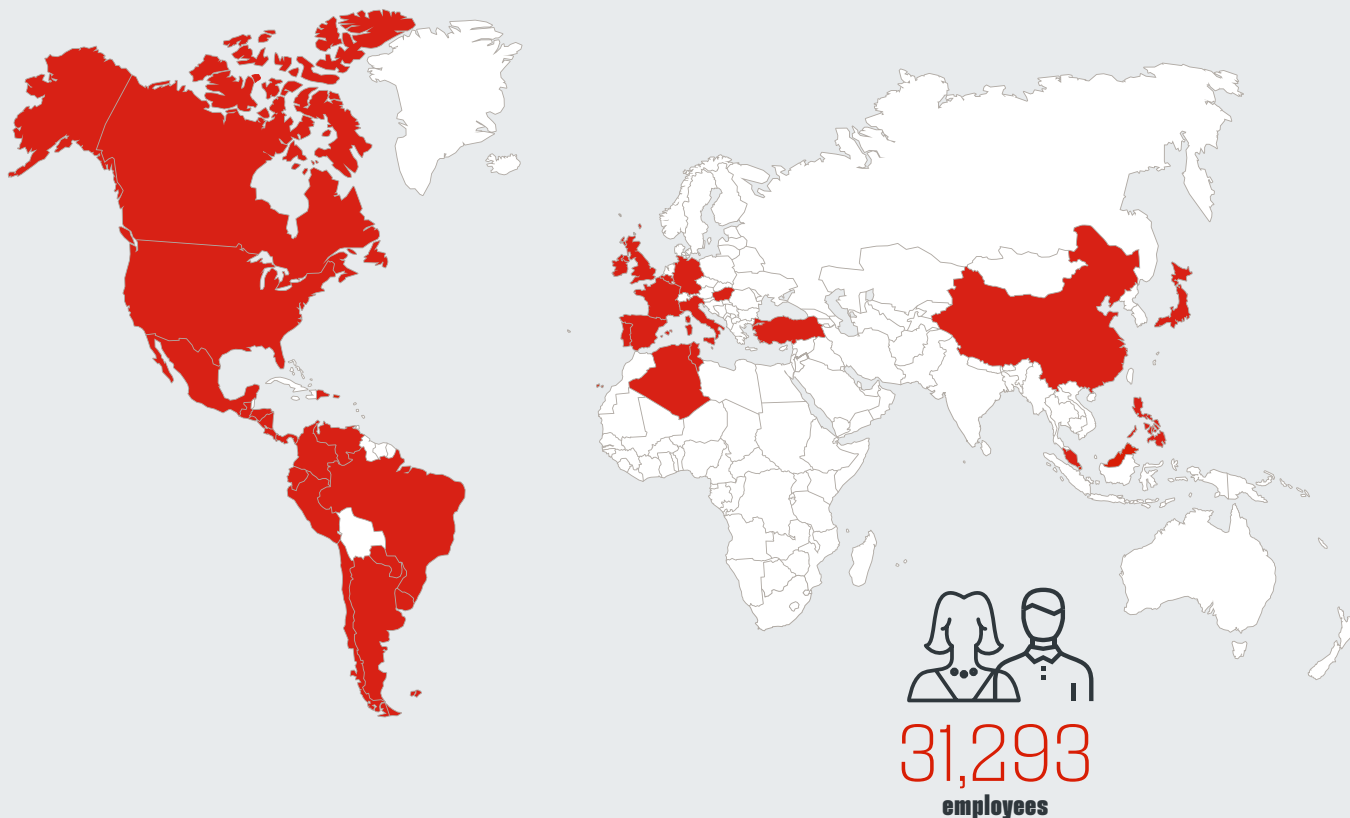
Throughout this report we detail the progress we've made, including how we are making good on the commitments undertaken for 2022.

MAPFRE. Where your time is meaningful.

01 MAPFRE PEOPLE



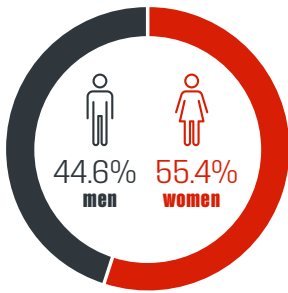
MAPFRE PEOPLE



EMPLOYEES BY COUNTRY

 Spain	11,716	 Turkey	704
 Brazil	5,006	 Italy	569
 United States of America	2,138	 Puerto Rico	533
 Mexico	1,847	 Panama	522
 Peru	1,393	 Germany	517
 Dominican Republic	1,053		
 Argentina	980	Rest of Latin America	2,154
 Colombia	962	Rest of Europe	1,178
		Asia	21

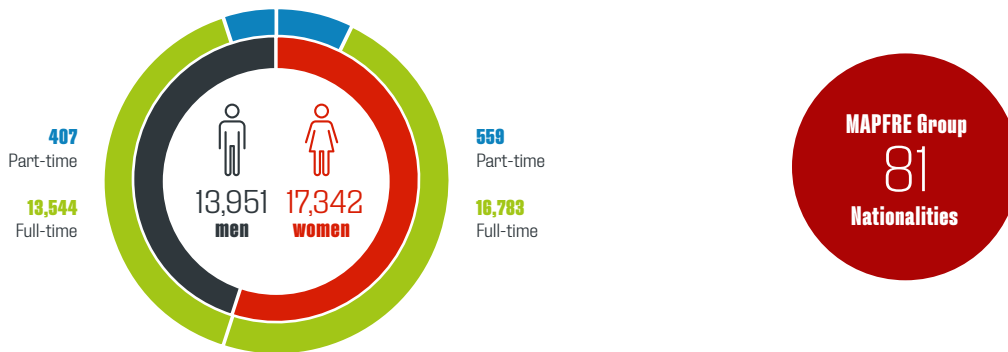
WORKFORCE BY GENDER 2022



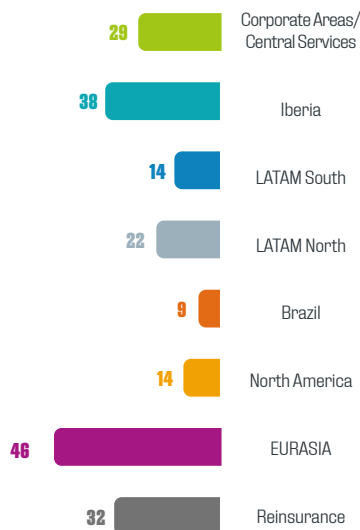
WORKFORCE BY GENDER AND JOB POSITION 2022



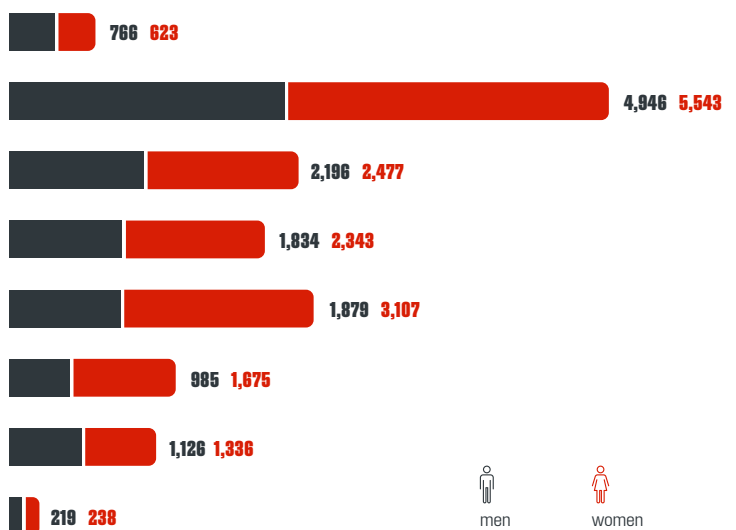
WORKFORCE BY GENDER AND CONTRACT TYPE 2022



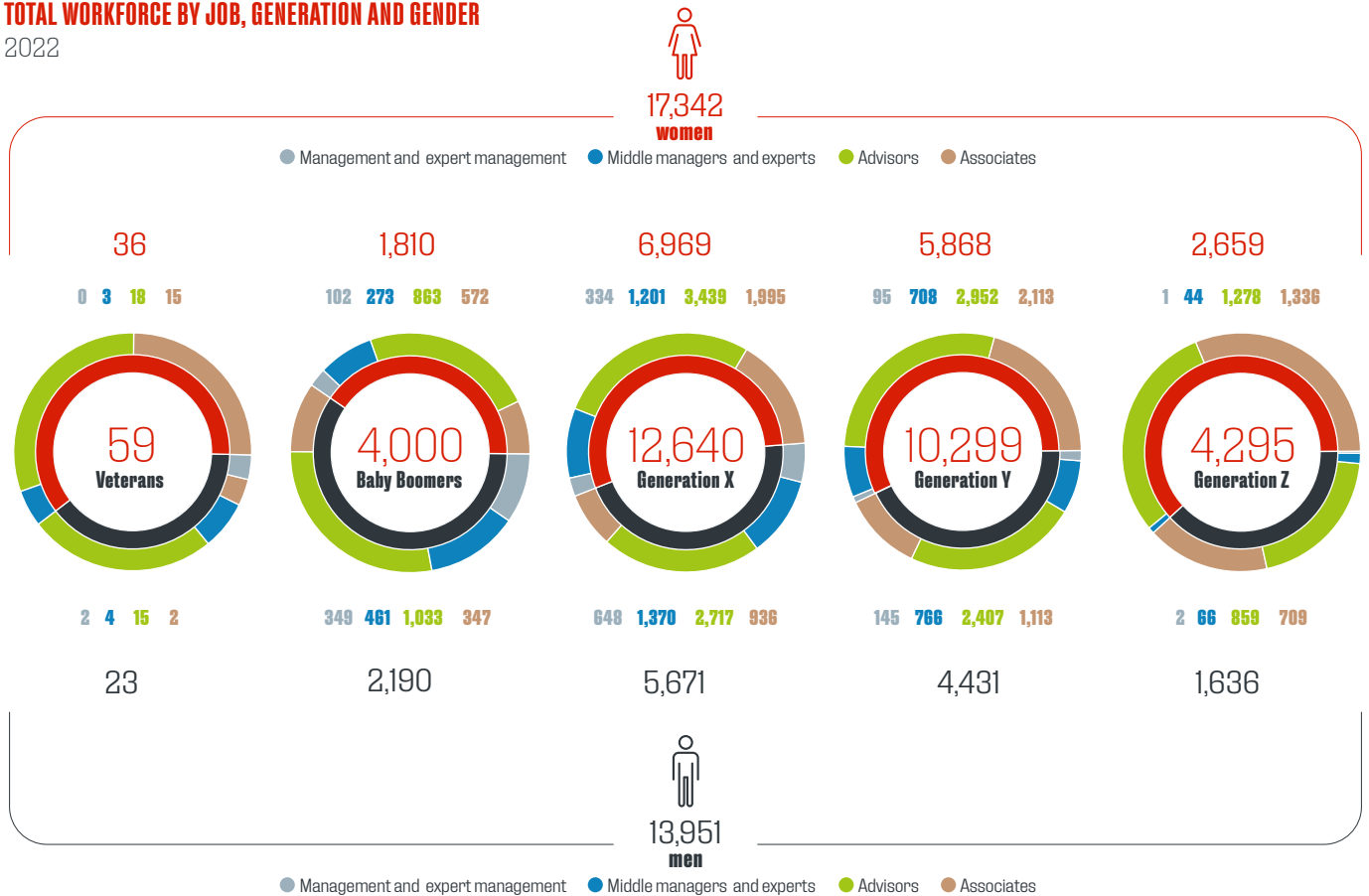
NUMBER OF NATIONALITIES BY ORGANIZATIONAL DISTRIBUTION



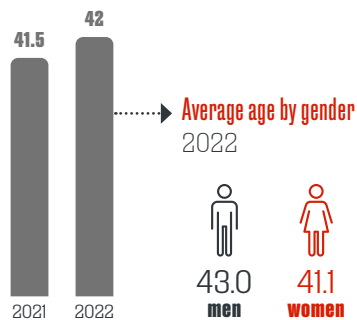
WORKFORCE BY GENDER AND ORGANIZATIONAL DISTRIBUTION



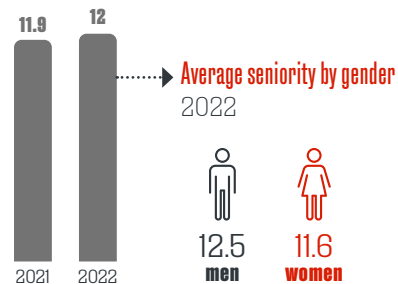
TOTAL WORKFORCE BY JOB, GENERATION AND GENDER 2022



