

#Digitalchallenge





FLEXIBLE WORKING HOURS

- More than 57 percent had flexible hours.
- 20,000+ employees in open and collaborative spaces.
- 26,000+ employees with Office 365 tools.
- 90+ percent capable of working remotely.





COLLABORATIVE WORKING AND KNOWLEDGE MANAGEMENT

- 1,250+ knowledge items contributed in the shared space (eureka).
- 1,100+ experts identified.
- 300+ communities on the Intranet allowed nearly 11,000 employees to collaborate.
- 26,000+ employees worked with Teams.





DIGITAL CULTURE

- Global training program completed by 98+ percent of employees, with new habits and behaviors.
- A global digital skills learning program.





NEW FORMS OF REMUNERATION AND RECOGNITION

- Nearly 28,000 annual 360° evaluations.
- 127,000 activities reported.
- Recognition programs for nearly 20,000 people.



"MAPFRE People" App

- Implemented in Spain, Brazil, Turkey and Mexico.
- Downloaded by approx. 9,500 employees



2020-2021





AIM

the Digital Challenge evolved to continue managing change by adopting new capabilities, developing more dynamic and flexible structures and customizing employees' experiences.



PILLARS

- Increase productivity, agility and commitment by working on productivity scenarios.
- Individual skills management.
- Flexible structures.
- Multi-purpose job positions.
- Project management.



IMPORTANT

Customizing employees' experiences:

Adapting processes to employees' needs, for better time utilization and growth opportunities.



Driving us forward at MAPFRE

