

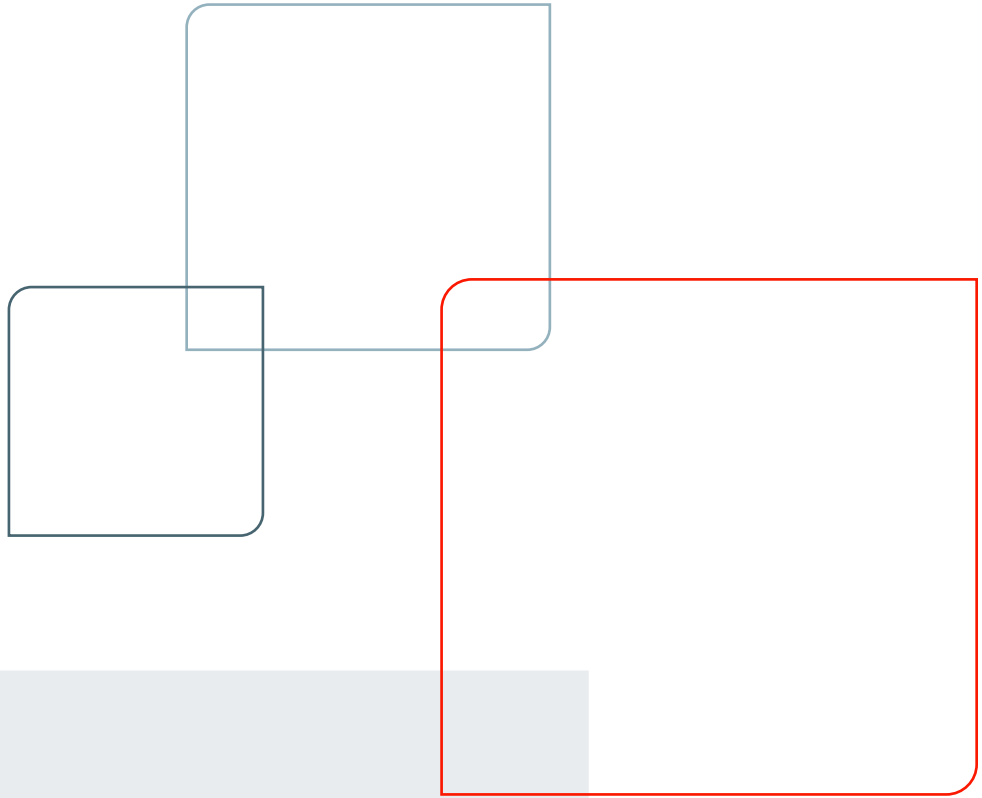


**MAPFRE**

# PEOPLE AND ORGANIZATION

**2024**

**PEOPLE AND ORGANIZATION REPORT 2024**



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# We Are MAPFRE and We Act



Dear reader,

The motivation behind this document is to publicly fulfill, in the most important aspects at least, MAPFRE's work in relation to the people that make this company possible: its more than 30,000 employees. There are many more - over 220,000 professionals - who directly or indirectly work or collaborate with MAPFRE providing the excellent service that we are known for, but it's our employees who are the beating heart of our company, the engine that makes everything else possible.

I am firmly convinced that companies are only as strong as the people who build them every day. At MAPFRE, we can safely say that we have an extraordinary team, more than 30,000 colleagues who place their talent, energy and commitment at the service of a shared purpose: taking care of what matters. Because when we look after our clients, our colleagues and society, then we can proudly say that **We Are MAPFRE and We Act**.

This reciprocal relationship, where we are committed to employees who are in turn committed to the company's values and objectives, is the most enriching element of our business culture, and is what enables us to proudly state that MAPFRE is a company of opportunities where our employees' time is meaningful.

Thank you all for making it all possible.

**Alfredo Castelo**

Group Chief People, Strategy and Sustainability Officer



# Where your time is meaningful



A company's credibility and reputation are propelled by proven facts: we do what we do every day, and we report on our activity every year through documents like the one you are reading now. Over the course of 2024, we once again made good on all of the commitments we had set ourselves in an area as relevant to a company's performance as the People and Organization function is. We continued promoting the professional development of our teams, providing training, prioritizing internal promotion, creating work environments founded on trust, collaboration and responsibility. We want everybody at MAPFRE to grow, playing a leading role in their own development and knowing that the company believes in them.

We've taken care of the well-being of our people: in physical and emotional health, work-life balance, diversity and safety. People can only fully give the best of themselves when they feel good about what they're doing. We've also been where we were most needed over the course of last year through our corporate volunteering, with a more participatory and impactful program, acting to transform reality!

Our culture drives everything, and our Cultural Reactivation Plan is reconciling us once again with our essence, our values and our purpose: taking care of our clients, colleagues, and society.

Most importantly: we've done all of this together. With vision, with effort, and with determination. We know that the future is full of new challenges: in artificial intelligence, sustainability, in attracting and developing talent. And we're prepared to meet those challenges head on, because we look to the future with the excitement and certainty that we're building a project where everybody counts and every gesture matters.

We imagine this future side by side with the people who make MAPFRE a company where every minute makes sense.

Thank you for being a part of this journey. Thank you for being here. Thank you for believing. And, above all, **thank you for making it possible.**

**Juan Carlos Rondeau**

Group Chief People Officer

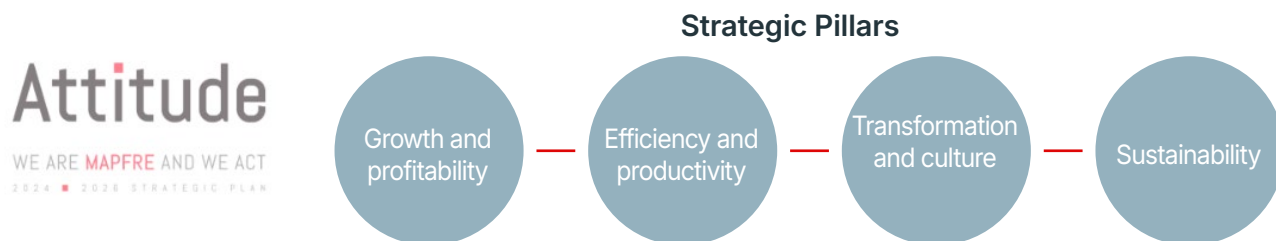


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# OUR CULTURE



Our company is distinguished by a strong corporate culture—deeply rooted and fully aligned with our purpose and values. Our Strategic Plan 2024-2026 is called “Attitude: We are MAPFRE and We Act,” which embodies the people at MAPFRE and our culture. This plan is based on four pillars:



Under the **Transformation and Culture** pillar, in 2024 we launched the **Cultural Reactivation Plan** to strengthen employee engagement with:

- **Our purpose:**  
“We care about what matters to you”
- **And our culture**

This means that all MAPFRE people share and live by a set of **specific behaviors** that demonstrate our *raison d'être* and guide our day-to-day work.





Our culture is what has defined us and driven our progress for over 90 years. Now more than ever, we want to strengthen it and help it evolve further.

To ensure employees feel personally connected with their contribution to our purpose and culture, the Cultural Reactivation Plan aims to generating enthusiasm and commitment, cementing the “We Are MAPFRE and We Act” behaviors that bring our purpose to life.

The plan rests on a culture narrative that defines our corporate identity, vision, purpose, and values, and is driven by five strategic levers:

- Defining the **shared behaviors** that describe and express our purpose.
- A **leadership support plan**, complete with a guide so leaders can serve as cultural role models.
- **Listening to employees** via a survey to understand their thoughts and feelings about our culture and purpose.
- **Integrating our culture into every stage of the employee life cycle**, so it's experienced every day.
- **Measuring and monitoring progress**, with specific KPIS for leaders.