MAPFRE GROUP - AVERAGE AGE

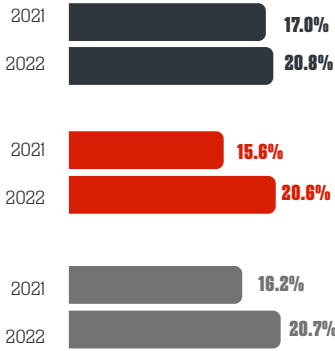


MAPFRE GROUP - AVERAGE SENIORITY

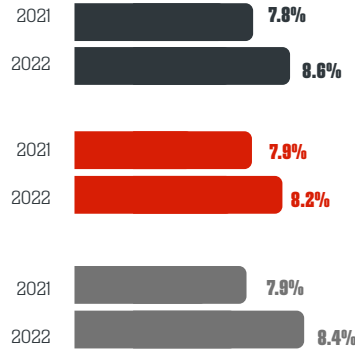


WORKFORCE TURNOVER

TOTAL TURNOVER BY GENDER AND MAPFRE GROUP TOTAL

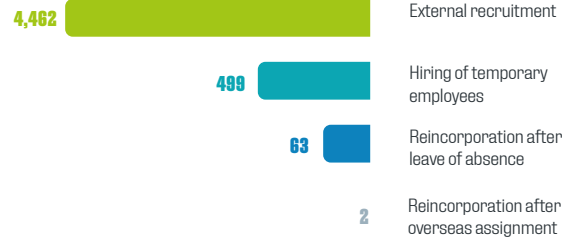


UNWANTED TURNOVER BY GENDER AND MAPFRE GROUP TOTAL

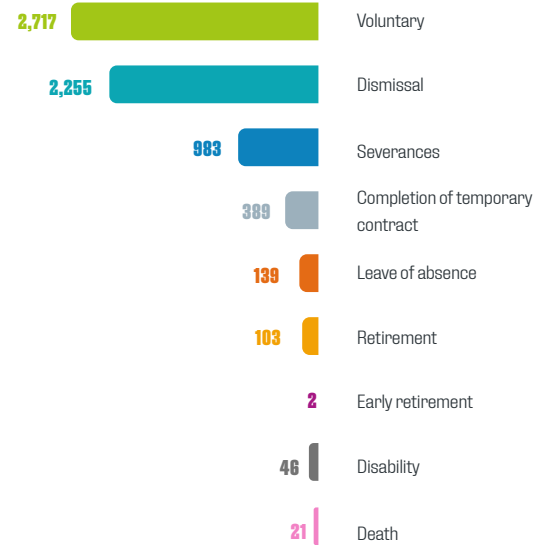


Layoffs are excluded from this information

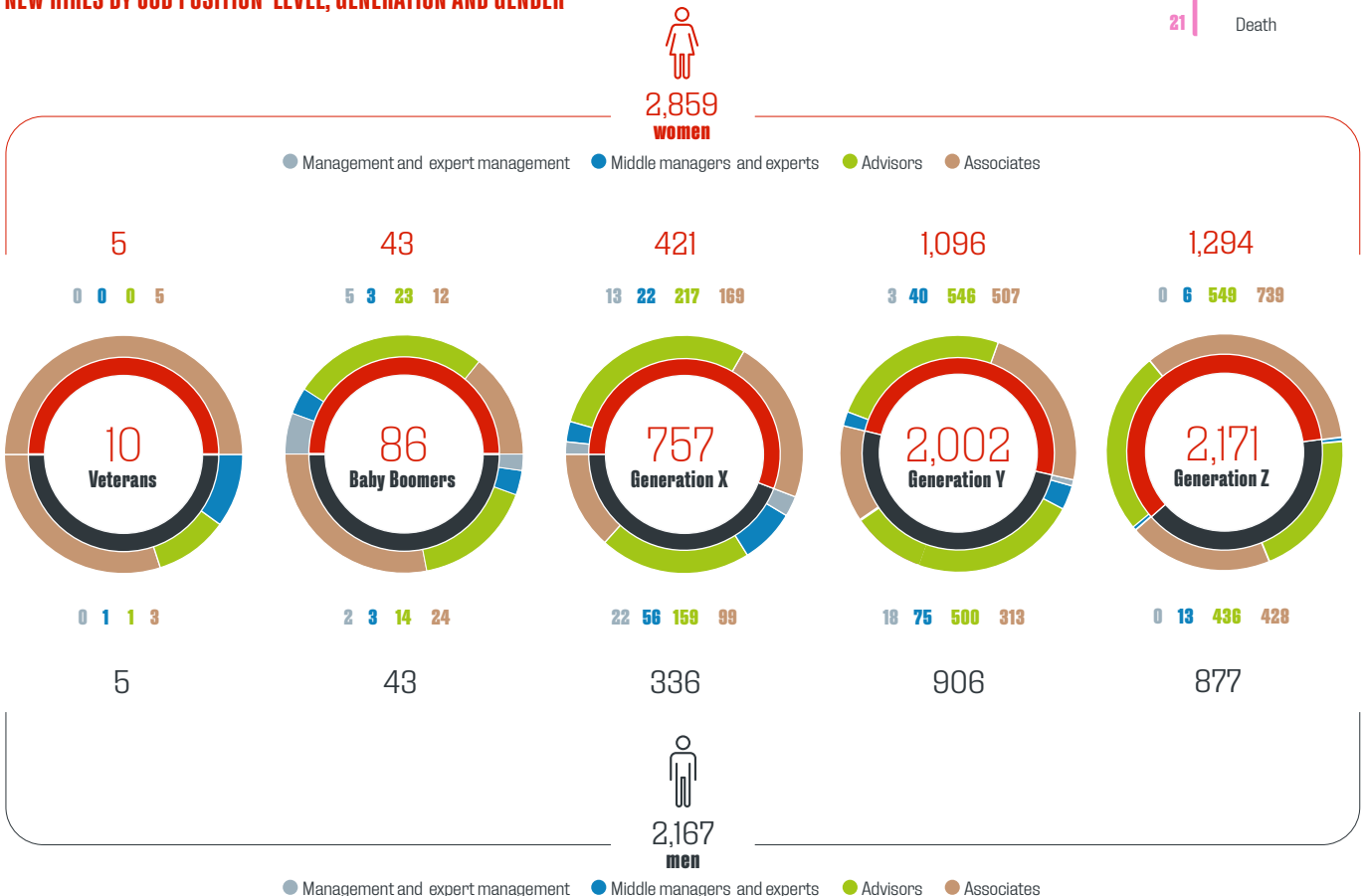
REASON FOR NEW HIRE



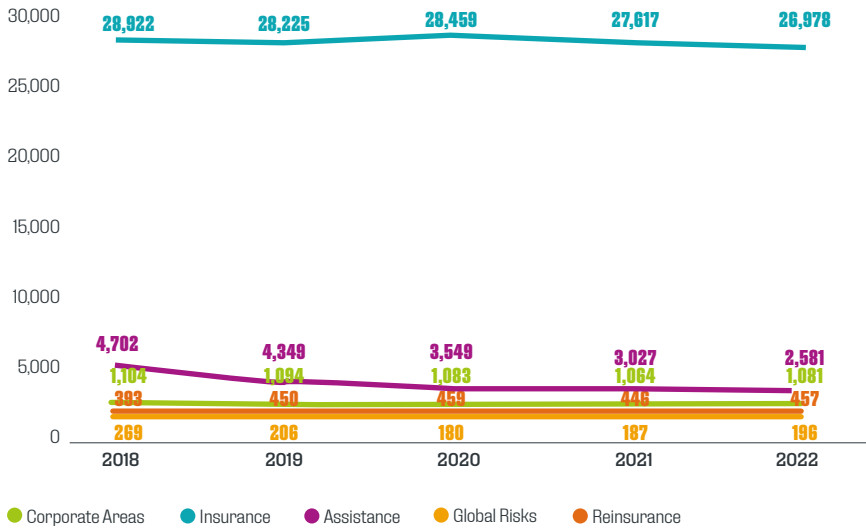
REASON FOR DEPARTURE



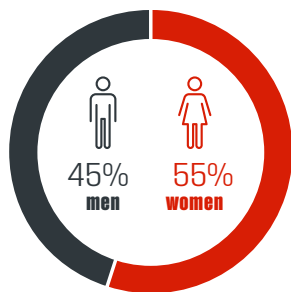
NEW HIRES BY JOB POSITION LEVEL, GENERATION AND GENDER



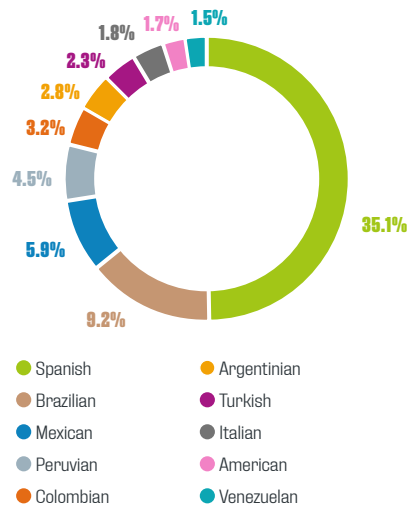
WORKFORCE EVOLUTION BY ORGANIZATIONAL DISTRIBUTION



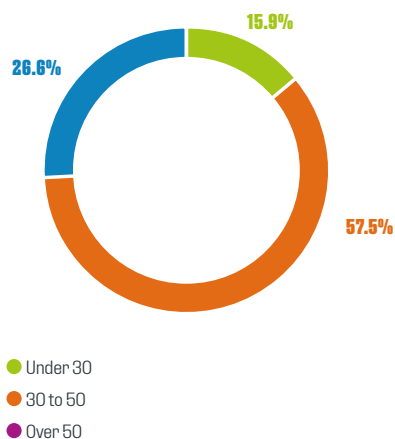
FULL-TIME EQUIVALENTS (FTES) BY GENDER



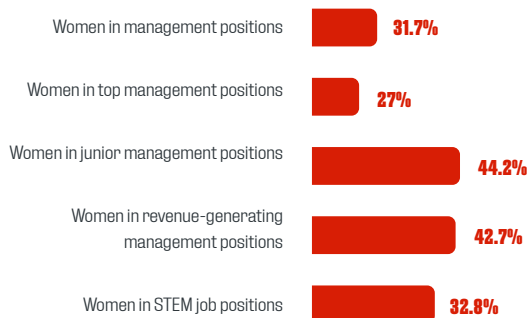
FTES BY MAIN NATIONALITIES



FTES BY AGE



% OF WOMEN OVER TOTAL FTES



02 TALENT



EDUARDO PÉREZ DE LEMA HOLWEG

CEO OF MAPFRE RE



At MAPFRE, the greatest thing that sets us apart from the rest is our people. In a business founded on the level of trust we offer our clients and where technical quality and leadership are key elements, the talent of our human capital teams is the key to our success. Having the right people, with the necessary knowledge and skills, and being able to count on their commitment to achieve the challenges we've set for ourselves, is our differentiating factor. They are the key to our success – they are why our clients choose us and stay with us, they make us more competitive in the market and they make us adapt to the new needs of an environment as ever-changing as the one we live in.

The breakneck speed of transformation we see around us, in politics, in society or in technology, make talent management an increasingly complex task. We need to be even more proactive at all stages to ensure that

we have the best people around us and that they are the most prepared. This management, which is an essential part of MAPFRE's strategy, begins with the early identification of needs, which feeds into strategic reflections. From there, coverage continues with attracting the right professionals, ensuring their development and cementing their loyalty. The quality of the processes and their continuous improvement are key ingredients of success, as is the total involvement of the leadership team, who are true facilitators and champions of this people management.

All of this enables us to transform our capabilities, giving us the flexibility to adapt to the needs of our organization and our clients, while giving us the opportunity to create an ecosystem where people are the real protagonists and architects of their own development. And where we work to ensure that, above all, our time is meaningful.

Keeping pace with changes in society and the business, people management has been evolving to respond to new requirements as they arise. At this time of transformation, the People and Organization Area must be key players in the sustainable growth of companies.

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

In this regard, it's vital to link learning to the business strategy so that it's comprehensive and personalized. As knowledge changes rapidly, we must prepare people to tackle the challenges facing our organization, ensuring they are always knowledgeable about the latest techniques and information so that our organization can continue evolving.

MAPFRE has a Capability Transformation plan in place, the main objective of which is to identify and develop the necessary knowledge for the business in the short and medium term. It also seeks to improve employability with development plans, career plans, training itineraries, upskilling and reskilling plans, and retention, self-development and mobility plans.

the capabilities available within the company and the gap with respect to the required knowledge. Employees can access personalized development plans, specific training itineraries and a self-development path. All this aims to ensure that the organization has the critical knowledge it needs at any time, while giving employees the opportunity to apply for new job positions in the company. In 2022, 5,468 employees had their own individual development plan.

In each country, a versatility matrix has been defined as an analytical tool to support the transformation of the company's capabilities. This enables us to identify the degree of versatility between positions based on overlapping knowledge. Globally, it has been determined that 17 of the 55 identified knowledge clusters have at least 50 percent knowledge matches.

We also have an inferential analytics model that was developed using our People Analytics (SAC) tool, which extracts common factors and their weight in different profiles at the company to determine any employee's percentage of similarity against them. Thus, based on all the information available in the systems, the percentage of employee compatibility with the different profiles is obtained.

Specific upskilling and reskilling plans

The plan enables employees to perform their own knowledge assessment, which is in turn approved by their supervisor. Employees can compare their knowledge with that of another job position and design their development to fill a job position of their preference. It invites employees to create their own development plans, incorporating the training content and actions considered to be linked to the knowledge they wish to develop.

CAPABILITY TRANSFORMATION PLAN

Development plans

At MAPFRE, we've identified 55 knowledge clusters and 43 strategic profiles corresponding to 31 of the clusters.

The organization's knowledge map is constantly evolving and adapting to the needs of the business and the changes brought about by the advance of new disciplines, technologies and digital developments.

Workforce planning, implemented globally, has facilitated all countries in identifying job position and knowledge development needs. We have a series of tools available that allow us to identify

5,468 employees had their own individual development plan

Career plans

Some specific groups of employees, usually large groups, have career plans that guarantee progression and development:

- Sales technician career plan: 2,069 employees
- Underwriter career plan: 736 employees
- Claim handler career plan: 1,549 employees
- Actuary career plan: 293 employees
- Auditor plan: 170 employees

International development programs (trainees)

This is a specific program for recruiting young graduates, with the aim of incorporating new talent into the company and contributing to

the development of young people. Since 2013, 156 trainees have joined MAPFRE in 17 countries. This year, 12 actuaries joined the Global Trainee Actuarial Program, and they will join four Group companies in Spain.

Global plan for developing the technical function

In 2022, the technical managers plan project continued with two fundamental lines of work:

- Local development plans through the key stages of talent management: local identification of needs, identification of employees and individual development plan. The company aims to reduce coverage times in this function, retain talent and ensure that it has the best knowledge available. A total of 3,986 employees of the countries' technical function will be included in the local development plan.
- Twelve employees from the technical function in eight countries have been assigned to different countries through international mobility. They have a development plan that was structured and created specifically for them in order to accelerate the learning curve for the technical management profile.

Succession plans

MAPFRE's succession plans are drawn up using an internal global methodology to identify the people who are ready to take up a function in the short, medium and long term. This identification allows us to determine the degree of succession coverage for each job position and country and to establish specific development plans for the identified people. Each country analyzes the succession plan for the company's first three organizational levels, and as of December 31, 2022, 64 percent of job positions had identified successors attached to them.

Unwanted staff turnover indicator for strategic profiles

We have 1,097 employees associated with global strategic profiles. The voluntary staff turnover rate for employees associated with strategic profiles is 8 percent, with the goal for 2022 being 9 percent, 8 percent in 2023 and 7 percent for 2024.



Learning and knowledge

MAPFRE has a proprietary Global Learning Model in place, and all training activities are linked to strategic objectives with a focus on the business and on employees' learning experience. In terms of training, 71 percent was conducted digitally and 82 percent was technical-sales training.

The MAPFRE Corporate University comprises 15 schools, 17 rooms and one Innolab. All countries deploy, through the University, training actions to provide the knowledge and skills needed by employees at the local level. Some are also reinforced with global training actions, including the following ones carried out in 2022, in Spanish and English:

Insurance School. Training itineraries, webinars and other actions (in-person programs, online courses, etc.) have been designed to transfer the technical and strategic knowledge of the Life, Automobile and Enterprise business to more than 1,560 employees worldwide.

Digital Business Room. Specialization programs have been carried out in virtual format: Google Analytics 4, aimed at 90 employees, and behavioral economics, in which 79 employees participated.

Sales and Business Development School. Within the Customer Room, an online program on Customer Retention and a webinar program, Consumer Client Welcome Pack were deployed. These actions have collectively targeted more than 420 employees worldwide. In the Sales Room, a Global Program for Large Brokers was held, in which knowledge and best practices for the most relevant aspects of this channel were addressed. Nineteen employees from 12 countries/units around the world participated.

Operations School. The deployment of training, which started in 2021, continued around four major models: providers operating model, specific recovery model, specific salvage model, and internal contact center management model. It was held in 23 countries, training more than 650 employees.

Actuarial School. A training itinerary of 8 webinar sessions with technical-actuarial content has been developed for 222 actuaries around the world, (based on their specialization), and for more than 100 experts from other technical and risk areas.

Technology and Processes School. In 2022, work was carried out to redesign the Global Technology Program, which will be launched in 2023. It will be aimed at all technology employees worldwide to provide an overview of the new capabilities required in this area (automation, applications, data, architecture, cloud, infrastructure, innovation and technology governance).

Finance School. Several sessions were held on the accounting process and IFRS 17, training 193 employees from 21 countries.

In the area of **Sustainability**, the CESGA and ESG Essential training and certification programs were carried out with the aim of providing investment managers and other financial specialists with the necessary technical knowledge to independently conduct assessments and make investment decisions in which environmental, social and corporate governance criteria are applied. A total of 161 employees from these areas participated in these programs.

Auditing School. Training for the group's auditors was carried out through different programs, including the Global Internal Audit Program, in virtual format, in which all the members of the MAPFRE Group's Internal Audit team around the world, totaling 178 employees, participated. Other initiatives in the area of auditing included: Global IFRS 17 and IFRS 9 program for auditors held online.

People and Organization School. MAPFRE has a global People Management Program divided into nine modules, so that all employees around the world who work in human resources areas have the necessary technical knowledge about the main functions and processes of people management. In 2022, there were more than 680 enrollments on this course. A training program on the SAC - SAP ANALYTICS CLOUD tool was also held, with the participation of 29 professionals from these areas.

Legal School. A technical refresher program was held for lawyers from insurance companies in Spain, with the participation of 44 employees from the legal areas.

Innolab. Training in strategic innovation methodologies continued to be reinforced through the following contents, which were completed by a total of 8,387 employees as at the year end: Get Started in Innovation Methodologies, Learn More about Innovation Methodologies and Introduction to the Strategic Innovation Methodology Kit.

Digital Technical Knowledge Room. In 2022, we continued to strengthen our employees' digital capabilities with training content related to digital knowledge and tools, agile methodologies and the development of digital skills. There were 21 programs related to this content.

Security Training. The rollout of The Firewall Mindset cybersecurity training program, launched in 2021, continued throughout 2022, and a total of 8,853 employees worldwide had completed this content by the end of the year.

Data Room. Several global training actions have been developed in the field of data governance and management: general training through the courses Understanding Data Culture and

Management and Data in Depth, and specific training focused on the roles linked to this function, through the courses The Role of the Data Owner at MAPFRE, The Role of the Data Steward at MAPFRE and The Role of the Data Custodian at MAPFRE. In addition, training for trainers workshops were developed to deploy training on these specific roles at the local level. As of December 31, 7,166 employees had completed one of these training programs.

Professional Development Programs. In 2022, two global development programs were held in hybrid format, aimed at employees of the talent program, Global Development and Leadership Program (19 participants from six countries), and Executive Avanza with MAPFRE (15 participants from 4 countries).

In addition, our training series has contents for professional skill development and to disseminate the Group's main global policies to all its employees.

The main training figures are shown in the accompanying table:

ECONOMIC COMPARISON

2020-2021-2022

	2020	2021	2022
Investment in training	€7,232,392	€8,120,056	€10,052,146
Average investment per employee	€214.4	€251.0	€327.44
Total training hours	966,335	991,210	961,416
Training hours per employee	28.6	30.0	30.44
Total attendance at training actions	370,577	384,095	309,648
% of workforce trained	100%	100%	100%

ATTENDANCE AT TRAINING ACTIONS BY JOB POSITION LEVEL AND GENDER

	2020		2021		2022	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Management and expert management	8,940	4,910	11,173	5,713	8,399	4,227
Middle managers and experts	26,595	19,907	29,995	23,248	25,036	21,209
Advisors	92,283	106,222	94,638	115,508	71,236	90,813
Associates	35,514	76,206	31,919	71,901	28,753	59,975
TOTAL	163,332	207,245	167,725	216,370	133,424	176,224

Self-learning

In 2022, MAPFRE continued to encourage self-learning, so that each employee can design their own learning path through a wide range of training resources. There were 52,334 self-registrations for training programs in 2022.

Also, to further facilitate employees' ongoing self-training, in 2022, work was done on the implementation of an automated recommendation engine for training resources, and after conducting several pilots, this functionality is due to be rolled out in 2023.

Universities Plan

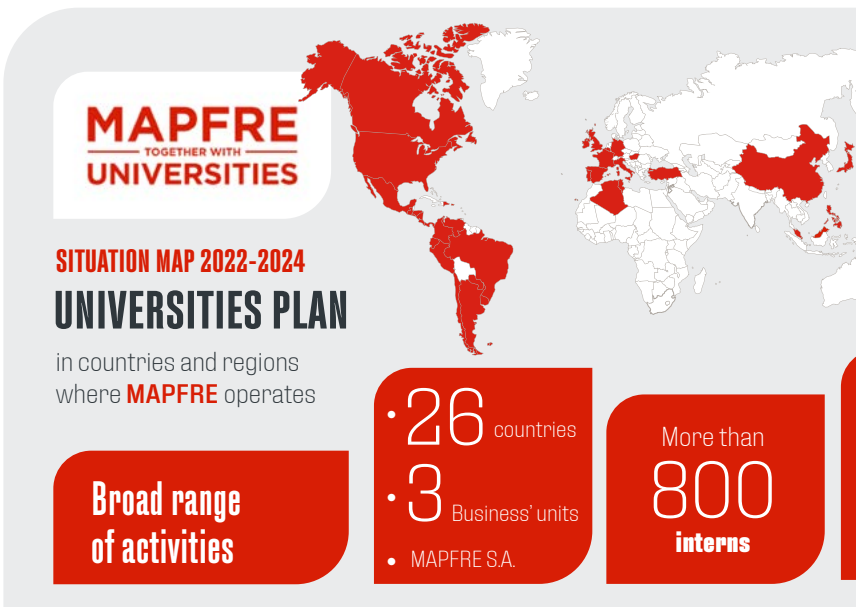
MAPFRE focuses on continuous and permanent collaboration with the world of education at a global level through our Universities Plan: "MAPFRE with Universities."

MAPFRE has more than 289 agreements in place with universities, business schools and academic institutions around the world, with the objective of disseminating the insurance culture, developing young talent and sharing knowledge through three pillars:

- Promoting insurance culture and MAPFRE culture:** demonstrating that insurance supports all the great advances made by humanity, promoting the growth of all economic and social sectors, contributing to the development of people and furthering the transition to a fairer, more inclusive and sustainable world.
- MAPFRE's Grow with Us Intern Plan:** offering students the opportunity to acquire knowledge and skills at MAPFRE, to build their professional career and continue their training.
- We share and augment knowledge through a mutually reciprocal collaborative relationship dynamic:** we contribute what we know, as the largest Spanish-owned insurer in the world, to Universities and their students, through work sessions, webinars, Masterclasses, the MAPFRE Case, the MAPFRE Business Game and other activities. In turn, we share knowledge from Universities and Business Schools with MAPFRE and our employees.



MAPFRE UNIVERSITY PLAN



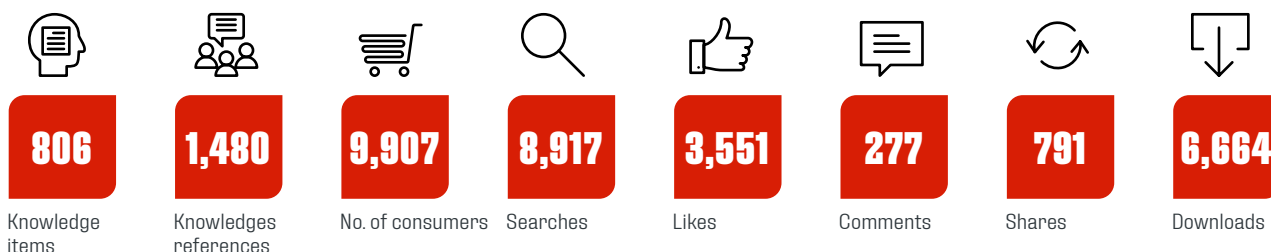
Knowledge management

MAPFRE's knowledge management model aims to systematize knowledge and offer employees the opportunity to share it.

All MAPFRE employees worldwide have access to Eureka, the knowledge management platform. Since its implementation in 2019:

- We have a common taxonomy, with 15 subjects and more than 700 types of knowledge.
- More than 1,450 knowledge leaders have been identified worldwide.
- More than 2,700 pieces of knowledge have been contributed to the platform.

GLOBAL INDICATORS 2022



Mentoring

The mentoring program, both traditional and digital, is an excellent springboard for development, fostering collaboration and knowledge transfer between teams. In traditional mentoring processes, the mentor transmits their knowledge, experience and culture to the mentee. There were 122 active mentors and 161 mentees in 2022. In digital mentoring, the mentor (digital profile) supports the mentee in developing their digital skills, and using technological tools, collaborative platforms and social networks, as well as in acquiring knowledge on digital trends. In 2022 the company had 96 active digital mentors and 307 mentees.

Functional and geographic mobility

Mobility continues to play a key role in employee development, providing them with versatility and improving their employability as they broaden their knowledge while meeting the needs of the business. Some 15.7 percent (4,532 employees) availed of mobility in 2022. Of total managerial vacancies, 86.2 percent were filled internally.

As a result of international geographic mobility in international careers, global mobility and temporary transfers, 79 employees were relocated,

and 25 countries received professionals from 25 other countries. This has enriched strategic development, project implementation and innovation

Performance evaluation

MAPFRE has implemented a global 360° performance evaluation that analyzes the fulfillment of objectives, employee behavior, their potential and ability to be promoted and their leadership. Ninety six percent of employees completed the evaluation.

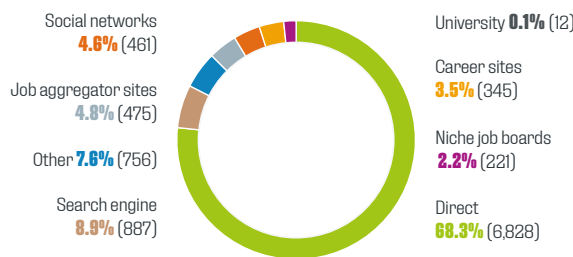
This tool makes it possible to provide continuous 360° feedback and define support activities for the fulfillment of objectives and development of projects. In 2022, there were 59,429 activities to help achieve the objectives, and feedback was sent to 69,344 employees, which shows the system's degree of implementation and adoption by employees.

In order to better adapt the employee experience and quality, new system functionalities have been deployed globally. These functionalities lend agility, transparency, focus, discrimination and credibility to the process, improving the experience of the process managers, leaders and collaborators in general.

External recruitment

- In 2022, 5,157 selection processes were carried out.
- MAPFRE closed the year with 51 days required to fill a job position.
- Of these vacancies, 3,732 were filled through external recruitment, with a recruitment cost of €1,021.84 per vacancy.

MAPFRE has a global jobs site in place with a design focused on digital transformation and innovation. In 2022, the page generated 1,921 opportunities for professionals and received 698,430 visits, with 21,724 people applying for a job. Our site visitors reach us in a variety of ways, as shown in the accompanying graphic.



LinkedIn is a global strategic provider for the MAPFRE Group's external recruitment. At the end of the year, we had 611,604 followers on the social network. In 2022, we posted 3,052 vacancies that impacted 12,042,087 LinkedIn users.

Leadership

Transformational leadership is one of the pillars of the People and Organization strategy for 2022–2024. The transformational leadership plan will help to transition our leaders towards a new way of working and leading.



A three-year plan, it will accompany and guide leaders so that they can offer the “best version” of themselves, working and leading in a different way, through a cyclical process that will be

repeated in the coming years. The process begins with a self-diagnosis that allows the leader to identify his or her strengths and areas for improvement. From this moment on, he or she can choose a path to work on areas for improvement. Each path has different learning and behavioral tools, habits, presence in forums, webinars, and so on.

The plan will be deployed worldwide to the organization's 5,000 leaders, helping them to develop the six characteristics of the MAPFRE leader (digital leader, values leader, strategic leader, transparent leader, learning leader and knowledge leader) and to lead in a changing environment through new ways of working. To this end, the plan will work along four lines:

- External environment
- Internal context
- Team development
- Self-development of the leader



Prior to its launch, we carried out:

- A pilot program to get feedback from HR teams in core and strategic countries and improve the deployment process on the leader experience. A total of 54 employees participated in the pilot.
- 13 sessions to plan the Leadership Project launch with 26 countries, three Business Units and Corporate Areas.
- Eight training sessions for content creation in each country, business unit and corporate area.

The project is deployed in all countries by the CEO and the most senior HR manager of each country.

03 DIVERSITY



JOSE LUIS VELÁSQUEZ

CHIEF PEOPLE AND ORGANIZATION OFFICER AT MAPFRE USA



Diversity makes us unique.

One of the riches of our society lies in the diversity that we share, which we have the opportunity to enhance when we integrate it into the different aspects of our environment.

We are convinced that diversity and inclusion boost the wealth of society, which is why both are present in our values. It's essential to appreciate the differences between people, respect them and incorporate them, promoting inclusive behavior that in turn helps us eliminate those that are exclusive and discriminatory. With this, we seek to forge connections and a way to contribute to society, to provide the best service to our clients, as well as to create the best possible conditions that enable our collaborators to flourish.

We value talent without labels, be it gender, age, disability, culture, race, ideology, sexual orientation and gender identity or expression. We take on the commitment to create an inclusive work environment where discrimination

is not tolerated and by doing so, help to build trusting environments where people can be themselves, free to express themselves and enhance their talent, fostering conditions that promote innovation, creativity and drive sustainable growth.

Our slogan, Diversity makes us unique, inspires us to continue advancing and make good on our commitments in the following aspects:

- Diversity: is an ally for transformation and innovation in the organization and is key to sustainable growth in a global world.
- Inclusion: inclusive workplaces are those where everyone can be themselves, offering all their talent without the burden of labels.
- Equity: fairness means offering everyone what corresponds to them, in line with their differences and circumstances.

MAPFRE has a Diversity and Equal Opportunity Policy in place at a global level, approved by the MAPFRE Board of Directors on July 23, 2015, that is based on respect for people’s individuality, on the recognition of their heterogeneity and on the elimination of any discriminatory exclusionary behavior.

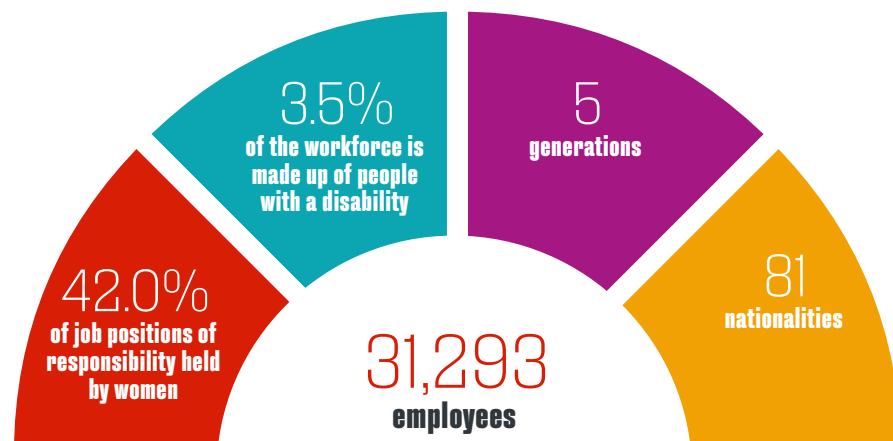
At MAPFRE we value diversity and work for the inclusion, equality and respect for all people who are part of the company. We create inclusive work environments that promote equal opportunity and merit-based talent development. We live in a diverse society, and therefore diversity has to be very present in the company’s values if we want to be connected to society and provide the best service to our customers.

In 2022, the new Diversity, Inclusion and Equality Strategy for 2022-2024 was approved with the following objectives:

- To consolidate an inclusive labor environment at MAPFRE
- To meet the established diversity objectives
- To position MAPFRE as an inclusive global and local business with different strategies for each area.

This global strategy is implemented in all countries and has global and local actions, directed at achieving the objectives set for each of the diversity areas: gender, disability, generational, sexual orientation, racial and cultural.

2022 MAPFRE DIVERSITY MAP



MAPFRE has renewed its commitment to the 10 principles of the European Diversity Charter, by reaffirming its voluntary agreement with Fundación Diversidad in Spain. This foundation aims to foster diversity management at Spanish companies as a very significant way to increase those companies’ competitiveness and promote social progress.

MAPFRE signed this pledge for the first time in 2020 and renewing the Charter for the 2022-2024 period illustrates our commitment to continue promoting inclusion across the organization and respecting the principles of equal opportunity and diversity. This is a commitment that we extend to other stakeholders as well.

GENDER DIVERSITY

At MAPFRE, gender equality refers to equal rights, responsibilities, and opportunities for women and men. Equality does not seek to make everyone the same, but rather to recognize diversity and act to achieve equal rights, opportunities, and freedoms. It involves recognizing the diversity of women and men and taking into account their interests, needs and priorities. Female talent at MAPFRE, comprising 17,342 female employees, represents more than 55.4 percent of the workforce.

MAPFRE is currently among the companies that most promote equality in the world. As one of 418 companies from 45 countries and regions that make up the Bloomberg Gender-Equality Index 2022, it is committed to the UN Women's Empowerment Principles and Target Gender Equality, a global movement to accelerate Sustainable Development Goal (SDG) 5 (Gender Equality).

All countries in which MAPFRE is present have a policy for action to enable equality in all of the personnel management processes. Our objectives are as follows:

- To promote an inclusive labor environment for all people, regardless of gender.
- To position MAPFRE as an inclusive company in terms of gender diversity.

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

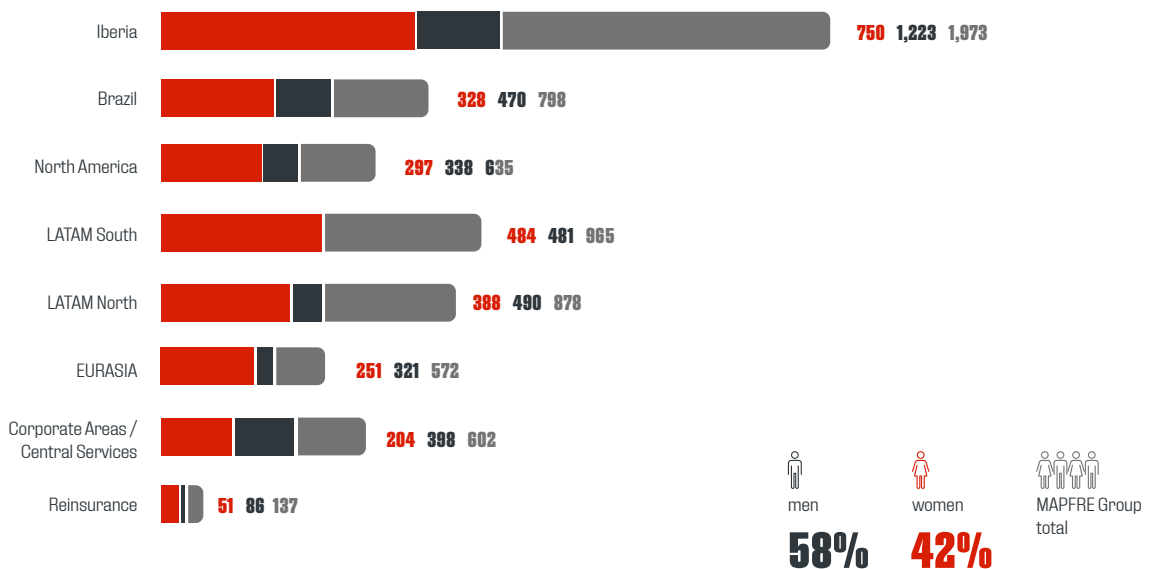
To meet these objectives, we have a MAPFRE Catalog of Equality Measures available, which are grouped into four areas: talent development, remuneration and other working conditions, raising awareness and leadership.

The actions we're implementing are aligned with our commitment to the SDGs and specifically SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth). The incorporation of a gender perspective is fundamental to the implementation of the 2030 Agenda for Sustainable Development.

MAPFRE's objectives for the 2022-2024 strategic cycle are as follows:

- To have women hold 35 percent of management positions by 2024. As of year-end 2022, we had 31.7 percent of these positions occupied by women, compared to a 2021 baseline figure of 31.3 percent.
- To reduce the adjusted gender pay gap to +/- 1 percent by 2024, having started out from 2.54 percent in 2021.

NUMBER OF EMPLOYEES IN JOB POSITIONS OF RESPONSIBILITY*



*Leadership positions: Management, Expert management, Middle managers and experts

GENDER DIVERSITY

6

Women hold six seats on the **Boards of Directors** of MAPFRE S.A., accounting for **42.9%** of the members

105

Women hold **Senior Management** positions or **seats on Boards of Directors**

31.7%

Women account for 31.7% of **management positions**

42.0%

Women hold 42.0% of **job positions of responsibility**



42.9%

Women hold 42.9% of the **management positions** in business areas

54.7%

of **new hires in 2022** were women

27.0%

Women hold 27.0% of **Top Management** job positions

44.2%

Women hold 44.2% of **Junior Management** job positions



49.2%

Women accounted for 49.2% of **promotions**

32.7%

Women hold 32.7% of **STEM** (Science, Technology, Engineering, Maths) IT job positions*

*Data calculated on the basis of the total number of IT employees

MAPFRE POLICIES

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



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

55.4%
44.6%

Job positions level

	Female (%)	Male (%)
Management and Expert Management	1.7%	3.7%
Middle managers	7.1%	8.5%
Advisors	27.3%	22.5%
Associates	19.3%	9.9%

Generations

	Female (%)	Male (%)
Veterans	0.1%	0.1%
Baby Boomers	5.8%	7.0%
Generation X	22.3%	18.1%
Generation Y	18.8%	14.2%
Generation Z	8.5%	5.2%

Diversity Makes us Unique



Women's Leadership Network

MAPFRE has Women's Leadership Networks in Spain, Brazil, USA, Mexico and Turkey that promote initiatives to advance equality in the company, and in particular, to increase the presence of women in underrepresented positions of responsibility.

In Mexico, the company has developed a training program called Women in Action within the framework of the Women's Leadership Network. It earned the NMX-025 Certification in Labor Equality and Non-Discrimination, with a Gold

distinction, and it implemented the Gender Equality Model management system.

The Women's Leadership Development Program is one of the initiatives of the MAPFRE Women's Leadership Network to advance towards effective equality of opportunities. It is developed through the Professional Development School of MAPFRE's Corporate University. It has been implemented in Spain, Brazil, Peru, Venezuela and Turkey, and a total of 136 women have participated.

Our strong commitment to gender diversity has been consolidated through important recognitions and alliances:

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

UN Women

In 2020, MAPFRE signed its global adoption of the Women's Empowerment Principles established by UN Women, the UN organization dedicated to promoting gender equality and women's empowerment. MAPFRE has adopted these principles in Argentina, Brazil, Ecuador, Mexico, Peru, Spain, Turkey, Uruguay, USA and Venezuela.

Bloomberg Gender-Equality Index

In 2022, MAPFRE was once again included in the Bloomberg Gender-Equality Index (GEI) for its gender policies and practices. This index provides investors with transparent and valuable information on the gender diversity management of listed companies.



MAPFRE IS ONE OF THE 45 SPANISH COMPANIES MAKING UP THE NEW GENDER EQUALITY INDEX CREATED BY THE SPANISH STOCK EXCHANGE ORGANIZER, BME

Target Gender Equality

MAPFRE, as a partner of the Spanish Network of the UN Global Compact, has taken part in the Target Gender Equality accelerator program, a global movement to accelerate action on SDG 5 Gender Equality, since it started in April 2020.

Closingap. Women for a Healthy Economy

Closingap is a cluster consisting of 12 companies and organizations, one of which is MAPFRE, with the aim of analyzing the opportunity cost for the economy and society of the persistence of the different gender gaps and promoting social transformation to achieve equality. Closingap's mission is to promote measures and actions from the private and public sectors in favor of equal opportunities between women and men, in order to contribute to equity and economic development and growth in line with the SDGs. The 12 companies that make up Closingap have shared around 300 best practices that have been collected in a tool kit that has been made available to companies, public authorities and citizens as a new working tool to help roll out actions aimed at closing gender gaps across the economy and society. It is particularly geared toward the business sector, as many of these actions can be replicated in companies of various kinds.

Ibex Gender Equality Index

MAPFRE is among the 45 Spanish companies making up the new Gender Equality Index established by Bolsas y Mercados Españoles (BME). The main objective of this index is to promote gender equality in the management of companies, taking into account two criteria: having women hold between 25 percent and 75 percent of seats on boards of directors and having women hold between 15 percent and 85 percent of senior management job positions.

Equal pay gap

To make good on the undertakings detailed in its Sustainability Plan 2022–2024, MAPFRE has committed to reducing its pay gap to within +/-1 percent by 2024. Over the course of 2022, the methodology used to calculate the equal pay gap, verified in 2018 by the consulting firm Ernst & Young (EY), continued to be applied.

The formula for calculating this gap is shown below.

$$\text{EQUAL PAY GAP} = \sum_{n=1}^N \left(\frac{\text{GENDER PAY GAP IN EACH CLUSTER} \times \text{NUMBER OF EMPLOYEES IN THE CLUSTER}}{\text{TOTAL NUMBER OF EMPLOYEES ANALYZED}} \right)$$

As an improvement, in 2022, some of the factors taken into account in the creation of the comparison groups or clusters were revised in order to obtain more accurate pay comparisons based on the functions and responsibilities assigned to each job position. The Group’s overall adjusted fixed pay gap, considering 99 percent of the workforce and excluding the employees of Brasilseg, is 1.86 %.

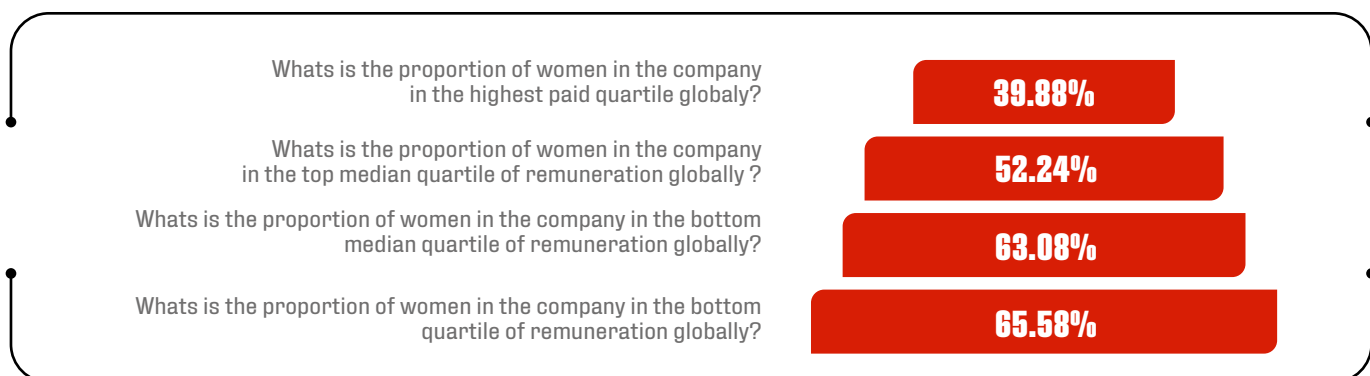
The adjusted gap in fixed remuneration in the main MAPFRE Group countries is detailed in the accompanying table.

COUNTRY	EQUAL PAY GAP
Spain	3.87%
Brazil	1.32%
Peru	1.73%
Germany	0.46%
Puerto Rico	0.90%
Mexico	-0.37%

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

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

In 2022, in compliance with Spanish regulations, which are among the most demanding in the world in this area, gender pay audits were completed for the first time, accompanied by MAPFRE’s Equality Plan in Spain, with very satisfactory results.





Equality in the Company seal

MAPFRE S.A. received in 2022 a favorable report that means it retains the Equality in the Company seal, which is presented by the Spanish Ministry of Health, Social Services and Equality. This distinction recognizes companies that develop equal opportunity policies between women and men in the workplace.

The renewal of this recognition will be effective for three more years, until 2024. MAPFRE was commended for, among other things, the wide range of measures it takes to promote work-life balance for the workforce, the Women’s Leadership Network, with its development program, meetings and communication activities, as well as the collaboration with other organizations on numerous initiatives to promote equality and diversity in companies, the visibility of female talent and the promotion of STEAM careers.