# Leadership as a lever

Leaders are key to our cultural reactivation. That's why we continue to support them through the Leadership Plan 2025–2026, **so they remain role models of our culture and of the behaviors aligned with our values.**

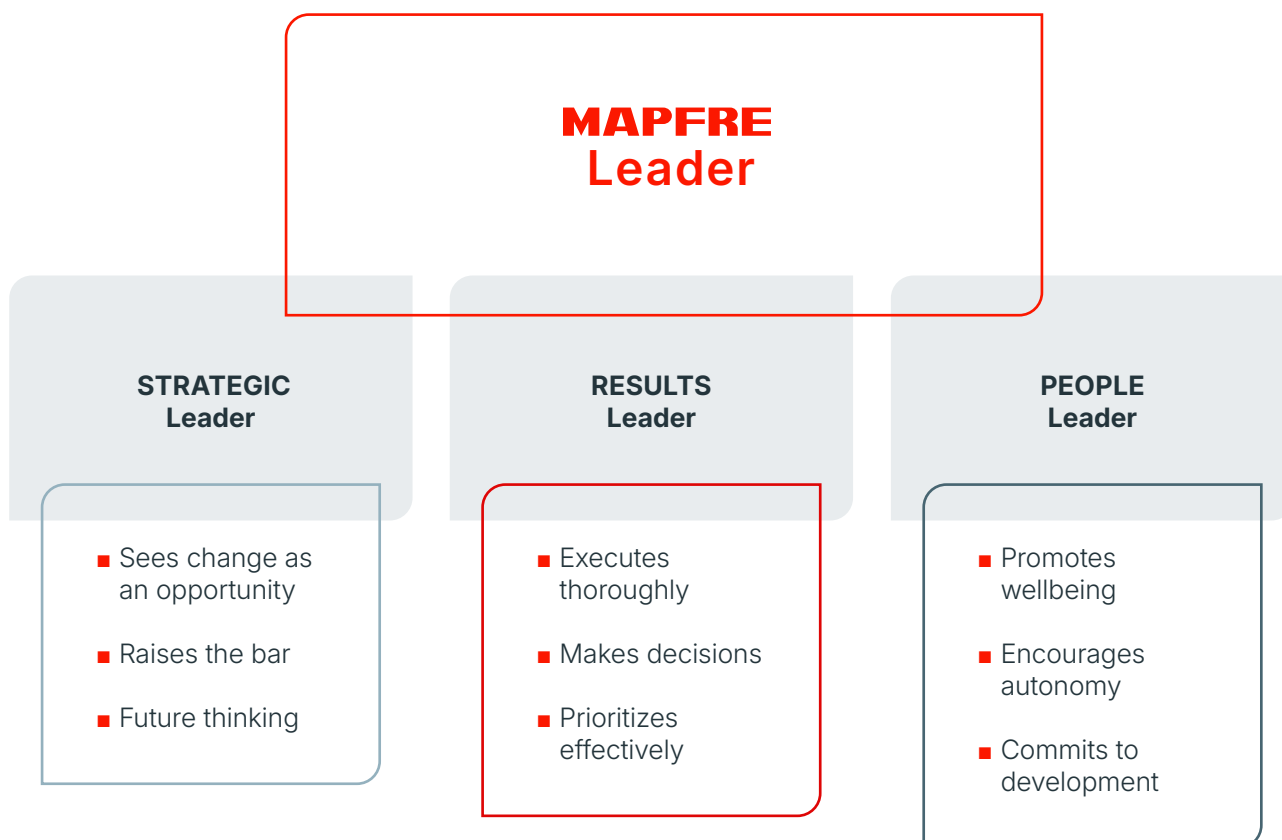
A MAPFRE leader is a strategic visionary who delivers results, leads people, and serves as a cultural beacon.

## Transformational leadership to drive change

Leadership is a key transformation driver at MAPFRE. More than 4,700 leaders have participated in the new Leadership 2024 cycle, which focuses on their strategic vision, ability to achieve results, and people-oriented approach.

This initiative also included:

- A new individualized self-assessment tool that encourages self-reflection and allows each leader to evaluate their alignment with our leadership model.
- New development pathways, with content linked to key leadership behaviors.
- Alignment with the cultural reactivation plan, which will continue in 2025.



As part of this transformational leadership approach, we've designed specific initiatives for senior executives:

- 148 participants took part in the Transformational Leadership Program. This focused on fostering reflection and practice around being a strategic leader, a results-driven leader, and a people-focused leader — all aligned with our leadership evaluation model.
- Individual development plans were launched for 15 CEOs, according to their needs.
- For 200 top leaders, a 2024 webinar series was implemented with both internal and external experts. Within the Leadership School of MAPFRE's Corporate University, the following topics were covered: Current geopolitical situation and risks, Value for money in the spotlight of insurance supervisors, Economic environment and MAPFRE, AI: the new frontier of transformation, Leadership as a cultural lever, Leaders with culture, MAPFRE's global vision for international insurance, and Sustainability as a value driver for business.

As part of our leadership evaluation and development efforts, MAPFRE leadership behaviors have been integrated into the evaluation model, enabling assessment across three key dimensions: strategic vision, results orientation, and people leadership. The results of our initiatives will guide the development of future, targeted action plans.

We launched the MAPFRE Leader Capsule, a tool designed to help our leaders internalize and put into practice our leadership model.

At MAPFRE, we grow with leaders who inspire, transform, and build strong teams.





# How we're implementing the Cultural Reactivation Plan

We're making good progress with our Cultural Reactivation Plan, which features a change management strategy comprising action across four phases.

## 1. Communication and awareness-raising to spark enthusiasm

Actions in 2024 included:

- Broadcast of an institutional video by Antonio Huertas, chairman and CEO of MAPFRE, highlighting our corporate identity, the essence of our culture and the key role of leaders in reinforcing and reactivating our unique culture.
- Definition of a unique narrative about the MAPFRE culture, with the aim of highlighting the role that culture plays in our company and to boost the impact of our individual and corporate purpose. To convey this narrative, a culture video was created that has been disseminated through internal channels that transmits the essence of our culture to employees and collaborators.
- Launch of a Communication Kit for company leaders, communicating the strategy and focusing on the cultural reactivation plan with leaders as protagonists. The purpose of this Communication Kit is to provide the MAPFRE leader with adequate tools so they can share the most relevant messages of the Strategic Plan 2024-2026 and cultural reactivation with their teams. The Kit includes a messaging list and a Q&A document, among other elements.
- Definition of behaviors that serve our purpose and explain behaviors related to caring for the customer, colleagues and everyone we relate to and society at large. To this end, a reflection was made in various workshops with countries and corporate areas on the behaviors that underpin our purpose: We care about what matters to you.
- Recording of testimonial videos of employees and leaders in Spain, Brazil and the United States with authentic testimonies where different employees talk about what it means to look after the client, our colleagues and society.
- Face-to-face sessions in which employees attend a talk between the human resources manager and the CEO of each country, talking about the MAPFRE culture and the reactivation plan and the importance of putting into practice the behaviors that underpin our purpose.
- Production of large-scale posters of individual photos of employees who were selected as an example of MAPFRE culture, with their name and the area they work in. These posters were hung on the facades of several MAPFRE buildings in different countries, visible not only to employees but also to the general public. This initiative also served to recognize the people selected to participate.





## 2. Training to internalize the behaviors underpinning our purpose and make it part of everyday life

In 2024, we carried out a number of actions in this respect:

- Webinar for leaders, focused on inspiring leadership and leadership based on caring. These sessions were held in hybrid format, allowing some leaders to attend in person and others to connect online. This content was recorded and is available through the Leadership School of our Corporate University.
- Culture Talks - meetings focused on our culture - featuring external speakers, with the first one focused on customer care, the second on caring for colleagues and collaborators, and the third on caring for society. These sessions were also held in hybrid format and the recordings were distributed across our internal channels.
- MAPFRE Online Culture Program, available to all employees worldwide. More than 23,000 employees participated in the MAPFRE Online Culture Program, available via our MAPFRE Corporate University Self-Learning platform.
- In 2024 a course called Everybody cares about what matters to you was designed and created, which will be distributed over the course of 2025 and 2026. The focus was to work on the specific behaviors that are part of our culture. The course will be given in person and will be experiential and very practical in nature, focusing on the behaviors that underline our purpose and are aligned with our values, which are a reflection of our culture. Training teams from different countries met in person for several days to create the workshop, and trainer training sessions will be held for all countries.

### 3. Support and reinforcement

- Celebration of MAPFRE Culture Week from June 9 to 13, 2024. This is a global initiative in which all countries participated and more than 300 activities were carried out that reinforce our purpose, values and other levers related to our culture such as health and well-being. During the week, the aforementioned communication actions were presented, such as the chairman and CEO's institutional video and the culture sessions by Human Resources managers and the CEOs of the countries.
- A specific support plan was defined for leaders due to their special relevance as an example of culture within the company, which includes awareness-raising and training actions. One of these actions is the delivery of a Leader's Guide that includes teaching content on culture and other aspects related to leadership.
- Recognition plan for highlighting behaviors that reflect our culture and exemplary behavior related to caring for clients, colleagues and society. These plans are executed through our corporate recognition tool, which allows employees to recognize each other. Specific actions are also promoted to enable leaders to recognize their collaborators.



### 4. Actions to assess how culture thrives and evolves

- In 2024, a culture diagnosis was defined that will further evolve our satisfaction and recommendation survey, which will allow us to measure how the MAPFRE culture is experienced and how it's evolving. This survey invites MAPFRE employees around the world to reflect on how they experience our culture lives and what aspects we should continue to strengthen, which will help us to implement improvement plans. During 2024, a pilot survey was conducted among several employee groups, allowing the questionnaire to be adjusted to its final version, which will be launched in 2025.





In today's dynamic business environment, adaptability is essential to staying competitive, ensuring sustainability, and delivering high-quality service.

At MAPFRE, our people are our greatest asset, and we focus on their development through a strategy designed to prepare our teams for constant challenges.

This year, we have reinforced initiatives that position MAPFRE as a benchmark employer brand.

## Capability transformation plan: the basis for managing our talent

This plan lies at the core of our talent management. It enables us to align the growth of our teams with MAPFRE's strategic needs. In each country where we operate, we analyze local capabilities and needs, assess people's skills and knowledge, and define tailored strategies to address them through upskilling or reskilling initiatives.