EFR Certification

MAPFRE renewed its Family-friendly Company (EFR) certification in Spain after undergoing an exhaustive external audit in which human resources practices were reviewed and an assessment was made of all the measures the company offers its employees for their personal and professional well-being. Since 2012, we have had the EFR model for work-life balance management, which has made MAPFRE a benchmark company in Spain in caring for people. This model has allowed us to apply a continual improvement process that is subject to external evaluation. It also allows definition of objectives on this subject, while gathering feedback from the people who work at MAPFRE.

The EFR model helps us in achieving several of the United Nations SDGs that are part of the 2030 Agenda. This certification helps boost the satisfaction and personal and professional well-being of employees and provides MAPFRE with

other advantages such as attracting and retaining the best talent, improving the corporate image and reputation, and providing prestige.

The EFR initiative is recognized by the United Nations as a Best Practice, which makes it one of the highest forms of recognition currently existing in Spain on the subjects of work life balance and equality.

Actions

During MAPFRE Sustainability Week, awareness-raising and informational activities were carried out in Argentina, Brazil, Ecuador, Germany, Puerto Rico, Spain, USA and Venezuela.

- We participated in the following International Days through different measures to help achieve equality between men and women:

- **February 11** - International Day of Women and Girls in Science
- **February 22** - European Equal Pay Day
- **March 8** - International Women’s Day
- **September 18** - International Equal Pay Day
- **November 25** - International Day for the Elimination of Violence Against Women

In addition, due to the impact of local cultures and context on diversity management, the countries deploy many other initiatives at the local level.

DISABILITY

MAPFRE is firmly committed to the integration of people with disabilities in the workplace, as they are a representative part of our society and are present in all stakeholders.

MAPFRE has a framework for action to promote the inclusion and integration of people with disabilities in every country in which it operates. In the new Diversity, Inclusion and Equality Strategy for 2022-2024, we have set the following objectives:

- To promote an inclusive labor environment for all people with a disability
- To position MAPFRE as an inclusive company in terms of disability
- To increase the number of people with disabilities in the company and ensure that employment is sustainable over time
- To improve the quality of life of people with disabilities, employees and their families, with a special focus on universal accessibility in the labor environment

MAPFRE has been developing its strategy on disability since 2015 through its Global Program, which is implemented in all countries. The program

contains measures to promote the true inclusion of this group in the company with a focus on the following objectives:

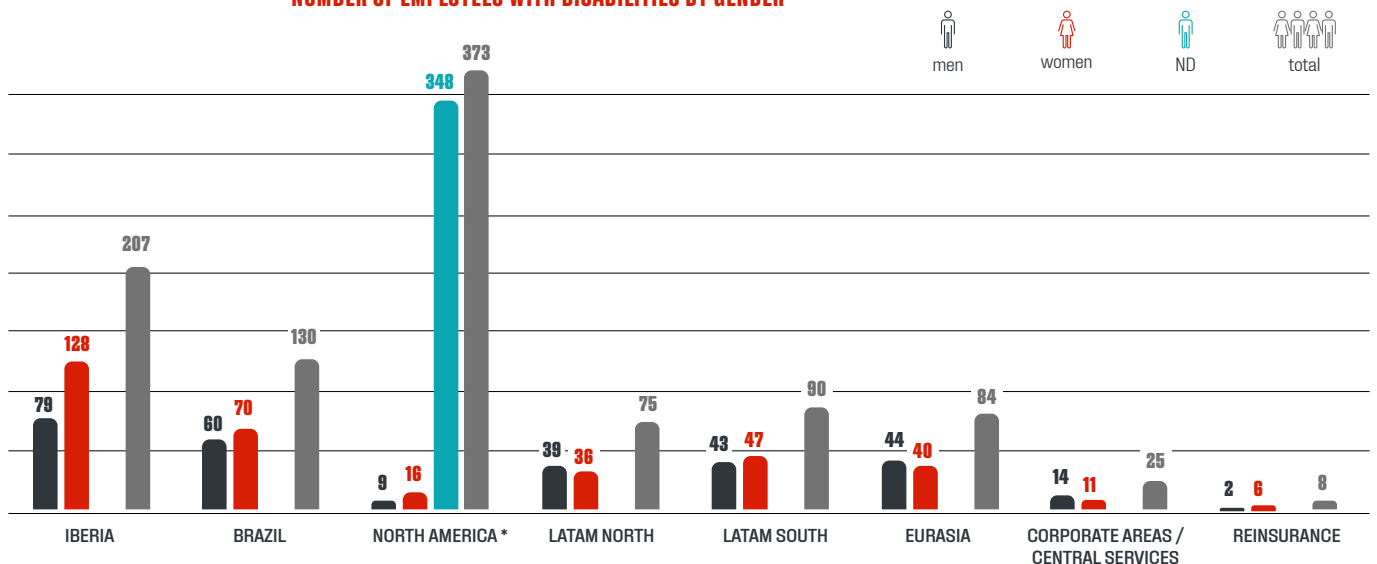
- To generate a culture that is sensitive to disability, thereby facilitating its normalization.
- To contribute to the integration of people with a disability into the workforce.
- To improve the quality of life for people with disabilities in the workforce and their family members.

Public commitments
By 2024, people with a disability will comprise 3.5 percent of MAPFRE's global workforce, starting from a level of 3.5 percent in 2021.

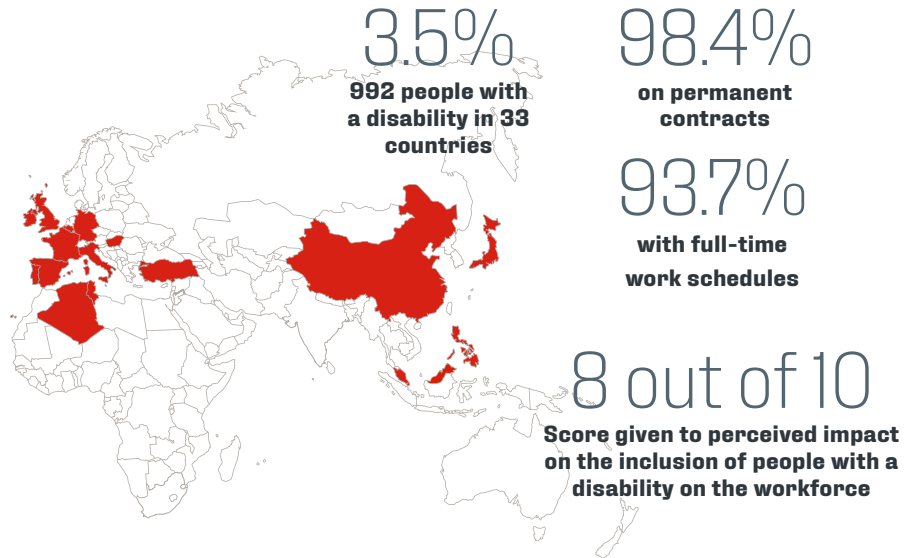
By the end of 2022, people with a disability made up 3.5 percent of MAPFRE's workforce, with a total of 992 such people working at the company.


992
employees
are people
with a disability

NUMBER OF EMPLOYEES WITH DISABILITIES BY GENDER



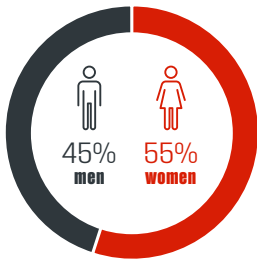
GLOBAL DISABILITY PROGRAM



AWARENESS-RAISING ACTIONS

- 147 volunteering activities targeting people with a disability
- 79 awareness-raising discussions and activities
- 59 news items published on our Global Intranet

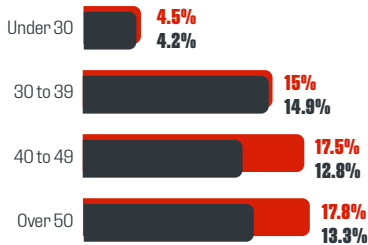
EMPLOYEES WITH DISABILITIES 2022



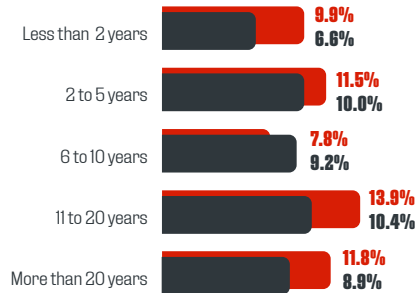
CONTRACT TYPE TOTAL 98.4%



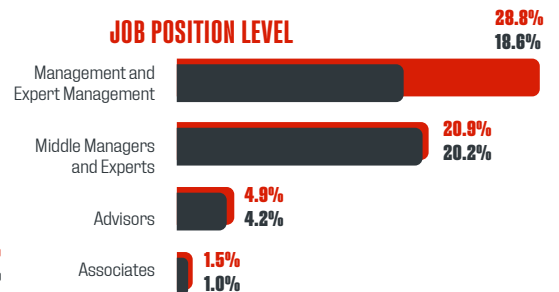
AGE GROUPS



LENGTH OF SERVICE



JOB POSITION LEVEL



WORKING DAY TOTAL 93.7



(* Data for USA workforce (where it is not obligatory to declare a disability) and Brasilseg staff not included.



International Labour Organization

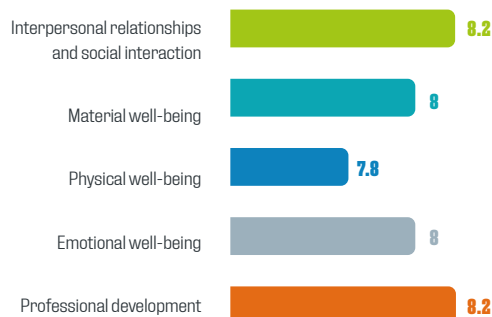
MAPFRE has been a member of the International Labor Organization’s Global Business and Disability Network since 2021. This international network aims to help make corporate employment policies and practices more inclusive of people with disabilities worldwide, as well as to increase awareness of the positive relationship between disability inclusion and business growth.

Model for measuring the impact of integrating people with disabilities into the workplace

MAPFRE has designed its own methodology to measure the perceived impact of the integration of people with disabilities in our company. This measurement model analyzes five dimensions: interpersonal and social relationships, material well-being, physical well-being, emotional well-being and professional development. The analysis is carried out through a survey

comprising 12 questions in which we ask employees to indicate, on a scale of 0 to 10, to what extent joining MAPFRE improved each of these aspects. When a respondent scores a question 6 or lower, an open-ended dialogue box invites them to state the reason why they did not give a higher score. They can also use this space to give suggestions about what MAPFRE could do to improve that particular aspect. In 2022, employees rated the impact of their employment integration at MAPFRE with a score of 8 out of 10.

ASPECTS IMPACTED BY WORKPLACE INCLUSION OF PEOPLE WITH DISABILITIES



Actions

- During MAPFRE Sustainability Week, a total of 19 awareness-raising talks were held in Argentina, Chile, Dominican Republic Salud ARS, Dominican Republic BHD, El Salvador, Germany, Malta, Mexico, Paraguay, Peru, Puerto Rico, Spain, USA and Venezuela.
- Celebration of International Day of Persons with Disabilities by publishing various global news items throughout the week. These news items aim to generate a culture sensitive to disability and highlight the fact that ignorance, prejudice and overprotection are the main barriers faced by people with disabilities.
- In 2022, a Disability Training course was developed, which will be mandatory for the entire workforce.
- Corporate volunteering activities directed at helping people with disabilities.
- Publication of a series of news items on the corporate intranet.
- In 2022, 188 people with disabilities joined the workforce (including Brasilseg). Fourteen people with a disability completed internships at MAPFRE in 2022.
- Donations totaling 134,629.72 euros were made to centers that support the integration of people with disabilities.
- Promotion of indirect employment through recruitment with special employment centers or similar companies totaling 160,291.87 euros.

In Spain,

- Integration programs for people with disabilities are developed through Fundación KONECTA.
- Job orientation Family Program, aimed at MAPFRE employee family members in Spain with a disability. With this Program, a personalized itinerary is created for each person with a disability, with the aim of increasing their chances of gaining employment.
- MAPFRE has had an Inserta Agreement in place with Fundación Once since 2014. As a result of this agreement, in 2018 MAPFRE renewed its commitment to the inclusion of people with disabilities by committing to incorporate another 35 people with disabilities.
- In Spain, employees with a recognized disability can find all the information they need to manage this situation on the intranet. By law, employees with a disability greater than or equal to 33 percent can avail of tax and economic benefits, among other things. In addition, MAPFRE's agreement includes financial assistance for employees with a disability greater than or equal to 33 percent and assistance for family members with disabilities.



GENERATIONAL DIVERSITY

People from five different generations coexist at MAPFRE, and every effort is made to cultivate an inclusive culture, facilitate the transfer of knowledge between generations and recognize and capitalize on their strengths and capabilities so that each person can give the best of themselves.

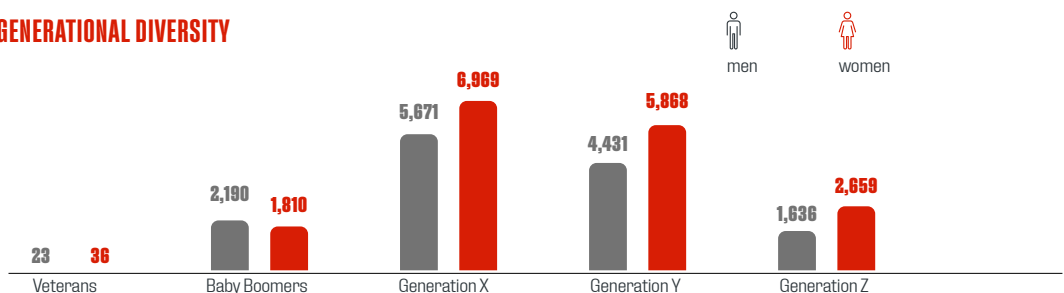
Objectives:

- To promote an inclusive labor environment for all people, regardless of age.
- To position MAPFRE as an inclusive company in terms of generational diversity.
- To encourage people from different generations to collaborate so that everyone can contribute and enrich each other's work with their different perspectives.

To meet the desired objectives, we carry out measurements to determine whether any age gap or discrimination exists in promotions, and if so, action is taken to remedy this.

- 11.2 percent of those promoted are seniors and baby boomers, meeting the 2022 target of 7.2 percent.
- 45.6 percent of those promoted are Generation X (born from 1968 to 1981), meeting the 2022 target of 41.5 percent.
- 36.0 percent of those promoted are Generation Y (born from 1982 to 1993), falling short of the 2022 target of 43.8 percent.
- 7.2 percent of those promoted are Generation Z (born after 1994), falling just short of the 2022 target of 7.4 percent.

GENERATIONAL DIVERSITY





Ageing Project

In 2020, the Ageing Project began to be developed in Spain with the main objective of cultivating an environment in which all the available organizational talent is leveraged, regardless of age, considering the challenges that arise in the organization and reducing any barriers that may exist.

To this end, we conducted a diagnosis of the generational structure of the workforce and a survey of MAPFRE talent over the age of 50. With the results of the diagnosis, the master plan for the Ageing Project was drawn up, which encompasses the following seven initiatives that we implemented during 2022:

Transition to retirement:

- Hub Experience: a space where resources will be made available to support people who are approaching retirement.

- Financial education website: all employees will have access to a space with resources on financial culture to contribute to their financial security in the future.

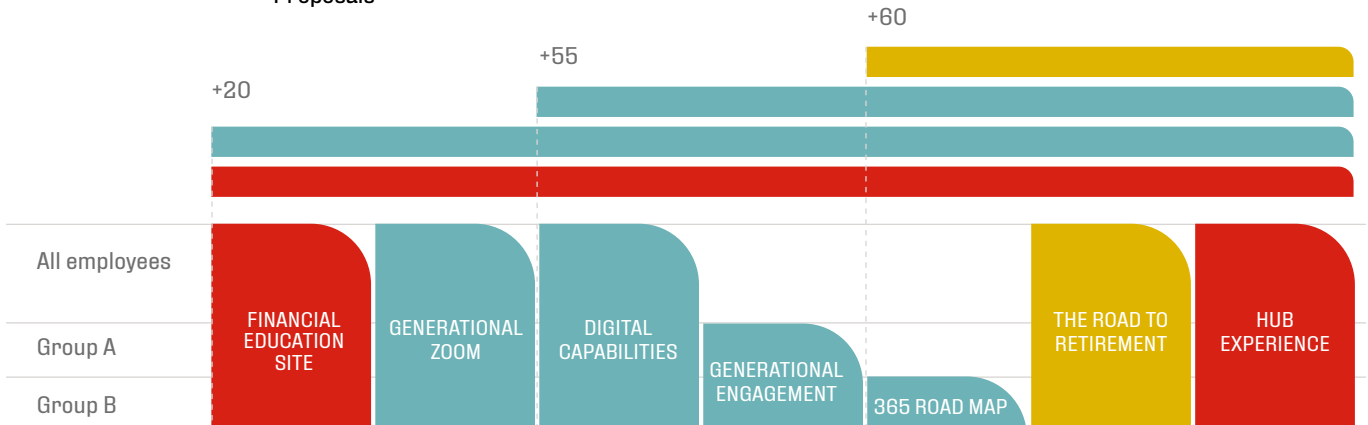
Promoting senior talent:

- Generational zoom: generational diversity will be analyzed in different human resources processes to verify that there are no biases or barriers preventing any group from having actual equal opportunities due to age.
- Digital skills: digital skills reinforcement program. A digital mentoring program was developed, which attracted 95 mentors and 378 mentees.
- Generational engagement: program to take advantage of the knowledge and experience of talent aged 55 or over through their participation in mentoring processes and as internal and external educators.
- Path 365, aimed at people aged 60 or over who are leaders in their field, with extensive management experience and knowledge of a certain subject. By joining this path, they will be able to put aside their current tasks to focus on generating knowledge, designing projects, prescribing trends, and marketing the brand externally.

Flexibility:

- Path to retirement: progressive disengagement program after the age of 60.

AGEING PROJECT Proposals



Group A: Employees in strategic positions and/or with skills that bring special value to MAPFRE.

Group B: Employees from the Expert or Assistant Manager level with expert knowledge on a relevant subject and with skills that bring special value to MAPFRE.

Generation & Talent Observatory

MAPFRE in Spain has been a member of the Generation & Talent Observatory since its creation in 2015 and is a member of its Promotion Committee and Advisory Board. In its next work cycle, the Generation & Talent Observatory will design the first Global Model of Generational Diversity Management, “a management tool to help organizations manage their workforces from a generational perspective, which will have a favorable impact on their productivity and competitiveness.” In 2022, together with the Generation & Talent Observatory and other companies, MAPFRE participated in the design of a Global Diversity Management Model.

Fundación SERES: Diversity Labs

MAPFRE actively participates in the Diversity Labs organized by Fundación SERES for its different member companies. Workshops are held with the objective of bringing about equal opportunities in the workplace by serving all groups and generating inclusive environments from a strategic business approach.

EFR Senior Talent working group

MAPFRE participates in Spain in the EFR Senior Talent Working Group, led by Fundación Másfamilia in collaboration with other companies. The companies that make up this group are working to anticipate and adapt to this new reality and to leverage the full potential of senior talent. To this end, the group has created a meeting place and knowledge base for the advancement, support and improvement of senior talent management in organizations. Benchmarking of measures, best practices and experiences and continuous training will be implemented.

MAPFRE IS THE ONLY IBEX 35 COMPANY THAT HAS BEEN QUALIFIED AS “TRANSPARENT” IN THE SENIOR CAREER AND TALENT 2022 REPORT, WHICH ANALYZES THE LEVEL OF TRANSPARENCY AND GOOD GOVERNANCE DEMONSTRATED BY COMPANIES WITH REGARD TO HOW THEY MANAGE THE TALENT OF THEIR PEOPLE OVER 50

Generation and Talent Observatory’s Code of Principles on Generational Diversity

MAPFRE has been a signatory since 2016 to the Generation & Talent Observatory’s Code of Principles on Generational Diversity, which aims to promote the development of people management based on equal opportunities, regardless of age, and to foster respect for generational diversity in Spain.

Senior Career and Talent 2021

MAPFRE was the only IBEX 35 company to be rated as “transparent” in the latest edition of Senior Career and Talent 2021, a report that analyzes the level of transparency and good governance of companies in the Spanish benchmark index in the management of 50+ talent. According to the report, MAPFRE “has made generational diversity a priority,” which allowed it to receive the highest score—18 points out of 30—and take pole position in a ranking in which more than half of IBEX 35 companies are ranked below MAPFRE. The report, promoted by Fundación Haz in collaboration with the NGO IT-WILLBE and Fundación Knowdle, highlights the fact that only nine companies, 25 % of the total, report their strategy to address the impact of the aging workforce in their organizations.

Actions

- MAPFRE took part in the International Day of Older Persons, a time for raising awareness about longer life expectancies and the value this offers; the need to work towards achieving inclusive, integrating and fairer societies and for reflecting on the importance of developing policies aimed at improving the quality of life of the elderly.
- During MAPFRE Week, under the theme of sustainability, a total of four information and awareness talks were held in Dominican Republic BHD, Nicaragua, Puerto Rico and Turkey.
- In Spain, we held a digital mentoring presentation and training day at MAPFRE’s Corporate University in Madrid. Digital mentoring is one of the lines of work of the Digital Capabilities initiative, which is part of the Ageing Project.



SEXUAL ORIENTATION DIVERSITY

MAPFRE is committed to respecting and protecting human rights and complying with the Sustainable Development Goals, which, among other objectives, seek to foster an inclusive and respectful work environment, valuing talent and people regardless of their identity, gender expression and sexual orientation.

MAPFRE strives for LGBTI diversity and inclusion in order to meet the following objectives:

- Promote an inclusive labor environment for all people, regardless of sexual orientation, identity and gender expression.
- Position MAPFRE as an inclusive company in terms of LGBTI diversity.

Commitments

MAPFRE is a signatory of the United Nations Standards of Conduct for Business in relation to LGBTI equality. These Standards of Conduct are based on the Guiding Principles on Business and Human Rights and the Global Compact.

This commitment to human rights is reflected in MAPFRE's Institutional, Business and Organizational Principles and, expressly, in its Code of Ethics and Conduct and prevailing Corporate Social Responsibility Policy.

REDI business network

MAPFRE in Spain is a member of REDI (Red Empresarial por la Diversidad y la Inclusión – the Spanish business network for diversity and inclusion), whose main goal is to encourage social acceptance and the eradication of sociocultural biases and prejudices against lesbian, gay, bisexual, transgender and intersex people (LGBTI) by raising awareness, providing training and advising companies. Made up of more than 150 companies, REDI is the first network of companies, experts and partners working toward LGBTI+ Diversity and Inclusion (D&I) in Spain.

Actions

- As a part of MAPFRE Week, we organized a forum to advance inclusion, tolerance and respect for LGBTI+ diversity. The forum, "LGBTI+ Diversity in the Business World" was held in collaboration with REDI with the aim of discussing and reflecting on achievements and challenges faced by companies in this area. Three representatives from companies with extensive experience in LGBTI+ issues, Repsol, Procter & Gamble and SAP, participated in the debate.
- MAPFRE took part in the Pride Day event through REDI, the business network for LGBTI+ diversity and inclusion to which we belong. The slogan of the march was "The Value of Diversity," and it brought together more than 800 people in Madrid.
- During MAPFRE Week, focused on sustainability, information and awareness-raising activities were held in Chile, Germany and Panama.



CULTURAL DIVERSITY

MAPFRE is made up of people of 81 different nationalities. Our team is global, and we strive to promote an inclusive work environment where all people are respected regardless of their race, culture, origin, ideology or religion.

Travel website

MAPFRE, through its website “Traveling with you,” informs and supports employees on their travels. The website offers useful content and advice on safety and health, the destination country and special information for work trips. Employees register the details of their trip in advance, giving them the peace of mind that comes from knowing they can count on the support of a human team that will help them if they have any problems during their trip.

Actions

- During MAPFRE Week, under the theme of sustainability, information and awareness-raising talks were held in Chile and Panama.
- We took part in the following International Days with different actions to support cultural diversity.
 - February 21 - International Mother Language Day
 - March 21 - International Day for the Elimination of Racial Discrimination
 - May 21 - World Day for Cultural Diversity for Dialogue and Development

04 FLEXIBILITY AND COMPENSATION



CARLA TABOADA DÍEZ

GROUP HEAD OF OPERATIONS



In an increasingly changing and demanding socio-economic environment, flexibility has become a necessity for any company, rather than a differentiating fact that we associate with the most cutting-edge and innovative companies. Flexibility, understood in its broadest concept, means being able to adapt to changes that occur in different areas of the company.

When these changes occur in the field of digitalization and the simplification or automation of tasks, they go hand in hand with the need to have flexible organizations that allow us to progress side by side with the future of the business, with the capacity to adapt successfully to performing tasks that add more value to our company. This means having employees in continuous training and with the ability to change and do different jobs.

Clients increasingly demand faster solutions, and this has posed a challenge when it comes to working in different

ways, with structures oriented to a work-by-objectives model. We need to leverage available talent wherever it is and be able to work in a trial-and-error mode that enables us to change tack depending on the results obtained in order to achieve the desired final objective.

But the key piece on the road to a more agile and adaptable organization is the people who make up that organization. New ways of working imply new ways of motivating, new ways of giving back, and a relationship between company and worker that is grounded in trust and commitment.

If we want to be an organization with the capacity to adapt, we must continue listening to our employees, as we do in the eNPS® surveys, to understand what motivates them and jointly design solutions that solve the flexibility requirement of both our company and employees.

MAPFRE is an agile and flexible organization that is committed to new ways of working. As such, it understands that communication, collaboration, knowledge management, access to information and improved productivity are essential for business and people development.

ORGANIZATIONAL FLEXIBILITY AND AGILITY

We have formulas and products in place that allow us to achieve flexibility, agility and organizational efficiency, such as the project-based management model, Digital Workplace and the hybrid remote work model, which, combined with new technologies, allow us to add value to our people and our organization.

Organization

To understand the needs of the business and adapt our organizational structure in the countries, we employ a global methodology called the Workforce Evolution Protocol, which allows us to identify the relationship of the people engaged in a specific activity with the evolution of that activity and the type of business.

In order to promote a more efficient organizational structure and more agile decision-making at MAPFRE, the aim is to optimize the number of employees with existing managerial positions, understanding managerial positions as those who manage other employees. The hierarchy index at the end of 2022 was 17.2 percent, an improvement of 0.9 percentage points compared to 2021.

New ways of working

The Digital Workplace makes us more efficient and productive in our day-to-day work, leveraging the advantages of technology and creating habits to optimize the way we collaborate and invest our work time, both individually and as a team.

The deployment of collaborative tools used to implement our new ways of working has

reached 26,912 people and 38 countries. They include email, audio and videoconference, chat and teamwork solutions, personal and group task management, document and knowledge managers, among others.

To ensure effective change management for the Digital Workplace, we have a website to disseminate tips, news, best practices and common inquiries related to our productivity tools and scenarios. As part of the adoption strategy, employees have been provided with a tool that provides weekly information on their work habits (time spent on meetings, focus and concentration, channels used to communicate, frequent network of contacts etc.) so that they can reflect on them and take corrective actions. Combined with metrics, surveys and focus groups are carried out to detect elements that hinder adoption and to establish training and/or communication campaigns to improve in the new habits and the use of tools. With all this, we aim to become more collaborative, self-sufficient and efficient in both individual and team activities (projects, processes etc.).

Meanwhile, project-based work has been promoted intensively over the last two years. This has resulted in a project management operating model that seeks to ensure that the company's projects generate the expected impact and are delivered in an agile manner, on time and in good shape. This model contemplates aspects such as training, methodology, responsibilities and roles of the different members of a project team as well as tools. We are working on the analysis of dedicated capacity and the prioritization of projects according to business needs. The model has been deployed in seven countries to date, with a total of 501 projects and 1,534 employees assigned. Since 2021, a total of 3,574 employees have received project-related training.

MAPFRE has a global hybrid work model in place that combines on-site and remote work. This model combines different work modalities: on-site work at the office, remote work several days a week and teleworking every day of the week; in the latter case, workers must provide on-site services at the work center one day a week, or at least every 15 days, in order to maintain face-to-face contact with colleagues. This model aims to be a work organization mechanism that enhances the motivation and commitment of the people in the company, improving productivity, agility and efficiency. It has already been implemented in 11 countries.

The Telematic Code is an instrument that details how we should use the computer and telematic media available to conduct our work at MAPFRE.

This code regulates digital rights in the workplace, such as digital disconnection, privacy in the use of digital devices and video surveillance, as well as sound recording and geolocation systems. The Telematic Code has already been implemented in Spain, and in 2023 it will be implemented in all MAPFRE countries.

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

Digital disconnection

In 2022, MAPFRE approved the Digital Disconnection Policy for MAPFRE Employees, which establishes a culture of respect for others' time. The policy expressly recognizes the right of employees to disconnect from work and communication tools provided by the company outside the working day by establishing express measures to exercise that right. Such measures regulate hours in which communications should not be sent or expected to be responded to unless there are exceptional justified circumstances, as well as guidelines for planning and holding meetings. To ensure its proper implementation and to promote a rest-friendly culture, the policy is complemented by a change management plan accompanied by awareness campaigns related to disconnection and rest, reasonable use of technological means and awareness of respect for personal rest time.

Naturally, the deployment of the Digital Workplace and the Global Hybrid Work Model have been accompanied by strategies for updating the workstation, to ensure that our employees, based on the needs of different profiles at each company, can work from any location. In addition to the provision of laptops and mobile phones, this strategy includes the deployment of remote work solutions and software to ensure secure access while safeguarding the company's information. It also contains clauses for the use of mobile devices so that corporate solutions can be used securely from personal smartphones and tablets.

At the end of 2022, 87.92 percent laptops had a secure remote connection (as per consolidated data from the companies in the United States, Spain, Brazil, Mexico, Peru, Puerto Rico, Germany, MAPFRE RE, MAPFRE Asistencia in Spain and MAPFRE Global Risks).

**DESCONEXIÓN
DIGITAL**

EVITA ENVIAR COMUNICACIONES
Fuera del horario laboral y durante permisos y vacaciones.

CONVOCA REUNIONES CON 24 HORAS DE ANTELACIÓN





166.52

million euros

was allocated to social benefits in 2022

REMUNERATION, BENEFITS AND RECOGNITION

MAPFRE is a company that cares about what matters to people, and so it has established appropriate and competitive remuneration for each person in line with their function/ job position, merits and performance.

This remuneration is based on applicable regulations while guaranteeing equality and nondiscrimination. The remuneration model focuses on productivity and the generation of added value, with flexibility to adapt to the different groups and circumstances of an increasingly demanding talent market.

As its guiding principles, MAPFRE has a solid, transparent Compensation Policy in place, which all employees are aware of, whereby remuneration is a source of motivation and satisfaction that allows the objectives set to be achieved and the strategy to be met within the framework of the company's long-term interests.

This policy also promotes appropriate and efficient risk management by discouraging both the acceptance of risks that exceed the company's tolerance limits and conflicts of interest. It gives specific treatment to the remuneration of the management groups and those with special impact on the company's risk profile.

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

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

In relation to variable remuneration, MAPFRE has different modalities: annual target-based remuneration, medium- and long-term incentives, commissions and bonuses. In 2022, 26,554 people were working under annual variable remuneration systems, representing 86.47 percent of the global workforce.

Benefits

MAPFRE offers a wide range of social benefits, which are products and services that the company pays its employees to facilitate their well-being and cover their particular needs. These benefits are defined and managed on a country-by-country basis. All benefits are offered to employees, regardless of whether their contract is permanent or temporary. The amount allocated to social benefits in 2022 totaled 166.52 million euros.

Type of social benefit	% of employees who enjoyed social benefits in relation to employees entitled
Health insurance	94.7%
Social protection/Life insurance systems	97.8%
Insurance bonuses	69.3%
Long service bonus in the company	25.0%
School tuition assistance for children	42.1%
Baby bonus scheme	3.3%
Loans	15.2%

MAPFRE particularly promotes social protection systems for employees, incentivizing long-term savings and thus guaranteeing a supplement to retirement through the different plans in force.

In addition, other benefits are offered, such as tuition assistance for studies and salary advances.

Assistance is also provided to employees for special situations, usually resulting from health problems. In 2022, this assistance amounted to 499,000 euros. Financial assistance was also given to retired employees in the amount of 1.02 million euros, of which 977,800 euros were for retired employees' health insurance plans.

Recognition

Furthermore, MAPFRE recognizes the initiative, the result and quality of work and the commitment of people to the company's objectives through recognition programs. This is one of the best practices for employee motivation, improving their involvement, increasing productivity, helping to achieve the objectives set and playing a critical role in employee retention. In 2022, 20,952 employees in 16 countries participated in the different local and global recognition programs, and more than 5,000 employees were distinguished with different types of recognition for their efforts to implement the strategy, quality contributions, innovation and dissemination of MAPFRE's culture and values. The global JobPts platform, already implemented in 10 countries and integrated into the company's systems, provides greater visibility to the recognitions received by employees worldwide and supports the other processes.



Objectives-based model

In order to communicate and align each person with the strategic objectives, MAPFRE has a global management by objectives model that determines the weight of the different categories of objectives (those of MAPFRE as a whole, those of its region/country/business, area/department) for each job position level, assigning a weight adjusted to the responsibility of the job position. Job positions linked to the sales area have their own system of objectives. In this way, MAPFRE directs 100 percent of its workforce to objective-based management. MAPFRE develops the global management by objectives model through other specific systems adapted to the activity carried out, such as project bonuses and OKRs (Objectives and Key Results), which respond to new methodologies and work environments. In

2022, 64 people were assigned a project bonus. This has meant implementing new collaborative working methodologies in seven countries, in environments where regular activity is combined with projects that are transformational for both participants and the company itself.

Evaluation

MAPFRE has established the global job appraisal system using the MERCER methodology, which enables the contribution of each job position to the organization's value chain to be analyzed. This methodology has a unified management platform that has led to the model being deployed for 83.57 percent of MAPFRE's workforce worldwide.

This system:

- Allows local pay schemes to be designed with global consistency and facilitates international mobility.
- Defines criteria for fair remuneration models by function and performance, avoiding discrimination due to other factors.

Performance evaluation is key due to the new legal requirements that seek the correct implementation of this process in order to guarantee an equitable organizational and salary structure.

Stock-based flexible remuneration plans in Spain

Following the extraordinary success of the 2022 Stock-based Remuneration Plan in Spain, MAPFRE has launched a new flexible Remuneration Plan for MAPFRE Group employees in the country for 2023, with the aim of further boosting their ties to the Company's strategy and future profitability.



The plan, similar to the previous one, offers the possibility of voluntarily allocating an annual amount of remuneration to the purchase of MAPFRE S.A. shares (between 300 and 12,000 euros per year). These shares will be issued monthly throughout 2023, free of charges for the employee, by MAPFRE Inversión. The shares received will give full right to participate as shareholders in the future dividend payments the company makes and to the application of the corresponding tax benefit.

Although this edition does not include the issuing of additional shares, applicants for the new Plan totaled 1,581 employees, equivalent to 15 percent of the workforce in Spain), which continues to reflect a high level of employee confidence in MAPFRE's future.

In May 2023, and in relation to the previous 2022 Share Remuneration Plan, MAPFRE will provide each employee with free shares in proportion to those acquired and maintained until March 31 of the same year, with the limits provided for in that plan.

Measures to combat inflation

Due to the global inflation witnessed during fiscal year 2022, MAPFRE implemented various measures to improve the economic conditions of workers. In some countries, inflation adjustments were made, while in others, extraordinary payments were made to employees.

MAPFRE in Spain made two one-off payments to non-management employees for a total of 750 euros. A payment of 375 euros was made in Portugal and 400 euros in Germany. All payments were extraordinary and non-cumulative. In addition, social benefits and aspects related to working hours were improved.

SAFETY, HEALTH AND WELL-BEING

Work-life balance measures

As we look after our employees, our organization fosters a balance between work and personal lives with the aim of increasing their satisfaction and commitment to the company.

Work-life balance measures (at global level)	No. of employees benefitting
Flexible work schedule	18,528
Part-time work arrangements	2,351
Reduced workday	890
Telework agreements	2,976
Paid and unpaid leave - Paternity/maternity leave	15,291 1,328
Sabbaticals for study/family purposes	73
Employee reintegration program following a protracted leave of absence	359



Absenteeism

Absenteeism due to health reasons was monitored. In 2022, a total of 185 cases of occupational accidents incurring medical leave were registered, which is 1.6 percent less than the previous year, and the main causes of injury were sprains and strains, superficial injuries, foreign bodies in eyes and closed fractures. In addition, there were no deaths due to occupational accidents.

The severity rate was 0.12 (0.11 for men and 0.13 for women), and the frequency rate was 3.62 (4.08 for men and 3.25 for women).

The number of lost workdays due to absenteeism resulting from non-occupational accidents and common illnesses was 218,166, which represents 6 percent less than 2021. The absenteeism ratio for 2022 was 2.96, a decrease of 0.11 points compared to the base year (2019). For the year 2023, the objective is not to exceed 3.2.

ABSENTEEISM DATA (1,2,3)	2022			2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
No. of occupational accidents	92	93	185	102	86	188	55	56	111
No. of occupational illnesses	-	4	4	2	1	3	2	1	3
No. of employee fatalities due to occupational accidents	1	-	1	-	-	-	-	-	-
No. of employee fatalities due to occupational illnesses	-	-	-	-	-	-	-	-	-
Total no. of lost workdays due to absence caused by non-occupational accidents and common illnesses	64,069	154,097	218,166	85,794	146,393	232,187	64,209	167,028	231,237

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

(2) Hours worked are theoretical hours.

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

ABSENTEEISM RATE (4-11)	2022			2021			2020		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
OCCUPATIONAL ACCIDENT INCIDENCE RATE	659.88	527.18	585.76	691.99	471.03	569.73	352.48	297.66	322.51
OCCUPATIONAL ILLNESS INCIDENCE RATE	-	22.97	12.67	13.57	5.48	9.09	12.82	5.32	8.72
EMPLOYMENT ABSENTEEISM RATE	0.07	0.09	0.08	0.11	0.06	0.09	0.06	0.04	0.05
OCCUPATIONAL ACCIDENT FREQUENCY RATE	27.51	21.93	24.39	28.75	19.37	23.53	14.88	12.44	13.54
OCCUPATIONAL ILLNESS FREQUENCY RATE	-	0.94	0.53	0.56	0.23	0.38	0.54	0.22	0.37
LOST WORKDAY RATE	0.73	0.86	0.85	1.14	0.63	0.86	0.62	0.36	0.48
OCCUPATIONAL ACCIDENT FATALITIES	0.30	-	0.13	-	-	-	-	-	-
OCCUPATIONAL ILLNESS FATALITIES	-	-	-	-	-	-	-	-	-
Frequency rate	4.08	3.25	3.62	4.27	2.87	3.49	2.27	1.90	2.06
Severity rate	0.11	0.13	0.12	0.16	0.09	0.12	0.08	0.05	0.07
ABSENTEEISM RATIO	1.99	3.73	2.96	2.53	3.36	2.99	1.80	3.75	2.72

(4) OCCUPATIONAL ACCIDENT INCIDENCE RATE: number of occupational accidents with leave per 100,000 workers.