## Succession plans

At MAPFRE, we believe in internal talent and mobility as key drivers of professional growth. We are committed to filling positions with internal candidates, enabling agile transitions and ensuring that teams are always supported by the best talent. We also have a succession strategy in place for key roles, ensuring smooth transitions in strategic positions and proactively identifying future leaders.

## A place to grow

Building loyalty is essential. Our objective is to foster an environment where everyone can develop their career, contribute meaningfully, and feel part of a purpose-driven project. At MAPFRE, career and personal development go hand in hand with a feeling of belonging.

## Continuous monitoring and improvement

To ensure the effectiveness of our strategy, we continuously evaluate our talent management processes and drive ongoing improvements. Our goal is to make MAPFRE a place where people feel committed, inspired, and confident about their future.

We believe people and talent are the true engine of transformation—ready to meet both current and future challenges. This approach allows us to adapt and thrive in a constantly changing world.

# An agile, global organization aligned with the business

Our organizational structure is grounded in principles of flexibility and dynamism, enabling us to respond to the evolving needs of the business. To support this, we have established an organizational framework that defines our internal structure, operating and governance model, and inter-area relationships. This framework helps us optimize resources, foster collaboration, and ensure agile and efficient management.

## Optimization and clarity in processes

To deepen the understanding of each area's functions, in 2024 we launched a project to develop and implement our operational manuals. These manuals will detail the key responsibilities and processes of each area. This initiative will enable us to operate with greater clarity, efficiency, and alignment across all functions.

The initiative has the following objectives:

- To design a flexible, dynamic structure that adapts properly to business needs.
- To promote collaboration and teamwork through an agile organization. To this end, we have a global map of job positions and functions that helps define the company's strategic profiles and knowledge base.

To foster a more agile and efficient organization in decision-making, we aim to optimize the number of employees in managerial positions—those responsible for leading teams. By the end of 2024, the hierarchy index stood at 16.8%, representing the percentage of managerial positions within the total workforce.

In parallel, our technical career path has reinforced MAPFRE's global vision, strengthened our culture, and deepened technical expertise. By the end of 2024, 7.4% of employees were progressing along technical career paths.

# MAPFRE's comprehensive talent recruitment strategy leverages innovation and proactivity to secure the future

At MAPFRE, we are committed to attracting exceptional talent to ensure the organization has the capabilities needed to meet future challenges. To this end, we've developed a talent acquisition operating model that efficiently leverages multiple sourcing channels and tailored employer branding strategies.

## Proactive search: connecting with top talent

Our external recruitment strategy is built on foresight and agility, ensuring we attract the right profiles at the right time. We tap into a global network of sources and channels, including social media, digital platforms, universities, training centers, and strategic partnerships.

Through our employment portal "Working at MAPFRE" ([www.mapfre.com/en/talent/](http://www.mapfre.com/en/talent/)), 77,469 people have shown interest in our job offers. Additionally, our employee referral program has generated 292 employee recommendations, highlighting the key role our internal community plays in attracting talent.

## Strategic agreements

We've established global alliances with partners specializing in recruiting strategic profiles in key areas like actuarial science, technology, cybersecurity, data, and artificial intelligence (AI). These partnerships allow us to optimize the selection of critical talent in high-demand sectors, diversify our recruitment strategy, and ensure we remain at the forefront of innovation and specialization.

## Job fairs

As part of our MAPFRE Universities Plan, we actively participate in events that enhance our visibility and strengthen our connection with young talent.

In 2024, we took part in over 100 forums worldwide, promoting our employer brand and showcasing the opportunities we offer to the next generation of professionals.

## Employer branding: building an attractive brand

We currently promote our employer value proposition primarily through digital campaigns across various social media platforms. On LinkedIn, our “Life at the Company” section shines a light on our culture and professional growth opportunities. As a result, we’ve expanded our digital community and improved key performance indicators, including:

- Follower growth: in 2024, our LinkedIn follower count increased by 21.8%, reaching a total of 871,695.
- Influenced hires: the percentage of hires influenced by our employer branding efforts rose from 28.6% in 2023 to 32.7% in 2024.
- Job and Life page views rose by 96.58% in 2024, reaching 429,396 views—demonstrating growing interest in our employer brand.



**MAPFRE** *Where your time is meaningful*

**MILLIONS  
OF PEOPLE  
ARE ALREADY  
INSPIRED  
BY MAPFRE**

**JOIN OUR TEAM!**

**BECAUSE WE ARE TALENT**  
AT MAPFRE, YOU CAN BE YOURSELF AND TAKE  
YOUR TALENT WHEREVER YOU WANT TO GO.

**BECAUSE WE ARE COMMITTED**  
WE'RE COMMITTED TO SOCIETY, AND TO  
YOU. TOGETHER, WE'RE BUILDING A  
BETTER WORLD, DAY BY DAY.

**BECAUSE WE INNOVATE  
WITH A PURPOSE**  
OUR OPEN AND COLLABORATIVE  
ENVIRONMENT EMPOWERS US TO CREATE  
INNOVATIVE SOLUTIONS THAT TRULY  
IMPROVE PEOPLE'S LIVES.



## Automation and digitalization

By automating the selection process in SuccessFactors, we've enhanced the candidate experience, reduced time-to-hire, and optimized data-driven talent management. We continue investing in new features to ensure that every interaction with MAPFRE is more agile and efficient.

## STEM and young talent profiles

To strengthen our connection with STEM profiles (science, technology, engineering, and mathematics) and young professionals, we created an interactive landing page specifically designed for emerging talent, featuring more direct and personalized communication. This channel will be continuously optimized to ensure we remain connected with the most relevant profiles aligned with our strategic needs.

## Efficiency and measurable results

With our talent acquisition operating model, we focus on efficiency, optimization, and innovation in recruitment. This has reduced the average time-to-hire from 55 days to 47 days, improving our responsiveness to business needs, while the cost-per-hire per vacancy went up from 1,561 euros in 2023 to 1,650 euros in 2024.

We continue to evolve our strategy to remain an attractive, innovative, and market-aligned company.



# Learning: growth and innovation

Continuous learning is essential to the development of our teams and the building of a more innovative and accessible future.

Our global learning model links all training initiatives to the company's strategy, with a strong focus on business and the learning experience of each individual.

In 2024, 67% of all training was digital, with a particular focus on technical and sales training, which represented 75% of training activities.

The MAPFRE Corporate University, with 16 schools, 17 rooms, and an Innolab, plays a fundamental role in preparing our teams. Through the university, employees have access to local and international programs that provide the essential skills and knowledge to grow in their roles. These programs also offer in-depth, up-to-date insights tailored to help them meet new challenges.



There follows a selection of the programs, and corresponding data, that made a difference in 2024.

## Technical training for a real impact

### ■ Insurance School

- With the aim of sharing technical and strategic knowledge globally, webinars and training programs were held, attended by 10,702 employees. Among the most notable initiatives were the MAPFRE Global Insurance Program and the Motor Adjuster Refresher Course 2024, which strengthened key insurance technical capabilities.

### ■ Business Classroom

Throughout the year, 42 training programs were developed aimed at improving business management and analysis, including the Google Analytics 4 Global Program, which has been instrumental in driving digital transformation and the strategic use of data.

### ■ Customer and Commercial Development School

A total of 95,822 hours were dedicated to training in this area, with the participation of more than 5,028 employees in actions aimed at improving customer experience and commercial skills, consolidating a customer-centric culture.

### ■ Operations School

With a total of 121,983 hours of training and more than 9,218 employees trained, this School has been key to optimizing processes and strengthening operational efficiency in all areas of the business.

### ■ Actuarial School

More than 4,021 hours of specialized training were provided in 2024, highlighting the development of skills in tools such as RESQ and Radar Base, as well as global participation in a series of actuarial webinars that fostered the exchange of technical knowledge.

### ■ Technology School

With 34,665 hours of training and 3,012 employees trained, the development of technological skills was promoted in areas such as Cloud, DevOps, Power BI, and Python, all fundamental to the company's digital and technological evolution.

### ■ Finance School

A total of 8,484 employees participated in training focused on IFRS 9 and financial statement accounting and analysis programs, strengthening analytical capacity and financial rigor globally.

### ■ Auditing School

Nearly 4,000 hours of training were provided, with the highlight being the Global Internal Audit Seminar 2024, which brought together professionals from around the world to share best practices and strengthen internal control standards.

### ■ Legal School

During the year, 6,422 employees completed training on MAPFRE's Internal Whistleblower System. In addition, the Global Legal Affairs Program was held for the first time, bringing together legal affairs managers from all countries to align criteria and strengthen the legal function.

### ■ Sustainability

More than 11,000 employees completed the Playing Our Part program, a key initiative in raising awareness and sustainability training, reinforcing MAPFRE's commitment to responsible development.

### ■ People and Organization School

Training in this area totaled 33,240 hours, impacting 5,374 employees on topics related to talent management and promoting organizational culture.

## Other High-Impact Training Initiatives

Other highly relevant transversal training initiatives were also developed:

- In the **Digital Technical Knowledge Room**, more than 18,600 hours of training were provided through programs such as Learning by Doing and Learn to Use MAPFRE's Digital Tools, strengthening employees' digital skills.
- In the **Data Classroom**, comprehensive training on data governance and management was offered, through courses including Understanding Data Culture and Management and MS Power BI Governance Model, which reached 4,020 employees.
- In the area of **security**, training continued on content related to comprehensive security and cybersecurity, totaling 95,874 hours, with 28,103 employees trained over the past three years, consolidating a robust security culture.
- In the area of innovation, **InnoLab** trained 756 employees in strategic innovation methodologies through programs such as "Get Started in Innovation Methodologies," fostering a creative and change-oriented mindset.
- Finally, MAPFRE offers specific training to its professionals to mitigate the potential negative effects of the climate and industrial transition. In 2023, the Climate Change and Energy Transition and Climate Change and the Task Force on Climate-Related Financial Disclosures (TCFD) courses were launched, aimed at key groups within the Group, such as actuaries, risk teams, underwriters, Technical Areas, Investment, Sustainability, and Environment teams, among others. A total of 1,347 employees completed this training.

## Professional development

- **Leadership and global development:** we run two key programs for our leaders: the Global Development and Leadership Program, with the participation of 23 participants from 10 countries, and the Executive Avanza Program, with 25 participants from nine countries.

## Self-learning and knowledge management

- **Self-learning:** Personal and professional development is at the core of our strategy. 11,500 employees accessed our training catalog, with 88,112 self-enrollments, an increase of 3% compared to the previous year.
- **Knowledge management** Through our Eureka platform, MAPFRE's virtual space for learning and knowledge sharing, more than 4,700 pieces of knowledge were shared, fostering collaborative learning.

These are just a few examples of what we are doing to prepare our teams for current and near-future challenges. At MAPFRE, learning never stops—we're always seeking new ways to grow and evolve alongside our people!

**705**Knowledge  
items**1,851**Knowledge  
leaders**5,345**

Likes

**132**

Validations

**335**

Comments

**19,005**

Views

**3,255**

Searches

**537**

Shares

**20,543**

Downloads

**7,777**

Users

# Performance evaluation: 360° process for continuous development

We implement a global, standardized 360° evaluation process designed to provide a comprehensive and objective assessment of our people.

Available to 98% of the workforce, this evaluation is carried out through a global platform that enables employees to receive structured, strategic feedback aligned with MAPFRE's objectives.

The process ensures agility and continuous feedback, both qualitatively and quantitatively, across all profiles and levels and at every stage of the performance process.

This model underscores MAPFRE's strong commitment to talent development and professional growth.

## A dynamic, agile process focused on growth

### 1. Objective setting and continuous feedback

The evaluation process begins with the definition of objectives and targets through Management by Objectives (MBO). Progress is tracked throughout the year with regular feedback, ensuring alignment and development.

At the end of the cycle, a final assessment is conducted, tailored to the employee's role:

- **180° evaluation:** For employees who are leaders, this evaluation focuses on both their individual performance and the fulfillment of their responsibilities.
- **360° evaluation:** For non-leader employees, this includes feedback from multiple sources: self-evaluation, direct manager, peers, customers, and collaborators.
- **Overall evaluation:** a complete analysis of the performance, potential, risk and impact of loss of the evaluated person

### 2. Individual and team performance evaluation

We use an evaluation model that assesses both individual performance and the achievement of team or project objectives, allowing us to gauge essential teamwork and collaboration skills.

### 3. Conclusion and development plan

For 98% of the workforce, the evaluation process culminates in a feedback session, an essential opportunity to align expectations and develop a plan for continuous performance improvement.

Our performance evaluation isn't just a measurement tool – it's used to develop talent, align objectives, and foster continuous improvement—ensuring our teams are equipped to meet challenges and contribute to the company's success.



# An objective-based model that drives growth

MAPFRE has a global management by objectives model in place.

Each job level follows a balanced structure that combines:

■ **MAPFRE's strategic objectives**

■ **Specific objectives at the regional, national, or business level**

■ **Department or area objectives**

A matrix establishes the weights for each category of objective, with the weight of strategic objectives increasing at higher job position levels. Commercial profiles have their own system of objectives, tailored specifically to their activity and geared toward delivering results.

This ensures that the entire workforce is aligned with objective-driven performance management.

We continue to evolve this model by incorporating specific systems adapted to the nature of each activity, including project bonuses and OKRs (Objectives and Key Results), aligned with new methodologies and work environments.





# Talent development: strategies and growth plans

Learning is a key driver of growth. At MAPFRE, we leverage tools to identify internal capabilities and address the knowledge gaps necessary for the organization's growth. Through personalized development plans, tailored training pathways, and self-development initiatives, we enhance our employees' skills, employability, and opportunities to transition into new roles. These initiatives empower them to tackle business challenges and contribute to the company's ongoing success.

With our global Workforce Planning methodology, we identify and address both job-specific and knowledge development needs, ensuring growth opportunities for all.

## Versatility matrix and knowledge clusters

Our versatility matrix within MAPFRE's People and Organization departments enables us to support the transformation of capabilities. This tool evaluates the degree of versatility between job positions based on shared knowledge. We've identified 17 knowledge clusters, representing at least a 50% overlap with the 55 global clusters.

## Development plans: upskilling and reskilling

We make available a tool that allows employees to self-assess their knowledge and confirm it with their supervisors. Based on this evaluation, employees can create their own development plans, incorporating training content and actions to close any knowledge gaps.

We believe in comprehensive training, which is why we use a 70/20/10 model, combining formal learning, social learning (such as mentoring processes), and practical learning (such as project work). In 2024, 28,072 employees (98% of the workforce) had access to these individual development plans.

We've identified 64 key strategic profiles for the business grouped into 38 knowledge clusters. These profiles are essential for the company's transformation. Personalized development plans for upskilling and reskilling are being implemented to ensure the loyalty and growth of these profiles, aligned with organizational goals.

## Career plans for specific groups

Some employee groups have career plans that guarantee progression and development within the organization:



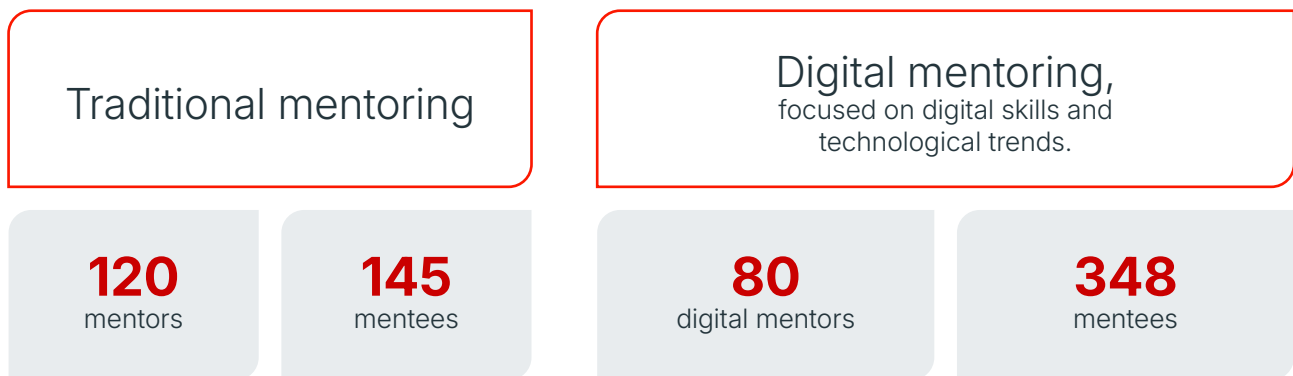
## Programa de desarrollo internacional (trainees)

We remain committed to young talent through initiatives such as the Global Trainee Program, which since 2013 has incorporated more than 170 young people from 17 countries.

In 2024, 17 actuaries were integrated into the Global Trainee Actuarial Program.

## Mentoring programs: traditional and digital

Shared learning is key to evolving. MAPFRE's mentoring programs connect talent and experience to continue growing together. Some data for 2024 is given below.



## Global plan for developing the technical function

To further promote our technical excellence, we have strengthened our Technical Directors Plan, aimed at ensuring global coverage for the role of Technical Director, preparing them for business challenges and supporting the company's continuous success. This initiative ensures the sustainability and reliability of the position in the medium and long term, and 13 executives are currently participating in the plan.

Additionally, we've rolled out local plans in 31 countries for 4,331 technical employees, providing clear professional development paths to support their growth.

This approach in the technical function reinforces our commitment to these employees and contributes to the retention of key talent. The professional itineraries are designed to be flexible, enabling adaptation to the specific needs of each region or business unit.

## Succession plans

We have a succession plan in place that ensures continuity of leadership and effective succession planning. We provide resources to evaluate talent, train leaders, and develop technological tools to support effective process management.

## Personalized development plans for CEOs

In 2024, we implemented tailored development plans for 15 CEOs across Latin America to enhance both their professional growth and the management of their teams. These plans are implemented through a management module that facilitates ongoing monitoring.