(5) OCCUPATIONAL ILLNESS INCIDENCE RATE: number of occupational illnesses with leave per 100,000 workers.

(6) EMPLOYMENT ABSENTEEISM RATE: number of lost workdays due to occupational accidents and occupational illnesses per 100 days worked.

(7) OCCUPATIONAL ACCIDENT FREQUENCY RATE: number of accidents with sick leave occurring during the working day per 1 million hours worked.

(8) OCCUPATIONAL ILLNESS FREQUENCY RATE: number of occupational illnesses with sick leave occurring per 1 million hours worked.

(9) LOST WORKDAY RATE: number of workdays lost per 1,000 hours of work.

(10) OCCUPATIONAL ACCIDENT FATALITIES: number of deaths resulting from an occupational accident per 1 million hours worked.

(11) OCCUPATIONAL ILLNESS FATALITIES: number of deaths resulting from an occupational illness per 1 million hours worked.

(12) FREQUENCY RATE: number of accidents occurring per 1 million hours worked.

(13) SEVERITY RATE: number of workdays lost per 1,000 hours of work.

(14) ABSENTEE RATIO: percentage of hours not worked due to health-related absences.



Healthy company

MAPFRE has been taking care of people's safety and promoting healthy habits and lifestyles for many years. We create healthy labor environments where the safety and physical and psychological health and well-being of both employees and other people who are present and provide services at our facilities are a priority for the company.

To ensure fulfillment of the commitments defined in our Health, Wellness and Occupational Risk Prevention Policy, approved by the Board of Directors, and to contribute to the Sustainable Development Goals of the United Nations 2030 Agenda and specifically SDG 3, Good Health and Well-being, to which we are fully committed, we have a Global Healthy Company Management Model (Occupational Health and Safety Management System). Approved in 2022 and global in scope, it aims to homogenize the requirements and standards of occupational safety, health and risk prevention across the company. It encompasses everyone linked to MAPFRE, including employees and other groups such as providers, collaborators, customers and visitors to our facilities.

WE CREATE HEALTHY ENVIRONMENTS WHERE PEOPLE'S HEALTH, SAFETY AND WELLBEING ARE A PRIORITY TO THE COMPANY

Resources are allocated and measures and programs are implemented to prevent and minimize occupational and health risks, helping to reduce occupational accidents, occupational illnesses and common illnesses. To this end, each country has an appropriate organizational structure to develop its annual plan and allocate a budget in accordance with its needs and/or local legislation. The identification and prioritization of the most relevant aspects (risks and opportunities) within the organization has enabled us to establish a

Healthy Company Strategy that serves as a basis to define global and local actions and objectives with annual planning, thus ensuring continuous improvement.

The measures, mitigation actions, goals, objectives and indicators used to evaluate progress in Safety, Health and Wellness are grouped into the 5 areas of the Healthy Company Model (labor environment, health promotion, physical activity and nutrition, mental well-being, personal environment).

Labor environment

Integrating occupational risk prevention into all of the company's activities and decisions, at all levels of the organization, and achieving a safe and healthy workplace. The prevention model includes the specialties of occupational medicine, occupational safety, emergency plans, industrial hygiene and ergonomics, and applied psychosociology. Occupational risk prevention is integrated into the company's general management system, both in its activities as a whole and at all hierarchical levels of the company.

In 2022, the following actions were carried out within the labor environment:

- 84 percent of employees are represented on the joint health and safety committee for management and trade unions/workers' representatives.
- Periodic assessments of risks (psychosocial, health, safety, industrial hygiene, ergonomics and other risks not related to our facilities, such as those arising from mobility, travel and commuting) to which workers may be exposed, periodic internal inspections of facilities and work systems in order to eliminate or minimize them. Planning and organization of preventive activities. In 2022, 511 work centers carried out occupational risk assessments, reaching 83.1 percent of workers, and 466 work centers carried out psychosocial risk assessments, reaching 57.4 percent of workers.
- Research and analysis of occupational accidents, occupational illnesses and/or incidents and absenteeism for other health reasons. The main objective is to determine the causes of harm to health in order to plan and organize the necessary preventive measures to eliminate or minimize risks and reduce absenteeism, with the aim of protecting workers' health. Eleven countries conducted epidemiological studies on the most

frequent health problems among employees and the occupational accidents suffered by employees, while 22 countries take measures to prevent occupational accidents.

- Establishment of prevention policies and plans. Twenty-two countries conducted activities throughout the year related to occupational risk prevention and health in the company.

Sufficient and appropriate training and information for workers on health, safety and occupational risk prevention to minimize occupational accidents and improve their physical and mental health and wellbeing. A total of 162 training and awareness-raising actions were conducted on occupational risk prevention in general, and specifically on ergonomics, industrial hygiene, psycho-sociology, safety and emergencies, road safety, handling of chemical products, etc., depending on the job. A total of 15,418 employees participated in these programs, with a total of 47,217 hours of training and information.



- In addition, during MAPFRE Week 2022, 16 activities related to the labor environment (ergonomics, active breaks, etc.) were held in Brazil, Chile, Colombia, Costa Rica, Guatemala, Mexico, Spain, Uruguay and USA, and on April 28, we celebrated the World Day for Safety and Health at Work globally.
- 14 countries performed occupational risk prevention coordination actions with providers who have personnel providing services at our work centers.
- Periodic assessment of individual and collective health, carried out by occupational health services, in order to identify and eliminate hazards and minimize risks to employees' health. In 2022, 9,879 health examinations were performed on workers.
- By analyzing the data, we can identify problems and draw up a risk map to design actions aimed at improving the health of all employees.
- 27 countries have emergency and safety measures to protect employees and facilities in the event of an emergency in the workplace.
- A study is being carried out to ascertain whether or not to procure ISO 45001 or another workplace health and safety certification.



In 2022, 22 countries joined in with actions such as: awareness-raising talks, self-examination workshops, mammograms, wearing pink, solidarity races, etc., because breast cancer awareness saves lives and concerns all of us!

Global Men’s Health Awareness Campaign

November 19 was International Men’s Day, and MAPFRE marked the occasion with a global men’s health awareness campaign, focusing on the importance of informing people about men’s health issues; spreading the message that health is everyone’s business, regardless of gender; and consolidating a movement within MAPFRE to support this cause.



Men must play a leading role in looking after their health, and prevention and early detection of illnesses means not only increasing their life expectancy but also improving their quality of life. For this reason, we offered our employees some practical advice on the prevention of male diseases.

Health promotion

Raising awareness and providing information, training and improving people’s abilities to choose healthy lifestyles in order to promote health care and encourage healthier behaviors. In 2022, the following actions were carried out within the scope of health promotion:

- Medical advice was provided to 55,455 employees and 398 family members.
- At the local level, 445 campaigns and activities to promote health and healthy lifestyles (vaccination campaigns, prevention and information campaigns on addictions and consumption of substances harmful to health, information, training and prevention of non-communicable and other diseases) were held.

At the global level, two health promotion campaigns were carried out:

Think Pink breast cancer information and prevention campaign.

In October, for International Breast Cancer Awareness Day, MAPFRE organized the 2022 health awareness campaign Think Pink, which has become a yearly tradition.

Holding of 77 activities to promote health during MAPFRE in Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Honduras, Malta, Mexico, Panama, Peru, Puerto Rico, Spain, Uruguay, USA and Venezuela.

Globally, we took part in the following international days:

- **February 4** - World Cancer Day
- **April 7** - World Health Day
- **May 31** - World No Tobacco Day
- **June 14** - World Blood Donor Day
- **September 20** - World Marrow Donor Day
- **October 29** - World Stroke Day
- **November 14** - World Diabetes Day
- **November 29** - International Men’s Day
- **December 1** - World AIDS Day

WE PROMOTE CAMPAIGNS AND AWARENESS-RAISING ACTIVITIES THAT HELP CREATE HEALTHY LIVING HABITS

Physical activity and diet

Promoting regular physical activity and a healthy diet, which are the main factors in maintaining good health throughout life.

In 2022, the following actions were carried out:

- 13 countries carried out actions related to the supervision or monitoring of healthy food on menus or in products offered at work centers.
- 146 campaigns were held at the local level to raise awareness and provide information on the positive impact of healthy eating: anti-obesity campaign, nutritional counseling, placement of healthy food in the office, promotion of healthy breakfasts in the office, and other food-related campaigns and activities.
- 138 campaigns to raise awareness and provide information at the local level about the positive health impacts of regular physical activity and to promote sporting activities: soccer, volleyball, padel, tennis, basketball, and ping-pong tournaments, races, dance therapy classes, pilates, spinning, tai chi, yoga, zumba, aerobics, toning exercises, exercises to do in the office, and other campaigns and activities related to physical exercise.
- Holding of 107 activities to promote physical activity and healthy eating during MAPFRE Week in Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Germany, Guatemala, Honduras, Malta, Mexico, Nicaragua, Panama, Paraguay, Peru, Portugal, Puerto Rico, Spain, Turkey, Uruguay, USA and Venezuela.
- On April 6, we took part in the International Day of Sport for Development and Peace.

Mental well-being

Improving the mental health and psychological well-being of workers and reducing psycho-social risk factors.

In 2022, the following actions were carried out:

- 86 informational and promotional campaigns on mental well-being were carried out at the local level, addressing sleep and rest disorders, activities that promote emotional health, resilience, etc., relaxation sessions, meditation, mindfulness, emotional intelligence, personal effectiveness techniques, anti-stress therapies with massages, and other campaigns and activities related to well-being.
- Holding of 34 activities on mental well-being during MAPFRE Week in Brazil, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, Portugal, Puerto Rico, Spain and Venezuela.

We took part in the following international days:

- **March 20** - International Day of Happiness.
- **October 10** - International Mental Health Day
- Training and information on Mental Well-being. In 2022, 2,444 employees took the online stress management course, with a total of 2,338 hours of training.
- Promotion of the mental health of working people, through which 2,127 psychological counseling sessions were held for employees and a further 206 for family members.

Personal environment

Support and accompaniment in matters related to the employee's personal environment. We consider our personal environment to be everything that forms part of our life but is unrelated to our job or professional activity.

In 2022, the following actions were carried out:

- 96 information and training actions related to the personal environment were conducted at local level, focused on promotion of breastfeeding and maternity protection, financial education, school for parents (topics such as health, nutrition, physical exercise, drug use), activities on road

safety, accident prevention for the elderly and other activities related to people's personal environments.

- 68 activities related to the personal environment were held during MAPFRE Week in Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, Portugal, Puerto Rico, Spain, USA and Venezuela.
- 457 social activities (sports, cultural and leisure), in which 16,498 employees and 10,075 family members of employees participated.



05 EMPLOYEE EXPERIENCE



VANESSA ESCRIVÁ GARCÍA

GROUP CHIEF INFORMATION OFFICER



When things are done with pleasure and desire, they turn out better. This could be a good translation of what employee experience means.

In my opinion, the employee experience is synonymous with listening in order to make better decisions, ensuring people's well-being, managing diversity, adding to and enriching the company, accompanying the employee as an essential part of the transformation processes that we are addressing, and above all, to inspire you and convey the sense that you are part of this project and its purpose.

In today's world, more than ever, companies compete for talent, which is why it's essential to guarantee positive experiences for employees. In the technological field, this competition is even greater and the employee experience becomes a key and differentiating factor to attract and retain this talent, especially when we consider that as an insurance company, we compete for talent alongside large technological giants.

Increasingly integrating the voice of the people in the decisions that are made and building experiences that make a difference together with the employee will contribute to ensuring we have the best talent available.

In MAPFRE's technology teams, it's a challenge to integrate new generations and entrepreneurial and well-prepared profiles that seek meaning in their work with the knowledge and experience of previous generations. Learning, collaborating and being part of something that goes beyond each one of us is a philosophy that underlies our way of managing people and which is rooted in the MAPFRE culture. That makes us different and we have to make the most of it.

Listening to the employee and making the most of their talent requires personalization, an understanding that each of us has different needs, and that what we contribute to MAPFRE varies from one person to another. Respecting and embedding that diversity and making it the most valuable asset for MAPFRE is the objective we must pursue, and the employee experience is the way to do that.

EMPLOYER BRAND. HOW MUCH IS YOUR TIME WORTH?

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

Our starting point was MAPFRE's new purpose:

"We are by your side every step of the way, accompanying you to move forward with peace of mind, contributing to the development of a more sustainable and supportive society." **This purpose is distilled as "We care about what matters to you", which led us to create:**

- Our **STORY**, in which we articulate our employer brand:
At MAPFRE, every minute you invest is meaningful.

As people, we want to spend our time doing something worthwhile, something that brings us joy. When it comes to choosing where to invest our professional time, we want to do it in a place that has a clear purpose, and we want to know that our work has meaning. With this phrase ("At MAPFRE, every minute you invest is meaningful"), we call for reflection on this, and it connects us with MAPFRE's purpose, "We care about what matters to you."

Our STORY reveals our differential attributes: Talent, Commitment and Innovation **with purpose.**

Why does every minute you invest at MAPFRE have meaning?

- Because we are talent: With us, you can be yourself and apply your talent to advance your career. With this, we aim to convey that MAPFRE is a place that values **diversity** and where, being yourself, **your talent can get you where you want to go.**
- Because we are commitment: We are committed to society and to you, so we can all work together to build a better world. **You are the most important figure in your own story, and MAPFRE is committed to you,** to your professional and personal development and to your well-being, but it's also committed to society and wants you to identify with that commitment.
- Because we innovate with purpose: Our open, collaborative environment enables us to deliver innovative solutions that improve people's lives. Innovation is, and always has been, a part of our values. But we're talking about innovation for the sake of innovation – we focus on the application of purposeful innovation. MAPFRE is a place where **there's room to innovate, and we do this because we care about what matters to people.**



MAPFRE *Where your time becomes meaningful*

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

WE ARE TALENT

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

WE ARE COMMITMENT

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

WE INNOVATE WITH PURPOSE

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

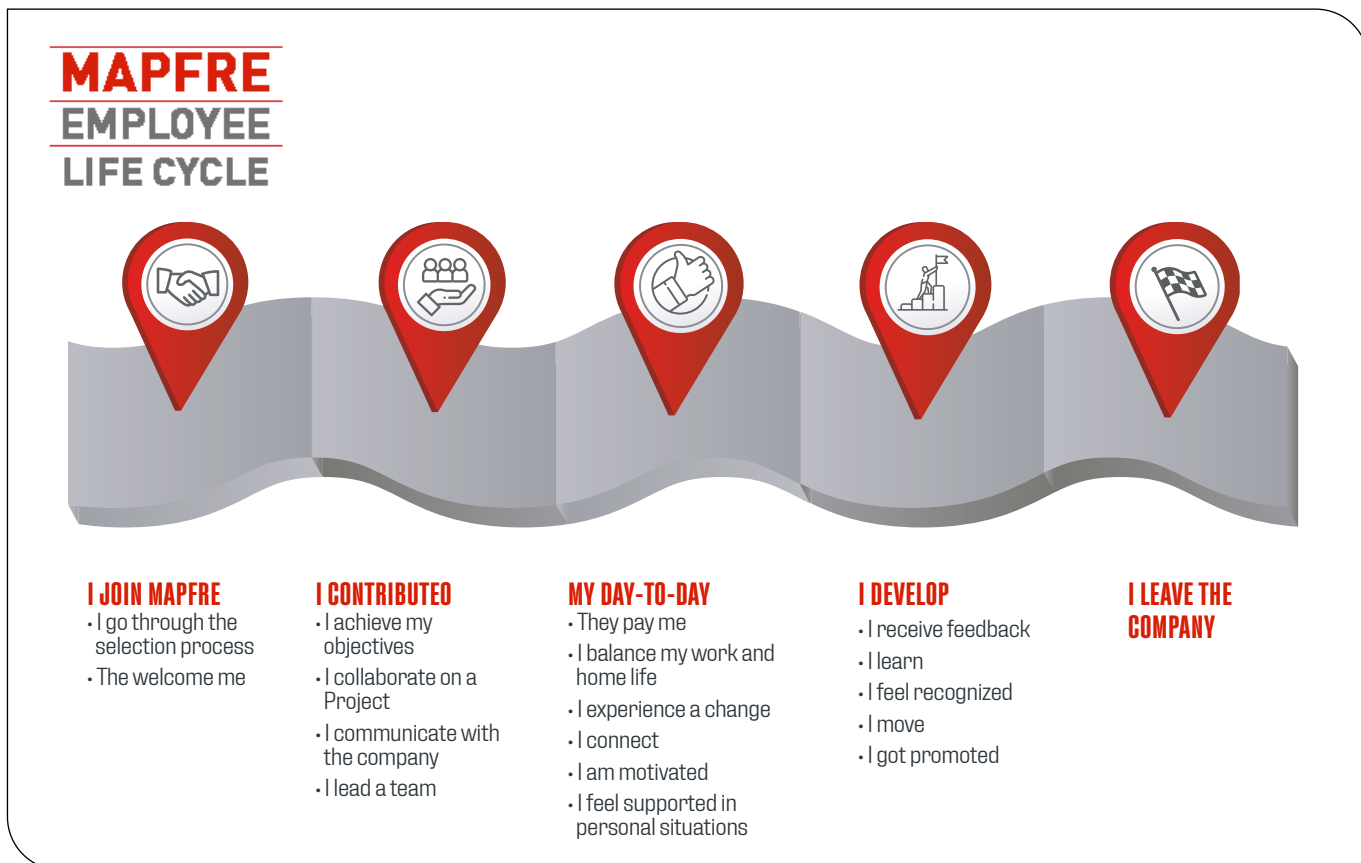
jobs.mapfre.com

At MAPFRE we believe that having the best experience enables us to give the best of ourselves. This is why we have a model in place for listening to and measuring the employee experience that generates feedback that can be used to make decisions that have a positive impact on our people's day-to-day lives, based on both qualitative and quantitative data.

We listen to the employee in a systematic way, via an experience monitoring model based on people's interactions with the key moments of the Employee Life Cycle, which comprises 18 moments in total.

We listen to our employees in a number of ways, including:

- Focus groups with groups of employees that make up a representative sample of the workforce and/or specific groups (e.g. young people, senior profiles, strategic profiles, expatriates, new hires, people who were recently promoted, etc.). The latter groups will work on moments of truth when they may need a different experience compared to the overall group of employees.
- Transactional eNPS® questionnaires. This measurement is done through short questionnaires that are launched when the employee experiences one of the moments of truth in the life cycle.



This continuous measurement is complemented by a survey launched twice a year that measures recommendation, satisfaction and engagement.

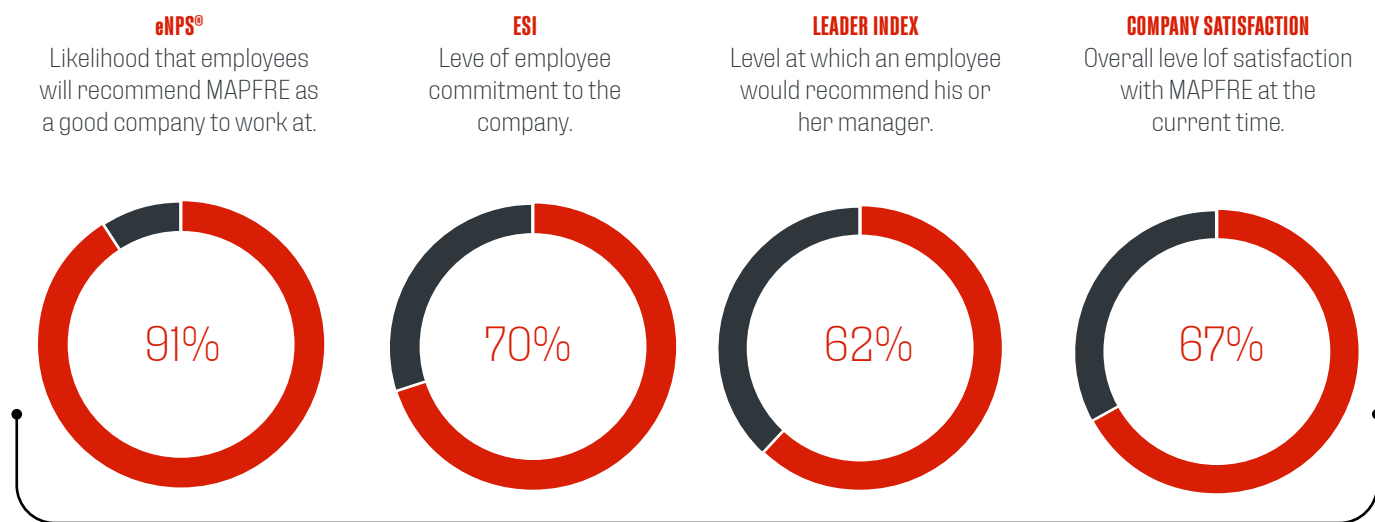
- Recommendation of the Company: Relational eNPS®: How likely employees are to recommend MAPFRE as a company to work for. Measurements were done in 29 countries and business units in 2022, covering 93.1 percent of employees, with 91 percent of employees working

in those countries that have a very good or excellent Employee Net Promoter Score.

- Commitment: Employee Satisfaction Index: Measures commitment by scoring the following 10 elements: knowledge of objectives; pride in one's work; recognition of one's work; contribution to the company; receiving quality feedback; development opportunities; collaboration; working tools; taking care of people; pride in the corporate footprint.

In 2022, the commitment index stood at 70 percent, which corresponds to the percentage of employees who evaluated the 10 variables analyzed with an average score of 8, 9 or 10.

• **Boss Recommendation Index: Leader Index.**
This measures the degree to which employees would recommend their managers. In 2022, on a recommendation scale of 0 to 10, 62 percent of employees gave a score of 9 or 10.



Thanks to the information obtained from these measurements, we can optimize our resources by prioritizing improvement actions focused on the aspects that correlate more strongly with employee satisfaction and therefore productivity.

ONBOARDING

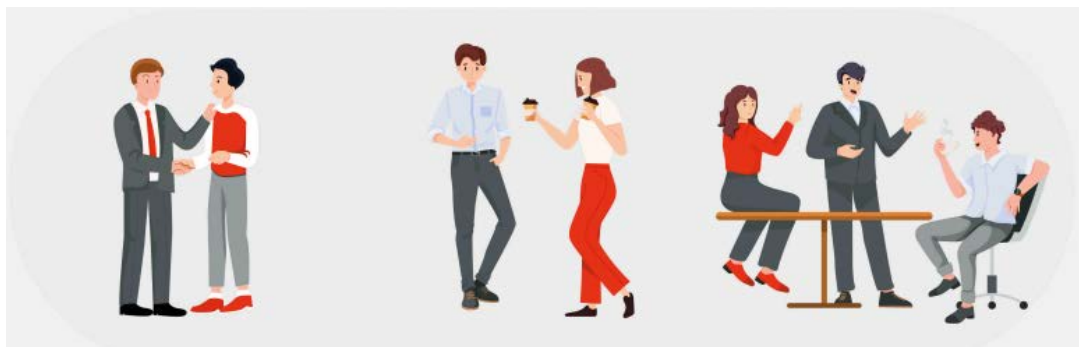
The global onboarding process, aimed at people who join MAPFRE (onboarding) and those who move elsewhere within the company (inboarding), is implemented in Brazil, Mexico, Peru, Puerto Rico, Spain, Turkey and USA.

This process is structured through several tasks involving the new hire, their direct report and their People and Organization team.

The process has two main objectives:

- To offer an excellent MAPFRE experience to the person who joins the company or changes departments.
- To measure the employee's learning curve, which is the indicator that shows the time (in days) it will take for a person to acquire the knowledge they need to perform their job adequately.





App Personas

#retoDigital

The People App is implemented in seven countries (Brazil, Germany, Mexico, Peru, Puerto Rico, Spain and Turkey) and is used daily by 12,734 people at MAPFRE. In 2022, 1,440 items of content were published.

The app is a channel with 24/7 availability from any location.

Our app helps us to improve people's experience through:

With the People app, we contribute to the professional and personal satisfaction of the people at MAPFRE.

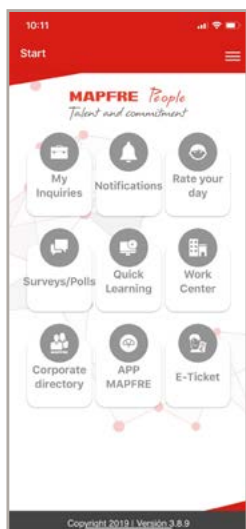
- Facilitating an instant and accessible communication channel with information on all the latest news and current events.
- Access to learning (Quick Learning)
- Access to participation (Surveys)
- Providing local operational information (Work Center)
- Offering access to the most frequently used Human Resources management processes.

Appreciation Day

Through this initiative, on a yearly basis, we invite employees to express their thanks to their colleagues for their day-to-day collaboration, for the good working environment they generate and what they learn from them.

In 2022, more than 30,000 messages of thanks were exchanged.

The People app offers the following global features: Alerts or notifications, Quick Learning, News, Surveys, operational information for the Work Center, corporate magazines, social networks, Favorites and access to the Corporate Directory and the websites for Volunteering and MAPFRE Week (on the dates when it is held). It has the following local functionalities: My inquiries (in several countries, access to the payroll app; in Spain: request for days/time off, review and download of payslips and request for medical appointments) and, also in Spain: access to the MAPFRE app, eTicket, MeGUSTA and Be Social.



06 COMMITTED



FFERNANDO PÉREZ-SERRABONA GARCÍA

CEO OF MAPFRE IN BRAZIL



The Royal Spanish Academy defines the word “commitment”, in its first meaning, as an obligation that is undertaken.

If, however, we analyze the term within the MAPFRE organization, we can see that it goes far beyond the simple definition of an accepted obligation and extends toward an individual willingness to contribute something different and bigger than the obligation itself, which is also transformed into a collective concept that defines the commitment as a fundamental feature of our organization.

This commitment materializes in the contribution of the employees who, for the most part, participate in the volunteering and social action programs and who throughout the year have finally been able to return to their usual day-to-day activity, after the long pandemic; but also in the commitment to the work that everyone has to do in order to contribute the maximum effort to the common project of MAPFRE as an organization.

It’s the concept of People who take care of People that obliges us to maintain our high levels of commitment, externally to society and internally to the organization, highlighting in this last aspect the enormous commitment that MAPFRE has also always shown to its collaborators.

Commitment, therefore, as an intrinsic value of MAPFRE, must govern the way we act and it must serve, alongside motivation, as the differentiating factor that makes us the drivers of constant change that is demanded of any organization that aims to achieve high levels of efficiency in its operations and continue to provide genuinely important services to society. This has never been truer than in the current circumstances.

We live in uncertain times and it’s precisely for this reason that we should redouble our efforts and commitment to society and to this great project that is MAPFRE.



MAPFRE WEEK: SUSTAINABILITY

MAPFRE is committed to sustainability.

From June 6 to 10, we celebrated MAPFRE Week under the theme of Sustainability, with a total of **458 activities and content** aimed at MAPFRE's entire workforce.

We focused on five topics:

- Environment
- Health and Well-Being
- Diversity
- Financial Education and Socially Responsible Investment
- Sustainable Development Goals

One major development this year was the resumption of in-person activities in addition to the virtual activities that were launched last year.

The number of activities per theme were as follows: 268 in Health and Well-Being, 40 in Diversity, 73 in Environment, 46 in Sustainable Development Goals, and 31 in Financial Education and Socially Responsible Investment.



Of the activities performed that required employees to sign up, the total number of registrations came to 14,878.

Focus, share, and win – that was the global challenge of MAPFRE Week. How's your MAPFRE Week going?

Employees shared their photos, publishing them on the MAPFRE WEEK platform.

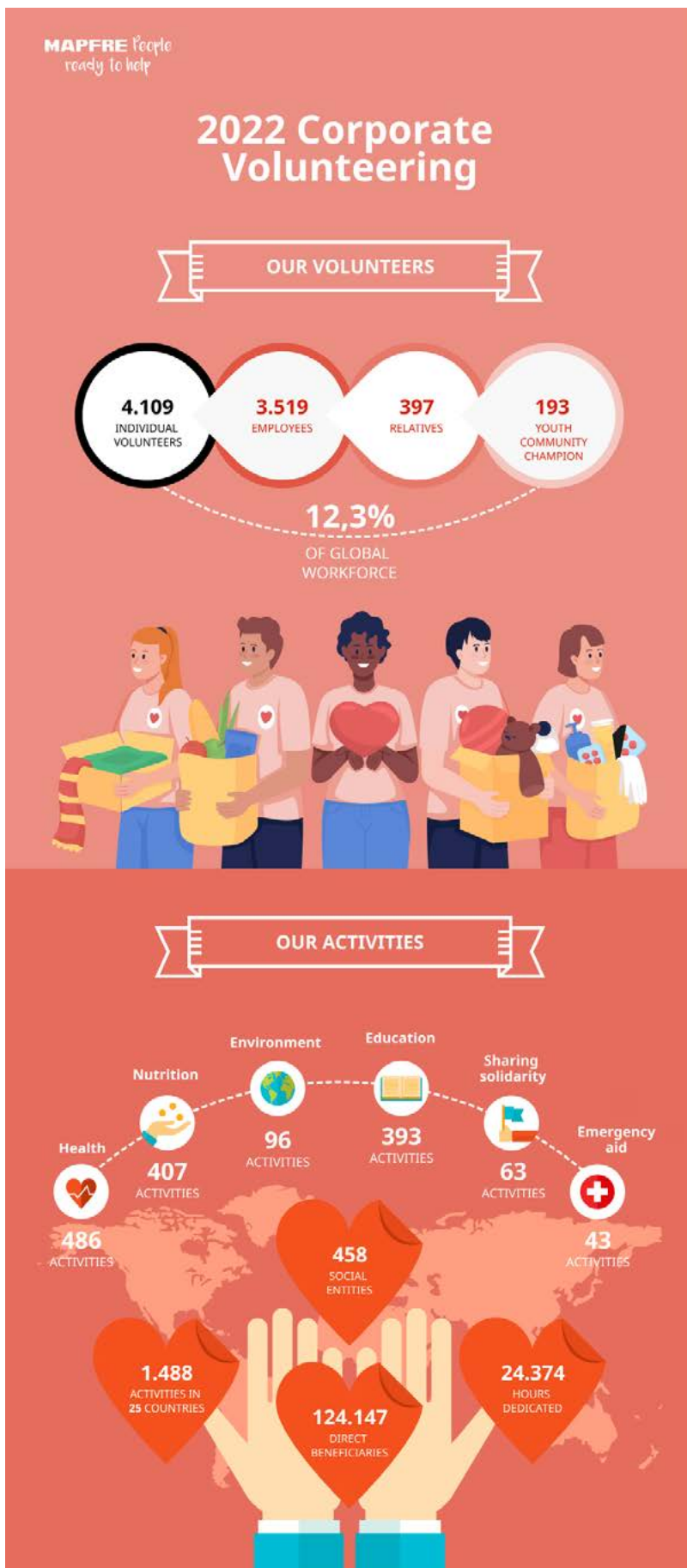
The winning photo was submitted by Luis Bertollo Wanderson, from Brazil, with his image titled *Our friend Zé* and the wonderfully reflected view of the São Carlos premises.

Once MAPFRE Week was over, employees gave us their feedback through a satisfaction survey, with the aim of working to improve the next edition. The overall result was very positive, with a score of 8.4 out of 10.

VOLUNTEERING

One of the most recognizable characteristics of MAPFRE'S commitment among the general public is that we're people who take care of people. This understanding of our activity particularly reaches the most vulnerable groups through the Corporate Volunteering program, which is integrated into the Human Resources and Sustainability strategy and is aligned with the 2030 Agenda's 17 Sustainable Development Goals, and which is overseen and monitored by the Corporate Volunteering Committee.

The MAPFRE Global Corporate Volunteering Program that we run through Fundación MAPFRE sets the basic lines of action for corporate volunteer development in the various countries. These lines of action are Nutrition, Health, Education, Environment, Emergency Assistance and Solidarity.



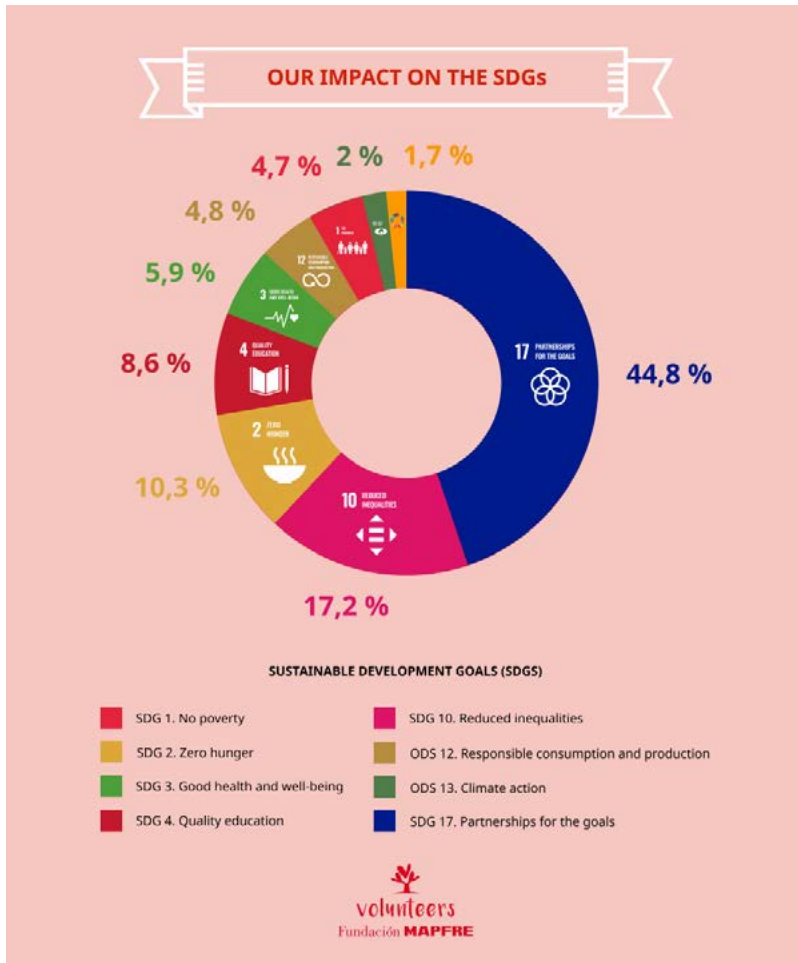
The objectives are as follows:

- To contribute to improving the well-being of disadvantaged people and society in general.
- To nurture relationships between MAPFRE and the community in which it operates, whereby MAPFRE presents itself and acts as a partner in the welfare system.
- To reinforce MAPFRE's internal values and strengthening a participatory culture.
- To facilitate the participation of employees and their families in voluntary actions as a way of generating a culture sensitive to social needs and respect for diversity and people in need.
- To promote among the participants the acquisition of competences transferable to the fields of personal and professional life, such as problem solving, initiative, communication, negotiation, teamwork, leadership, interpersonal relations, flexibility, empathy, optimism, and learning.

MAPFRE in Spain holds AENOR quality certification (ISO 9001) for the management of our corporate volunteering activity.

Throughout 2022, 4,109 volunteers took part in the initiative, including employees and family members. A total of 1,488 activities were conducted worldwide on education, nutrition, health, emergency assistance, directly impacting on 124,147 people. More than 12 percent of the global workforce has enjoyed a volunteering experience.

124,147
people
have received direct help thanks to the efforts of our volunteers



MAPFRE Global Volunteering Day

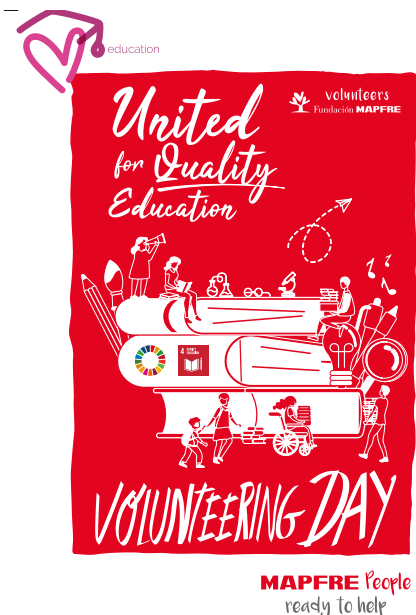
Every year, MAPFRE organizes the MAPFRE Volunteering Day with a global activity. In 2022, the global activity focused on the theme of education, under the slogan United for Quality Education. This activity directly contributes to SDG 4 Quality Education. More than 70 activities were organized around the world, and more than 550 volunteers from 14 countries and more than 40 cities participated. Through this global volunteering action, more than 2,000 people benefited, especially children, people with disabilities and people with limited resources.

International Volunteer Day

We celebrate International Volunteer Day by thanking the thousands of MAPFRE Volunteers around the world who collaborate to build #AMoreHumanFuture by helping those who need it most. In addition, we invite MAPFRE volunteers from all over the world and their families to be part of the global initiative "Boxes of Hope." With this initiative, we intend to bring a smile to the faces of thousands of people who are going through hard times financially or personally. Its main objective is to provide a special Christmas present to children and people who have no resources. More than 2,000 volunteers participated in this initiative, which builds team spirit, and we benefited more than 2,000 people.

Methodology to measure the impact of corporate volunteering on the SDGs

Thanks to the methodology developed, we can determine MAPFRE's role and impact on society through the organization, promotion and implementation of corporate volunteering. Being able to analyze the impact of our volunteering activities is a challenge for the company, in as far as it produces a transformational impact in all the countries where we operate. This methodology, designed in collaboration with Fundación MAPFRE, allows us to determine what global and country contribution MAPFRE is making to the Sustainable Development Goals through corporate volunteering. Using this methodology, we can obtain the impact points of all corporate volunteering activities towards each of the SDG goals and thus quantify MAPFRE's contribution in this area.





STRONGER TOGETHER

MAPFRE employees take part in other social projects, such as the Solidarity Euro in Spain and the Together We Give program in the United States. This initiative offers the opportunity for employees to donate one euro/dollar per month from their salary to a not-for-profit project of their choice, with the commitment that, for every euro/dollar donated, MAPFRE donates another.