# Mobility: growth without borders

We're committed to creating opportunities that allow our people to expand their experience, share knowledge, and strengthen their professional development—whether through temporary or international mobility. In 2024, 4,468 employees (15.98% of the workforce) participated in mobility processes.

Our mobility program is designed to boost strategic talent across all functional areas, with a particular focus on critical roles that benefit from international exposure and high-impact projects. To support this, we allocate specific resources to cover administrative assistance, relocation costs, international assignments, and the monitoring of strategic projects—ensuring a smooth and enriching experience.

We promote mobility through various channels: functional and geographical. Functional mobility includes the following types: hierarchical (across different hierarchical levels), functional (across different functions), role-based, scope-based, temporary, and geographic (national and international).

Geographic mobility comprises international careers, global mobility programs, and temporary relocations. In 2024, 59 employees relocated to 19 countries, contributing to strategic development, project execution, and innovation. Currently, 229 employees are working outside their country of origin.

In 2024, 27% of vacancies were filled internally, while 65% of promotions were internal. Unwanted turnover was limited to 6%.

Our job site, Working at MAPFRE, ([www.mapfre.com/en/talent/](http://www.mapfre.com/en/talent/)) published 1,721 vacancies, which were viewed 858,676 times.

## Encouraging mobility

We launched a communication plan to encourage internal mobility and foster an organizational culture that values mobility as a key tool in professional development and talent retention. This plan includes internal campaigns, workshops, and the use of digital tools, with global reach across all regions where MAPFRE operates.



# Retention: drive, grow, and evolve together

In 2024, we continued to strengthen our strategic talent across key countries, identifying 1,596 employees in this category. The voluntary turnover rate among these employees stands at 5.8%, with a target of 6.4% set for 2024.

One of the strategic talent profiles we focus on is actuaries, and to support their development and ensure long-term retention, we've implemented a Global Actuarial Plan. This plan is based on three fundamental pillars:

- **Succession plan**, which includes a compensation review and focuses on development and training.
- **Career plan**, which enhances the visibility of growth opportunities through global and local job position maps
- **Recognition plan**, with initiatives such as Actuarial Meeting, which brought together more than 150 actuaries in Spain to share experiences, strengthen their sense of belonging, and highlight their role within MAPFRE.



# Recognition programs

Global and local programs celebrate our teams' contributions—from their impact on strategy and delivery of extraordinary results, to how they handle significant events, drive innovation, demonstrate long-term commitment, and embody our values.

More than 25,500 employees have access to Stars, our global recognition program, which allows them to send messages of appreciation to any colleague across the 20 countries where the program is active.

Last year, more than 9,000 employees were recognized, and 26 countries took part in recognition initiatives, through global and local programs.

We also continue to promote Thank You Day, one of the initiatives most eagerly awaited by our teams. In 2024, we celebrated its tenth edition—a day on which more than 11,500 messages were exchanged among colleagues worldwide, highlighting teamwork, continuous support, and a positive work atmosphere.

We conduct an annual survey to understand how our teams feel about being recognized for their work. In 2024, we achieved a score of 7.6 out of 10, reflecting our ongoing commitment to building a workplace where every contribution matters.

Recognition is key to fostering an environment where people feel valued and inspired to give their best.

The graphic features a large, light blue rounded rectangle in the background. Overlaid on this is a smaller white rounded rectangle with a red border. Inside the white rectangle, the word "stars" is written in a red, lowercase, sans-serif font, with a red five-pointed star replacing the letter 'a'. Below this, the phrase "Recognize a star" is written in a bold, dark grey, sans-serif font.

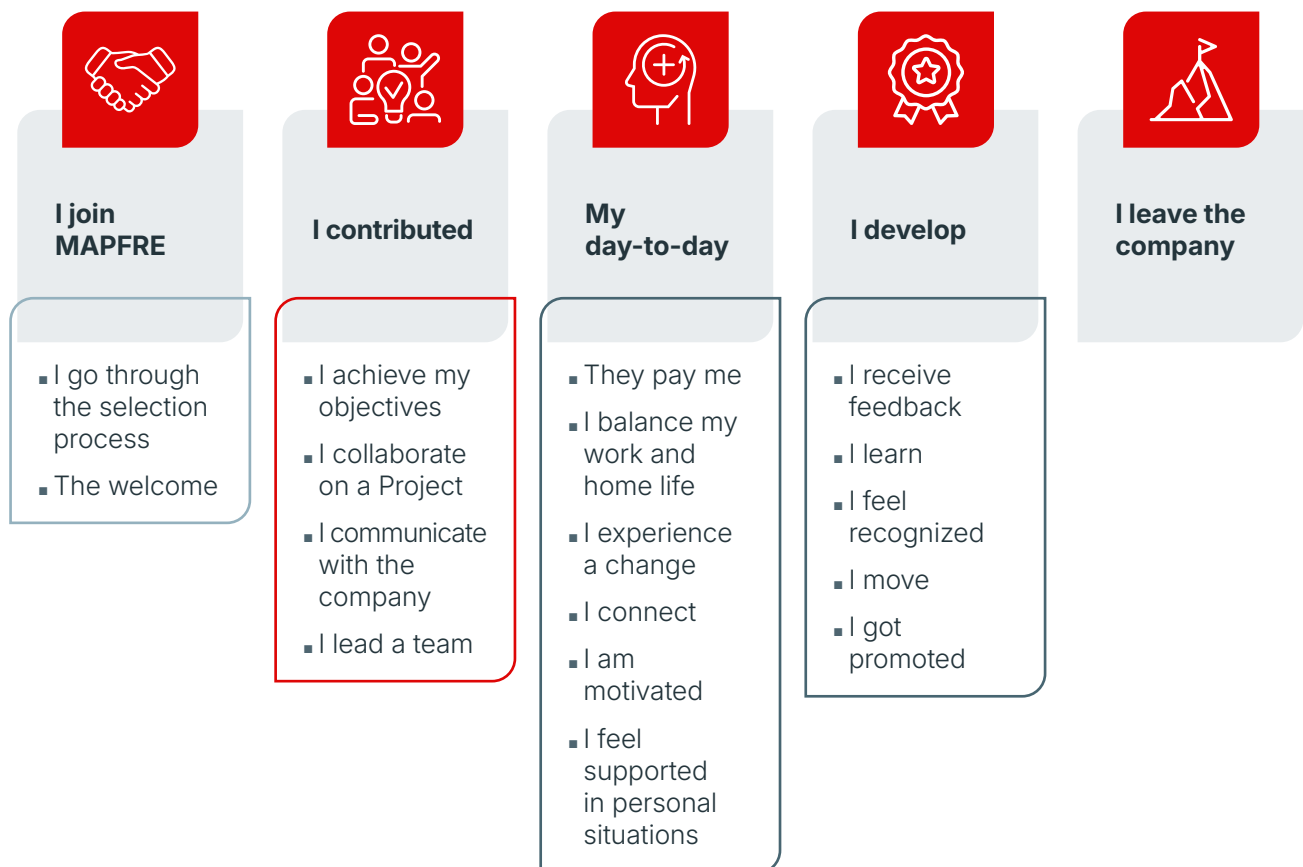
stars

**Recognize a star**

# We support every step of the journey

From onboarding to offboarding—regardless of the reason for their departure—we strive to ensure each person receives the support they need for both professional and personal development. The experience of our people is a top priority at every stage of their journey with us.

## MAPFRE EMPLOYEE LIFE CYCLE







3

WE CARE FOR  
PEOPLE'S  
WELL-BEING



# The people's voice

We know that a great employee experience attracts and retains top talent. We actively listen to our people through a listening and measurement model that enables us to understand their lived experiences and make decisions that positively impact their daily work, based on both qualitative and quantitative data.

This model monitors employee experience across all interactions throughout the employee lifecycle, from recruitment and onboarding through to offboarding. We have also redesigned our listening process specifically for the offboarding stage, to support not only the person leaving the company (regardless of the reason) but also their teammates, ensuring the best possible experience during each transition.

The insights we gather through this listening and measurement model enable us to make data-driven decisions that help us optimize resources and prioritize the initiatives with the greatest impact on satisfaction and productivity.

## How do we listen to our team?

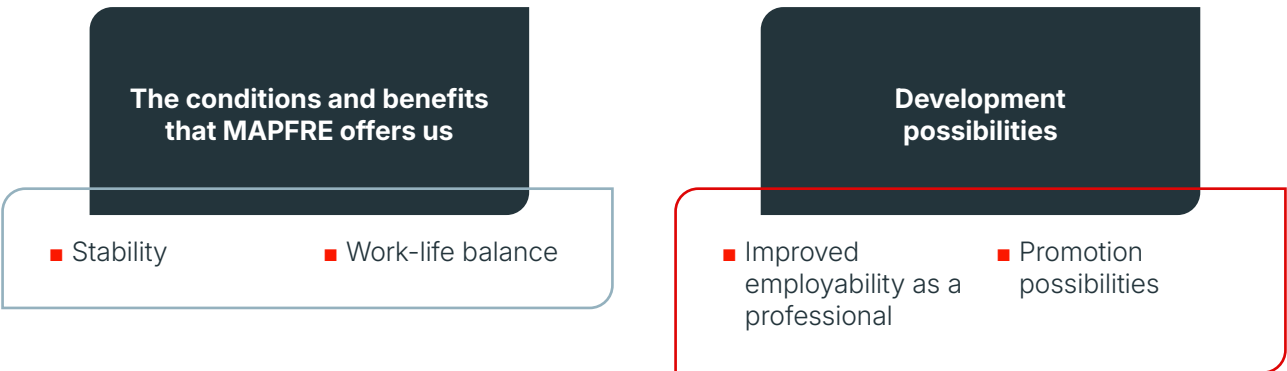
- **Focus groups:** These sessions involve groups of employees who represent a cross-section of the workforce and/or specific segments (e.g., young professionals, senior profiles, strategic roles, expatriates, new hires, newly promoted individuals, etc.). They are designed to explore moments where the employee experience diverges from that of the general population.
- **Transactional eNPS® surveys:** Brief questionnaires triggered when employees pass through key moments in the employee life cycle.

This continuous measurement is complemented by an annual survey that measures recommendation, satisfaction, and commitment. In 2024, this evaluation was conducted across 35 countries and business units, covering 97.7% of our employees and enjoyed a participation rate of 59%.



Content	What we measure	2024 Results
eNPS®	> Likelihood that employees will recommend MAPFRE as a good company to work for.	> <b>91.4%</b> of our employees work in countries where the recommendation index is rated as very good (above 20 points) or excellent (above 40 points).
Employee Satisfaction Index (ESI)	> Employees who rated their satisfaction with the following ten variables with an average score of between 8 and 10: understanding of objectives, pride in the work performed, recognition for the work performed, contribution to the company, quality of feedback received, development opportunities, collaboration, work tools, care for people, pride in the social footprint.	> <b>71%</b> , exceeding the 70% objective established for this year.
Leader Index	> Degree to which employees would recommend their supervisors	> <b>64%</b> of employees gave a score of 9 or 10.
Company Satisfaction	> Overall satisfaction with MAPFRE as an employer	> <b>70%</b>
Reputation	> Reflects employees' perception of MAPFRE's reputation.	> <b>8.4</b> out of 10.

To better understand what drives satisfaction and identify areas for improvement, we analyzed the key reasons employees recommend MAPFRE as a great place to work. The most frequently mentioned reasons include:



Our measurement model also helps us assess workplace climate through specific indicators aligned with the Global Well-being Movement, which associates these factors with well-being at work. These include:

Satisfaction with the work performed	3.7
Happiness at work	3.4
Stress at work	3.3
Sense of purpose	3.9
Connection with MAPFRE's purpose.	3.8
Sense of contribution to MAPFRE's purpose	4

Scored out of 5

In addition to maintaining active listening mechanisms through the employee's voice, we ensure open and ongoing communication with employee representatives, including unions and works councils, in countries where such representation exists.

We fully guarantee and respect freedom of association, the right to union membership, and the right to collective bargaining. It is important to note that the election of employee representatives is a right of the workforce, which they may choose to exercise voluntarily.

Currently, 53% of our workforce is represented by employee legal representatives. In countries such as Argentina, Germany, Brazil, Spain, Italy, Malta, Tunisia, Uruguay, and Venezuela, the representation ranges from 45% to 100% of employees in each case.

In addition, 62% of the workforce is covered by collective bargaining agreements, whether at the sectoral or company level. It is important to acknowledge that collective bargaining is not structured the same way across all countries, as the legal, social, and business conditions that enable such processes are not homogeneous. However, MAPFRE has collective agreements in place in 10 countries, seven of which cover more than 90% of their respective workforce.

# Diversity, Equality, and Inclusion: our commitment to talent without barriers

## Diversity, Equality and Inclusion at MAPFRE

Inclusion for sustainable growth



### Gender diversity

Equal rights, responsibilities, and opportunities for women and men



**55.4%** **44.6%**

Women hold  
**46.7%**  
Of the seats on the Board of Directors

Women hold  
**30.3%**  
of Top Management positions

Women hold  
**43.6%**  
of job positions of responsibility in business areas

**34.1%**  
Women in Senior Management and Management positions

Women hold  
**44.5%**  
of Junior Management job position

Women accounted for  
**50.4%**  
of promotions

Women hold  
**42.7%**  
of job positions of responsibility

Women hold  
**30.4%**  
of STEM positions\*

**55.4%**  
of new hires in 2024 were women

### People with a disability

We're committed to integrating people with disabilities into our workplace



People with a disability make up  
**4.2%**  
of the workforce

**281**

volunteering activities aimed at improving the quality of life of people with a disability

**103**  
Workforce hires

**3**  
Number of people with a disability who completed an internship

**11,970**

employees have completed with the MAPFRE global disability program "Miradas sin Etiquetas" (Views Without Labels)

### Generational diversity

A global team comprising five generations, enriching knowledge-sharing and experience



**10.9%**  
Veterans and Baby Boomers

**39.3%**  
Generation X

**31.9%**  
Generation Y

**18%**  
Generation Z

### Sexual orientation diversity

We're signed up to the United Nations Standards of Conduct for Business on LGBTI matters, based on the UN Guiding Principles on Business and Human Rights and the UN global Compact



### Culture and racial diversity

Our workforce includes people from 83 nationalities, enriching and complementing the company and every professional working here.

**83** nationalities



In support of  
**WOMEN'S EMPOWERMENT PRINCIPLES**



Established by the Women and the UN Global Compact Office  
**International Labour Organization** | **Global Business and Disability Network**

**MAPFRE** *Where your time is meaningful*

\* Data based the total number of IT employees



We work every day to build an inclusive, equitable, and respectful environment where everyone can reach their full potential..

This commitment is reflected in key policies such as the **Diversity and Equal Opportunities Policy** (approved in 2015), the Human Rights Policy, and the Code of Ethics and Conduct. These frameworks ensure a workplace free from all forms of discrimination—whether based on age, gender, marital status, nationality, culture, race or ethnicity, sexual orientation, gender identity or expression, beliefs (including political opinions), or any other physical or social condition. We also condemn all forms of harassment and actively promote a culture of respect and openness to diversity across all groups and areas of our activity.

Our commitment extends across our entire value chain, impacting employees, suppliers, partners, clients, and visitors. Through transversal initiatives, we promote equal opportunities and the development of talent based on merit.

We have a **global diversity**, inclusion, and equity strategy for the 2022-2024 period known as “Inclusion for Sustainable Growth,” adapted to the social needs of each country where we operate. This roadmap helps us create a diverse, inclusive, and equitable workplace, and through it, we implement targeted actions to achieve our goals across various dimensions of diversity.

Our objectives are:

- To foster an inclusive work environment in which all individuals—regardless of gender, disability, age, sexual orientation, background, nationality, or beliefs—feel valued and can develop their talents.
- To position MAPFRE as a benchmark company in diversity, equity, and inclusion, embedding these values in our culture, processes, and relationships with all stakeholders.

To achieve this, we have defined a series of commitments within our Diversity and Equal Opportunities Policy:

- To develop the principle of equal opportunities, establishing the necessary measures and actions to achieve this and to prevent both direct and indirect discrimination at all levels of the organization.
- To ensure that respect for diversity and the principle of equality are embedded in all people management processes, from recruitment and promotions to compensation, training, performance evaluation, and communication.
- To define equitable professional development plans, guaranteeing effective gender equality and promoting the growth of all individuals within the organization.
- To create integration programs for specific groups, with special attention to the inclusion of people with disabilities.
- To promote cultural diversity, encouraging the exchange of knowledge and experiences between the different countries in which we operate.
- International mobility and language learning, increasing multicultural skills on our teams.



- Intergenerational collaboration, facilitating the exchange of knowledge and experiences between professionals of different ages, enriching our workplace environment.
- We're committed to fostering relationships based on respect, not only within the company but also with our customers, providers, and partners. Our dedication to diversity is present at all levels of MAPFRE.
- Awareness-raising and ongoing training, ensuring that the entire workforce is aware of and shares our commitment to diversity and inclusion.

MAPFRE promotes and champions diversity because it's a key ally in the company's ongoing transformation and is critical in ensuring sustainable growth in the global and diverse world we live in.

We strive for **full inclusion**, creating work environments where everyone feels physically and psychologically safe. We work closely with our leaders to ensure they foster inclusivity. When individuals are able to present themselves authentically, in an environment of respect, they can reach their full potential and talent. This contributes directly to the growth of the organization.

**We guarantee equity**, ensuring that everyone truly has the same opportunities. By doing so, we uphold the principle of equality.

#### **A diverse, inclusive, and equitable work environment allows us to:**

- Guarantee equal opportunities at every stage of the professional lifecycle.
- Add value to the organization and contribute to the global MAPFRE strategy.
- Contribute to the fulfillment of the commitments outlined in our sustainability plan and the Sustainable Development Goals.
- Promote a culture of respect in all interactions both inside and outside the company.
- Eliminate all forms of discrimination in employment, promotion, training, remuneration, and work-life balance.
- Create a safe and inclusive work environment where all people can grow.
- Attract and retain the best talent, building diverse and committed teams.
- Raise awareness and provide training to ensure actual inclusion in everyday activities.
- Promote the company's social commitment through corporate volunteering.