In Spain, since its launch in 2017, the Solidarity Euro initiative has raised 744,122 euros. This amount benefited, in 2017, Asociación Debra Piel de Mariposa and Sociedad San Vicente de Paúl, in 2018, Fundación Cris and ASION, two associations involved in the fight against childhood cancer, in 2019, APACU (Asociación de Padres con Hijos con Autismo de Cuenca - Association of Parents of Children with Autism in Cuenca) and Fundación Aladina (an organization that fights against childhood cancer). In 2020, it was used to benefit Fundación Bobath, an organization that cares for children and young people with cerebral palsy, and the Spanish Rett Syndrome Association, which treats a neurodevelopmental disorder in children. Throughout 2021, employees contributed their euro to benefit the Purple Warriors Association and the Ana Carolina Díez Mahou Foundation.

The organizations chosen by employees for 2022 were the Association of Families of Children with Cancer in the Murcia Region and the Spanish Association against Leukodystrophy (ELA). The

projects proposed by employees that received the most votes in 2023 are La Asociación síndrome de Angelman and the Asociación Princess Rett.

With the Stronger Together initiative, we closed the year having raised 131,990 euros, bringing the total since launch to in excess of 740,000 euros, an amount that was achieved thanks to the generosity of spirit of more than 5,000 employees.

Every year, employees choose which projects they want the amount collected to be donated to. Today, nearly 50 percent of the workforce collaborates every month with this project that contributes so much to society.

In the United States, the beneficiary project for 2022 was Clear Path for Veterans (New England), which received 72,503.56 dollars. This year, 374 employees contributed, and MAPFRE matched the amount donated by employees. This not-for-profit organization supports and facilitates veterans and their families, offering them a place they can call home.

TOGETHER WE GIVE +

2019	2020	2021	2022
Adam Bullen Foundation	SHINE Initiative and Sojourner Center	Feeding America	Clear Path for Veterans
Employee Contribution	Employee Contribution	Employee Contribution	Employee Contribution
\$11,356.60	\$16,423.49	\$41,465.20	\$36,251.78
Company Match	Company Match	Company Match	Company Match
\$11,356.60	\$16,423.49	\$41,465.20	\$36,251.78
Total	Total	Total	Total
\$22,719.20	\$32,846.98	\$82,930.40	\$72,503.56

Never has a single euro meant so much. Stronger Together!

07 RECOGNITION AND AWARDS



JOSÉ RAMÓN ALEGRE CABRELLES

CEO OF MAPFRE IN EURASIA



At MAPFRE, being part of a project with a purpose and values that help improve society drives us to give the best of ourselves, day after day. In addition, the fact that different institutions and organizations recognize MAPFRE as a great company to work for is something we should be really proud of, in that it helps us to know that every minute we invest here is meaningful.

Awards provide the satisfaction of recognizing a job well done in the communities we operate in and, at the same time, imbue everything we do with a constant desire to excel, to continue building something better every day that contributes to attracting the best talent, developing people and having a positive impact on their lives.

We mustn't forget that people are our number one asset. In parallel, we must commit to building a better future and society for everyone.

It's a source of pride for us to receive the awards listed here, which distinguish the work and effort of all those who work at MAPFRE, who are the real protagonists of our company.

Your work to overcome the continuous challenges we face, your innovative spirit and your commitment are the foundations that our employer brand, our great company, are built on.

Thank you one and all.

SPAIN

Our commitment to talent and personal engagement, as well as our creation of specific initiatives at a global level to advance gender equality, is what led us to be selected as the perfect candidate in this category.

- **Top Employers** is a certification awarded by the Top Employers Institute, a worldwide benchmark in its field, and obtained after a thorough audit of our people management policies and practices.

Top Employers Institute certifies excellence in the work conditions offered by companies to their professionals, in line with a proprietary methodology.

- The **Stratesys Innovation Award**, which recognizes the development of transformative projects in the field of Human Resources and their globalization through the SuccessFactors platform. In recent years, we have carried out an inbound talent strategy at MAPFRE for the technological implementation of our Human Resources processes. This strategy involves user participation in the creation of processes. Through our contribution and knowledge, we define the processes that best suit our professionals, those that provide them with the most value at all times and most help them to grow throughout their careers.

- The **Randstad Award** recognizes us as the most attractive insurance company to work for in Spain. This is a distinction that again positions the company as one of the country's leading corporations in terms of attracting talent. The Randstad report states that in addition to salary, the aspects of a company most highly valued by employees are the ability to maintain a work-life balance, job security, a good work environment and flexibility. The desire among employees to achieve a balance between their work and their personal lives has greatly increased since the pandemic began, and this year it was an aspect that ranked almost as highly as salary levels. Survey respondents also said that a company's reputational aspects have taken on more weight during their employment searches, such as social and environmental commitments and training opportunities (those up to 25 years old).

The Randstad Awards are presented on the back of a survey sent out to 10,000 respondents in Spain, including those currently working, those

looking for work, and students, with an age range of 18 to 65. Companies are not able to request inclusion in the study, which was carried out by Sigma Dos. It is also notable that the results are based on perceptions held by the general public, not by those actually employed by the companies included in the research.

- MAPFRE is the most highly rated insurance company in the **Merco Talento 2021** study, which evaluates the 100 best companies for attracting and retaining talent in Spain. It ranks first in the insurance sector and 11th in the overall ranking. Merco Talento analyzes the different dimensions that determine whether a company is attractive when it comes to attracting and retaining talent, among others: internal reputation, employer brand and quality of work. In this 16th edition, the opinions of more than 38,500 people from different groups were evaluated, among others: employees of large companies, business school students, Human Resources managers, university students, the general public, experts and people management benchmarking.
- **Merco Talento Universitario** confirmed for yet another year that university students consider MAPFRE the best insurance company to work for in Spain. Merco University Talent 2021 is an independent study published by Merco and Recruiting Erasmus that compiles the opinion of 10,353 university students in their final and penultimate year of undergraduate studies, master's students and equivalent degrees, doctoral candidates, and students in higher vocational training in Spain.
- This year, for the second consecutive year, we once again made the **Forbes 50 Best Companies to Work For in Spain** list. To compile the ranking, Forbes conducted an exclusive, in-depth survey to gather the opinions of those working at over 2,000 companies with more than 500 employees.

In the methodology used for the Forbes ranking, employee opinions are given the most importance. The respondents score aspects including leadership, motivation, recognition, salary, internal promotion, and sustainability. On this year's edition of the survey, Forbes emphasized questions on subjects such as inclusion and diversity, in the context of a more technological and digitized scenario where talent plays a key role.



- For the second consecutive year, we are among the 10 best companies to work for in Spain according to **LinkedIn’s Top Companies 2022** list. Specifically, MAPFRE is seventh in this ranking. LinkedIn’s Top Companies is a ranking of companies that promote the long-term professional success of their employees, and it identifies the 25 best companies for career development in Spain.

The Top Companies 2022 list is compiled from data drawn exclusively from LinkedIn. It is a valuable resource for both professionals who are seeking employment and those who want to explore new positions, enhance their skills and identify companies that invest in their employees and offer growth opportunities. The data was analyzed around seven pillars that favor professional development: capacity for growth, skills development, company stability, external opportunities, affinity with the company, gender diversity and level of educational background.

- MAPFRE is the only IBEX 35 company to be rated as **“transparent”** in the latest edition of the **Senior Career and Talent 2021** report, which

analyzes the level of transparency and good governance at the companies in the Spanish benchmark index in the management of 50+ talent.

According to the report, MAPFRE, which “has made generational diversity a priority,” received the highest score—18 points out of 30—to take pole position in a ranking in which more than half of IBEX 35 companies are below this mark.

The report is promoted by Fundación Haz in collaboration with the NGO ITWILLBE and Fundación Knowdle.

- MAPFRE received the **“Business in Feminine Plural”** award from the Asociación Mujeres para el Diálogo y la Educación (Women for Dialog and Education Association). This award recognizes MAPFRE’s commitment to talent and personal engagement as well as its creation of global initiatives to advance gender equality (for example the MAPFRE Women’s Leadership Network), specific plan to eliminate the pay gap and promote STEM careers among girls, and participation in Closingap.

- MAPFRE S.A. holds the **Equality in the Company seal (Distintivo de Igualdad en la Empresa), granted by the Ministry of Equality in Spain**, which recognizes outstanding companies that meaningfully apply policies of equal treatment and opportunities between women and men in the workplace. This seal of excellence, which was renewed in 2021, is valid for three years, although it is reviewed annually.

- MAPFRE has maintained its **Family-friendly Company (EFR)** certification. This is granted by Fundación Másfamilia, with support from Spain's Ministry of Social Rights and the 2030 Agenda. The EFR initiative is recognized by the United Nations as a Good Practice, which makes it one of the highest forms of recognition currently existing in Spain on the subjects of work life balance and equality.

- We renewed the **ISO 9001 AENOR certificate in Volunteering**. Since December 2019, we have been the only IBEX 35 company in Spain to have received the AENOR quality certificate (ISO 9001 standard) for the management of our corporate volunteering activities. This certificate recognizes the effective management of MAPFRE's volunteering in Spain aimed at improving the lives of the most vulnerable and disadvantaged members of society.

- MAPFRE has renewed and certified its **COVID-19 protocols with AENOR**. This accreditation, which was granted to more than 350 of the company's facilities in Spain, certifies the correct application of sanitary, technical, organizational, labor, and safety measures that the company has implemented to prevent the spread of infection.

- Our colleagues Alejandro Martínez del Mazo, manager of the Digital Area at Verti, and Joaquín Benavides López, Head of Actuarial at MAPFRE RE, were included in INESE's 40u40 list for 2022, joining their colleagues included in previous editions, of whom Elvira López de Lara Mérida and Ubaldo González Benítez received a special mention this year for their professional growth.

The 40u40 list is an initiative promoted by the Spanish Association of Young Insurance Professionals (AJPS) and INESE to identify and recognize the professionals under 40 who are in positions of responsibility and will play a key role in the future of the insurance industry.

GERMANY

- Technology magazine *CHIP*, published in 14 countries in Europe and Asia and one of the oldest in Germany, presented MAPFRE with its TOP Employers for IT Jobs 2022 award, in recognition of the excellent results obtained across three dimensions: management, transparency and evaluation of people.

- FOCUS Money included us in its ranking of top career opportunities for women, which recognizes aspects such as a fair remuneration model, a non-discriminatory work environment and the company's commitment to equal opportunities for promotion.

- The F.A.Z.-Institut named our company a Role Model in Diversity 2022. This study analyzes and evaluates data from a survey of 20,000 companies.

BRAZIL

- MAPFRE in Brazil maintains the Women on Board (WOB) certification, an independent initiative that values and raises awareness of corporate environments that maintain the presence of two or more women on boards of directors or consultative councils. This seal endorses the good practices of the companies to promote greater diversity in the leadership positions.

ECUADOR

- MAPFRE Ecuador has been awarded for promoting equal opportunities in the field of gender diversity at the **Violeta Women in Business event** organized by **Violeta magazine and Great Place to Work**.

Our company presented its "Professional growth and equality" project, which develops internal promotion actions for women to hold senior job positions, as well as training and talks on gender equality for all employees. The gender pay gap in Ecuador at the end of 2021 stood at 0.09%, with MAPFRE's target for 2024 at +/-1percent.

UNITED STATES

- MAPFRE Insurance received the WorkWell Massachusetts Awards 2022, in the Large Groups category, for the exemplary promotion of health in the workplace. The awards, promoted by Healthiest Employers®, recognize MAPFRE's achievements in carrying out the best programs and in supporting employees through a well-being culture.

MAPFRE Insurance provides a multifaceted approach to the well-being of its people and their families. The most outstanding aspects include biometric detection incentives to promote preventive care, free initial counseling sessions to address mental health challenges, as well as helping to control stress at work, and access to a network of service providers that offer care to children and the elderly, among other topics.

MALTA

- MAPFRE received the **Human Resources Quality Mark 2022**, which is issued—after a strict audit that analyzes seven areas of human resources—by the Foundation for Human Resources Development (FHRD). Granted for a period of three years, it is a prized recognition in the Maltese business world that enhances our employer brand, especially in terms of talent attraction and employee retention.

MEXICO

- MAPFRE Mexico celebrated its certification as one of the best companies to work at, earning a spot on the **Great Place To Work® (GPTW) ranking** for the 15th consecutive year. Continuing to earn this recognition demonstrates the best practices of the company, which has built a solid, transparent framework, with relationships of trust among all the people who work at the company, encouraging connections and interactions between all the teams, as well as pride of belonging. In 2022, MAPFRE was also the only multinational company in its sector with over 500 collaborators to be certified as a Great Place To Work in the country.

GPTW has also honored the company's regional and CEOs and HR managers for their excellent work in maintaining a culture of people well-being.

- MAPFRE Mexico also received, for the second consecutive year, the Inclusive Company distinction awarded by Fundación éNTRALE, a benchmark institution in the country for its ongoing work in the areas of labor inclusion, diversity and non-discrimination.

PERU

- MAPFRE Peru improved by 16 positions in the country's **Merco Talent 2022** ranking with respect to the previous year and moved up to rank among the Top 50 companies that best attract and retain talent in Peru.
- The company has been recognized with a Harassment Free Workplace (ELSA). ELSA, which is an initiative of GenderLab and the Inter-American Development Bank (IDB), is a comprehensive diagnostic and intervention system that, through algorithms and artificial intelligence, seeks to build workplaces free of sexual harassment in companies and organizations.

In addition, the CEO of the entity was included in the latest edition of the Top 10 CEO Digital Peru, which highlights the digital presence of the country's executives.

PORTUGAL

- MAPFRE Seguros de Vida and MAPFRE Ibero Asistencia were recognized by the Commission for Equality in Work and Employment (CITE) as a Company that Promotes Salary Equality between Women and Men 2022.

DOMINICAN REPUBLIC

- *Mercado* magazine awarded MAPFRE Salud ARS the recognition of the Best Company to Work for. The company ranked 15 in this ranking, which highlights those companies developing their human talent and processes through constant innovation.

TURKEY

- After analyzing projects from different companies aimed at empowering women, the **Women Friendly Brands** platform valued our company for its commitment and efforts in terms of employability, equal rights, and diversity in relation to women.

URUGUAY

- MAPFRE in Uruguay is ranked among the 10 companies that best attract and retain young talent in the country, according to the Employers for Youth (EFY) Uruguay 2022 study, in which 1,200 young employees from 25 companies participated.

MAPFRE owes its position to a 10-indicator analysis: Recognition, Talent, Innovation, Infrastructure, Quality of Life, Career Development, Benefits, Work Environment, Reputation and Diversity & Culture. Its highest-rated aspects here were Reputation, Diversity & Culture and Infrastructure.

Employers for Youth is a quantitative study aimed at lending recognition to the best companies for young professionals and is the only one in the world focusing on this segment.

- MAPFRE companies in Uruguay have once again been awarded the 'Uruguay Valora' Inclusivity Seal, recognizing MAPFRE's initiatives and commitment to developing an inclusive culture in the workplace for people with disabilities. This serves to highlight our best practices, which could facilitate models being replicated in other organizations, going beyond mere compliance with the current regulations.

The seal is awarded by the Sociedad Uruguaya de Gestión de Personas (Uruguayan People Management Society) to public and private organizations that develop concrete and demonstrable actions to include people with disabilities.

- URUGUAY ASISTENCIA has been certified for the first time as a **Great Place To Work® (GPTW®)**. This certificate was earned thanks to the culture and values that all of us in the company foster and share. The recognition validates our employer model and the positive experience shared by our ASISTENCIA employees.

- This company also received the DERES award for its Cycling for Sustainability project, which is based on the Healthy Company Management Model and aims to promote the use of environmentally friendly means of transport, in this case the bicycle.

This project has been awarded by DERES in the Compliance category. DERES intends to publicly recognize best practices related to Sustainability that demonstrate a positive impact while adding value to the business and its contribution to SDGs.

In 2022, MAPFRE was once again part of the Bloomberg Gender-Equality Index (GEI), in which it was included in 2021. This index recognizes companies around the world that stand out for their promotion of equality and their transparency in providing gender-related information.

This year, the index is formed by 418 companies. The GEI has become increasingly more valuable in recent years, growing from 230 member companies in 2019 to 325 companies in 2020 and reaching a total of 380 in 2021. This is a benchmark index that investors can consult when deciding whether to add a company to their portfolios.

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Statement of use

MAPFRE S.A. presented the information in this report in line with GRI Standards for the period 1 January, 2022 to 31 December, 2022.

GRI 1 used

GRI 1: Foundation 2021

THEMATIC STANDARD

Standard	Disclosure	Information in Integrated Report	Information in this Report
GRI 401. Employment 2016	401-1 New employee hires and employee turnover	4.3. Developing people 6.3. Notes on additional information / Note 9 New hires and employee departures in 2022 by job position level	Introduction
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.3.4. Remuneration, benefits and recognition	3. Flexibility and compensation / Remuneration, benefits and recognition
	401-3 Parental leave	4.3.5. Health and Well-being	3. Flexibility and compensation / Safety, health and well-being
GRI 402. Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	In processes that imply operational changes related to the workforce, the average period of notice to the Legal Representation of the Workers and to the people involved is generally 15 days, as is the case in Spain. However, the term is subject to the local legislation of each country.	
GRI 403. Occupational Health and Safety	403-1 Occupational health and safety management system	4.3.5. Health and Well-being	3. Flexibility and compensation / Remuneration, benefits and recognition
	403-2 Hazard identification, risk assessment, and incident investigation		
	403-3 Occupational health services		
	403-4 Worker participation, consultation, and communication on occupational health and safety		
	403-5 Worker training on occupational health and safety		
	403-6 Promotion of worker health		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-8 Workers covered by an occupational health and safety management system		
	403-9 Work-related injuries		
	403-10 Work-related ill health		

THEMATIC STANDARD

Standard	Disclosure	Information in Integrated Report	Information in this Report
GRI 404. Training and Education 2016	404-1 Average hours of training per year per employee		
	404-2 Programs for upgrading employee skills and transition assistance programs	4.3.1 Talent	1. Talent – Capability Transformation Plan
	404-3 Percentage of employees receiving regular performance and career development reviews		
GRI 405. Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2.4.1. Corporate Governance system 4.3.6. Diversity, equality and inclusion	2. Diversity – Gender diversity
	405-2 Ratio of basic salary and remuneration of women to men	4.3.4 Remuneration, benefits and recognition 6.3. Notes on additional information / Note 10 Information on remuneration	
GRI 406. Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	2.4.3. Ethical behavior: main prevention and compliance measures / Consultation and whistleblower channel for the Code of Ethics and Conduct 6.3. Notes on additional information / Note 2 Principles of the Global Compact and prevention and compliance measures in the area of human rights	Does not apply
GRI 407. Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2.4.3. Ethical behavior: main prevention and compliance measures 4.3.7 The voice of MAPFRE people / Legal representation of workers 4.4.3. Sustainable provider management 6.3. Notes on additional information / Note 2 Principles of the Global Compact and prevention and compliance measures in the area of human right	Does not apply
GRI 413. Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	4.3.1 Talent 4.5. Our footprint, shared value 4.5.2. Contribution to 2030 Agenda www.fundacionmapfre.org	5. Committed
	413-2 Operations with significant actual and potential negative impacts on local communities	4.3.1 Talent 4.5. Our footprint, shared value 6.3. Notes on additional information / Note 2 Principles of the Global Compact and prevention and compliance measures in the area of human rights 4.5.2. Contribution to 2030 Agenda www.fundacionmapfre.org	