## Gender diversity: equal opportunities, growth, and equity



At MAPFRE, gender equality refers to equal rights, responsibilities, and opportunities for women and men. Equity is not about homogenizing but recognizing diversity and acting to ensure the same rights, opportunities, and freedoms for all. It involves acknowledging the complementarity of both genders, considering their interests, needs, and priorities.

As part of our global diversity, inclusion, and equity strategy, our goals for gender diversity are:

- To foster an equitable work environment in which women and men have the same opportunities for professional growth.

To achieve this, we aim to have over 40% of women in positions of responsibility and 36% in management positions by 2026.

	2024	2023
Percentage of women in positions of responsibility <sup>(1)</sup>	42.7	42.5
Number of women in positions of responsibility <sup>(1)</sup>	3,215	2,926
Percentage of women in management positions <sup>(2)</sup>	34.5	33.1
Number of women in management positions <sup>(1)</sup>	575	561

- Guarantee gender pay equality, with a compensation policy based on function and performance, ensuring that remuneration is determined by objective criteria, not gender differences.

(1) Position of responsibility include management and expert management, middle management and expert job positions

(2) Excluding Bancodo Brasil, ENALTA, and Insignia Life

Our commitment to equal pay is sustained by the elimination of the pay gap, maintaining it within a +/-1% range. As of the end of 2024, the adjusted pay gap is 0.75%.

Adjusted pay gap	2024
Mean fixed remuneration gap	1.30%
Median fixed remuneration gap	0.75%
Mean variable remuneration gap	2.36%
Median variable remuneration gap	1.54%

We apply the methodology for calculating the adjusted pay gap verified by the consulting firm Ernst & Young (EY). This methodology considers various factors for the creation of comparison groups or clusters, aiming to provide more accurate compensation comparisons based on the functions and responsibilities assigned to each position, as well as by business unit and country.

The calculation formula is shown below.

$$\text{EQUAL PAY GAP} = \sum_{n=1}^N \left( \frac{\text{GENDER PAY GAP EN CADA CLUSTER} \times \text{NÚMERO DE EMPLEADOS DEL CLUSTER}}{\text{NÚMERO TOTAL DE EMPLEADOS ANALIZADOS}} \right)$$

The adjusted pay gap over the median gap in fixed remuneration in the main countries the MAPFRE Group operates in is shown in the accompanying table.

Country	2024
Spain	2.17%
Brazil	0.80%
Peru	-0.59%
Mexico	0.47%
Germany	-1.03%
Puerto Rico	1.19%

To achieve our objectives, we have a global catalog of equality measures across four key areas: talent development, well-being, awareness-raising, and leadership.

### Awareness-raising to promote an equitable working environment

- We participate in major International Days related to gender equality, such as International Women's Day, International Day of Women and Girls in Science, European and International Equal Pay Days, and International Day for the Elimination of Violence against Women, among others. Through various communication campaigns, we promote an equitable labor environment.
- We drive health campaigns and promote initiatives in key areas such as: access to employment, training, promotion, remuneration, communication, responsible exercise of the right to work-life balance, gender-based violence, prevention of sexual and gender-based harassment. These actions aim to create an environment that contributes to increasing the number of women in management positions.

## Women's Leadership

We've established women's leadership networks in countries such as Mexico, the United States, Brazil, Peru, and Turkey. These are inclusive dialogue spaces that drive initiatives contributing to progress in gender equality within the company, highlight the presence of women in leadership roles where they are underrepresented, and give visibility to female talent within the company.

### Key 2024 data

- 55.4% of new hires were women.
- 107 women occupy senior management job positions or sit on Boards of Directors. Seven women currently sit on MAPFRE S.A.'s Board of Directors, representing 46.7% of the total. We're committed to having at least 40% female representation on the Board of Directors.
- 30.2% of top management job positions are held by women, while women hold 44.5% of junior management positions.
- 43.6% of job positions of responsibility in business areas are held by women.
- 30.4% of job positions in Science, Technology, Engineering, and Mathematics (STEM) are held by women.

## Equality Plan in Spain

Since 2010, we have had an Equality Plan in place for Spain, which has been agreed with the legal representatives of employees, to guarantee equal treatment and opportunities in the workplace.

In 2024, the 4th Equality Plan was signed, covering 9,914 employees and reinforcing our commitment to equity throughout all stages of the professional lifecycle.

This new plan incorporates the following innovative measures in key areas:

- Protocol for preventing sexual and gender-based harassment.
- Adaptation to new data reporting obligations broken down by gender.
- Training and awareness on equality and unconscious biases.
- Specific measures to support victims of gender-based violence.
- Periodic surveys of all employees to assess the impact of the plan and identify areas for improvement.

Alongside these measures, the plan also includes actions covering access to employment, promotion, remuneration, communication, the responsible exercising of the rights to work-life balance, and occupational health with a gender perspective.



## Commitment to disability inclusion



Our goal is to ensure an inclusive and sustainable work environment for people with disabilities, promoting their workforce integration, improving their quality of life, and ensuring accessibility in our work centers. We aim to either retain or increase the number of people with disabilities in the company.

The disability-related objectives set down in our diversity, inclusion, and equity strategy are as follows:

- To guarantee real equality of opportunities and treatment, ensuring all people can develop personally and professionally to give their best.
- To eliminate any form of discrimination in the workplace, regardless of physical condition or disability, in the areas of access to employment, promotion, professional classification, training, compensation, work-life balance, and other human resources processes.

People with a disability in the workforce <sup>(3)</sup>	Number of Men	Number of Women	Number of people available	Total	% of employees with a disability out of total workforce
Without legal restrictions	265	347		612	2.2%
With legal restrictions <sup>(4)</sup>	8	14	518	540	1.9%
<b>TOTAL</b>	<b>273</b>	<b>361</b>	<b>518</b>	<b>1152</b>	<b>4.2%</b>

(3) Workforce data for BRASILSEG, Enalta, La Financière Responsable and Insignia Life are excluded.

(4) The number of employees with disabilities in Germany and the United States is subject to legal restrictions. In the case of Germany, during the recruitment interview, the employer can only ask about a serious disability if it limits a candidate's ability to do the job in line with expectations. In the United States, information on disability is provided by an external provider.

## MAPFRE is committed to having employees with a disability make up 3.5% of our global workforce over the next three years.

- To achieve this objective, we have implemented a global disability program in all countries we operate in, which features specific measures to ensure the genuine integration of people with disabilities in the company. Through this program, we have carried out the following actions:
- A total of 11,970 employees have received training on disability awareness with our global program Looking Beyond Labels.
- 281 volunteer activities have been organized to contribute to improving the quality of life for people with disabilities.
- 12 awareness initiatives have been promoted across our workplaces.
- 28 news items have been published on our global intranet.
- We celebrate International Day of Persons with Disabilities to highlight the talent and contributions of this group within our organization.

### Key 2024 data

- 103 new employees with disabilities joined our workforce.
- With the aim of offering job opportunities, three people with disabilities completed internships at MAPFRE.
- We made donations totaling 161,636 euros to centers supporting the employment integration of people with disabilities.
- We help to generate indirect jobs by hiring services or products from companies that employ people with disabilities. We allocated 144,920 euros to special employment centers or companies with similar characteristics.
- We signed agreements with organizations specializing in workplace integration at MAPFRE, as well as a number of agreements with non-profit organizations for internships and scholarships.
- We offer financial assistance programs and provide the necessary technical assistance to ensure full autonomy and universal accessibility in our workplaces.

To guarantee full integration, we promote initiatives that go beyond employment:

- Universal accessibility in all our centers.
- We promote adapted mobility solutions
- Inclusive language in all our internal and external communications.

### Measuring inclusive integration

MAPFRE has developed its own methodology to measure the impact of the socio-labor integration of people with disabilities in the company, aiming to understand how their inclusion improves their quality of life.

In 2024, 80 employees with disabilities who had been with the company for less than three years affirmed that their workplace integration had contributed to improving their quality of life, with a score of 8.4 out of 10, thanks to the inclusive work environment MAPFRE strives to provide.

The rest of the dimensions analyzed and their results are shown in the accompanying table.

#### ASPECTS IMPACTED BY INTEGRATING PEOPLE WITH DISABILITIES INTO THE WORKPLACE

Interpersonal relations and social interaction	8.6
Material well-being	8.2
Physical well-being	8.3
Emotional well-being	8.5
Professional development	8.7

### Generational diversity: a strategic asset

MAPFRE employs more than 30,000 employees from five generations and 83 nationalities, (45% men, 55% women). This enriches our environment, fosters innovation, and strengthens the transmission of values and knowledge.

	Veterans (up to 1955)	Baby Boomers (1956 – 1967)	Generation X (1968 – 1981)	Generation Y (1982 – 1993)	Generation Z (1994 onwards)
Men	11	1,772	5,383	4,215	2,263
Women	25	1,511	6,631	5,530	3,244

Our challenges in generational diversity are:

- **Inclusive culture and knowledge transfer:** promoting a culture that integrates all generations, facilitating the exchange of knowledge among them.
- **Leveraging talent:** recognizing and enhancing the strengths and abilities of all employees, regardless of their age, fostering their contribution and enriching work with their diverse perspectives.
- **Implementing adapted work models** that respond to the specific needs of employees, considering their life stage.

Our objectives in this area are as follows:

- To offer seniors a work environment that promotes their personal and professional development.
- In 2024 our objective was to achieve a Senior Talent Satisfaction Index of 70% in strategic countries. For 2025 and 2026, our goal is to reach 72%.

We conduct an annual global measurement to identify possible biases or age discrimination in promotion processes, implementing corrective actions if necessary. The results of internal promotions reflect our commitment to generational diversity:

Generation	Percentage of promotions
Veterans and Baby Boomers (before 1967)	5%
Generation X (between 1968 and 1981)	40%
Generation Y (between 1982 and 1993)	41.3%
Generation Z (1994 onward)	13.5%

Ageing Project: driving senior talent in Spain

This strategic initiative aims to obtain valuable information to design action plans that improve the satisfaction of this group and maximize its contribution to the company. The main objective is to ensure that all the company's talent, regardless of age, is valued and used.

The Ageing Project is structured around the following key initiatives:

- **Transitioning to retirement:**
  - **Senior Experience Space:** available on the company's intranet, this space provides resources aimed at supporting employees nearing retirement.
  - **Financial Education site:** also on the company's intranet, this site provides resources on financial literacy for all employees, contributing to their future financial well-being.
- **Promoting senior talent:**
  - **Generational Zoom:** an analysis of generational diversity in HR processes to identify and eliminate possible biases or barriers that limit equal opportunities due to age.
  - With a digital skills enhancement program through the Digital Technical Knowledge Classroom of MAPFRE's Corporate University. In 2024, 258 programs related to digital tools, agile methodologies, and digital skills development were conducted, with the participation of 1,278 employees over the age of 50.
  - **Generational engagement:** program to leverage the knowledge and experience of employees over 55 years old by involving them as mentors and internal and external trainers. In 2024, MAPFRE Talks sessions were held on topics such as financial well-being, data security, MAPFRE's strategy design, innovation, talent management, and travel insurance.



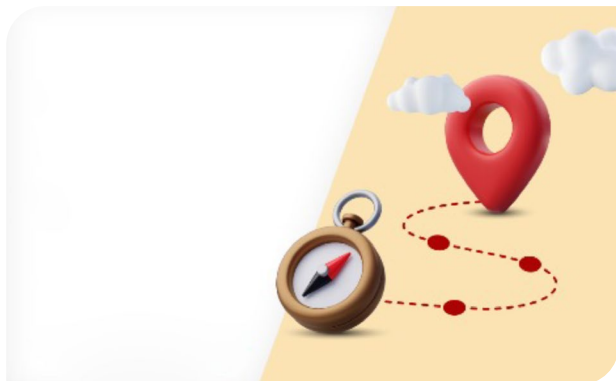
MAPFRE Talks:  
*Enrique  
Alcaraz*



MAPFRE Talks:  
*Paloma  
Gómez-Luengo*

- **Route 365:** aimed at employees over 60 with extensive experience in management and specialist knowledge in a particular area. This program allows them to progressively free up time from their current tasks to focus on generating knowledge, designing projects, prescribing trends, and promoting the MAPFRE brand externally.

■ **Flexibility:**



- **The path to retirement:** a progressive disengagement program for those 60 or older, offering a gradual transition to retirement.

## Sexual orientation diversity: commitment to inclusion and respect

To ensure a safe and inclusive work environment for lesbian, gay, bisexual, transgender, and intersex (LGBTI) individuals, we have a global catalog of measures in place that includes various actions to support this goal.

As part of our efforts to raise awareness and give visibility to the LGBTI community, we celebrate International LGBTI Pride Day on June 28. During this week, various events and activities are carried out to promote inclusion and respect.





## Cultural and racial diversity

We are a diverse company that respects and values all people, regardless of their culture, background, political ideology, beliefs, or religion.

Our workforce reflects this diversity: we have employees of 83 different nationalities, which enriches our company's creativity, innovation, and ability to adapt to a global market.

We promote international mobility as an opportunity for professional and personal growth for our employees:

- In 2024, 58 people changed their job position to another country. These employees come from 18 countries and were assigned to 19 countries.
- 80% of senior management and executives are natives of the country in which they work.

<b>Nationality</b>	<b>% of employees by nationality over total employees</b>	<b>% of managers over total managers</b>
Spanish	35%	41%
Brazilian	15%	7%
Mexican	7%	4%
Peruvian	5%	5%
Colombian	4%	3%
Dominican Republic	4%	2%
Argentinian	3%	4%
Italian	2%	2%
Turkish	2%	4%
American <sup>(5)</sup>	8%	2%

(5) The data on U.S. nationality are estimated, given that, due to legal restrictions, we cannot directly request this information from employees.

## Alliances and commitments

Commitment to human rights is embedded in our fundamental principles, as well as in our Code of Ethics and Conduct and our Corporate Social Responsibility Policy.

Additionally, we are part of international initiatives that reinforce our support for diversity and inclusion, including:

- The United Nations Women's Empowerment Principles, aimed at promoting gender equality and women's empowerment.
- The International Network of Enterprises and Disability of the International Labour Organization (ILO). Since 2021, we have been part of this alliance that promotes the inclusion of people with disabilities in the business world.
- The United Nations Business Conduct Standards on LGBTI, which are based on the UN Guiding Principles on Business and Human Rights and the Global Compact.
- The Code of Principles on Generational Diversity of the Generations & Talent Observatory, since 2016.
- The Diversity Charter of Fundación Diversidad, embracing the 10 principles that drive us to continue promoting equality, diversity, and inclusion in the workplace.
- The Business Network for Diversity and Inclusion (REDI) in Spain, with which we contribute to the social normalization and elimination of sociocultural biases and prejudices against LGBTI people through awareness-raising, training, and advising companies.
- For the third consecutive year, we led the IBEX 35 company ranking for our firm commitment to the senior workforce, as per the *Senior Careers and Talent 2023* report.



# Safety, health, and well-being: our commitment to people



Caring for the physical and mental health, safety, and well-being of MAPFRE's people is a priority for our company. We are committed to providing safe and healthy work environments, ensuring their right to health and integrity, beyond just the workplace.

We also integrate occupational risk prevention and the promotion of health and well-being into all company activities and decisions, at all levels of the organization. To this end, we follow a rigorous Occupational Health and Safety Management System.

We have policies approved by the Board of Directors that reinforce this commitment: Code of Ethics and Conduct; Policy on Health, Well-Being and Occupational Risk Prevention; Corporate Sustainability Policy; and the Diversity and Equal Opportunities Policy.

To ensure compliance with the commitments defined in this policy and contribute to the Sustainable Development Goals of the United Nations 2030 Agenda, specifically with Sustainable Development Goal (SDG) 3 Health and Well-being, we have a **Global Healthy Company Management Model** (Occupational health and safety management system) in place, which complies with ISO 45001 and was approved in 2022. This model is globally applicable and implemented locally through actions tailored to the realities of each country, aiming to standardize safety, health, and occupational risk prevention requirements and standards across the entire company. Its scope includes 100% of all employees (both salaried and non-salaried) and all individuals associated with MAPFRE, including providers, collaborators, customers, and visitors to our facilities.

## WE CARE FOR PEOPLE'S WELL-BEING

We also have a Healthy Company strategy for the 2022-2024 cycle, which outlines global and local actions and quantified objectives, along with an annual plan, to address health and safety risks at work, ensuring continual improvement.

The general objectives of this strategy are:

- Consolidating a work environment that protects the health, safety, and well-being of everyone involved with MAPFRE, so they can perform their work under the best physical, psychological, and social conditions possible.
- Fostering and protecting the physical and mental health and well-being of all people who work at MAPFRE and their families, both in their personal lives and at work.
- Minimizing occupational risks in order to prevent workplace accidents and occupational illnesses, while also helping to reduce absenteeism for health-related reasons.
- Contributing to MAPFRE's commitment to the Sustainable Development Goals, especially SDG 3 Good Health and Well-Being, which is one that the company has prioritized.
- Improving MAPFRE's positioning as a healthy company.

As part of this strategy, we have prioritized mental health, cardiovascular health, and created quantified objectives on absenteeism.

To ensure continuous improvement, MAPFRE set an objective in 2024 not to exceed a workplace absenteeism ratio due to health reasons of 3.2 for all employees. This indicator is calculated as the percentage of working days lost for health reasons, compared to the total number of theoretical days worked. To set this goal, we consider the results of the previous year and analyze the current social and economic context. We conduct an annual monitoring of the absenteeism ratio and analyze the results to identify areas for improvement and adjust our Healthy Company Strategy.

In 2024:

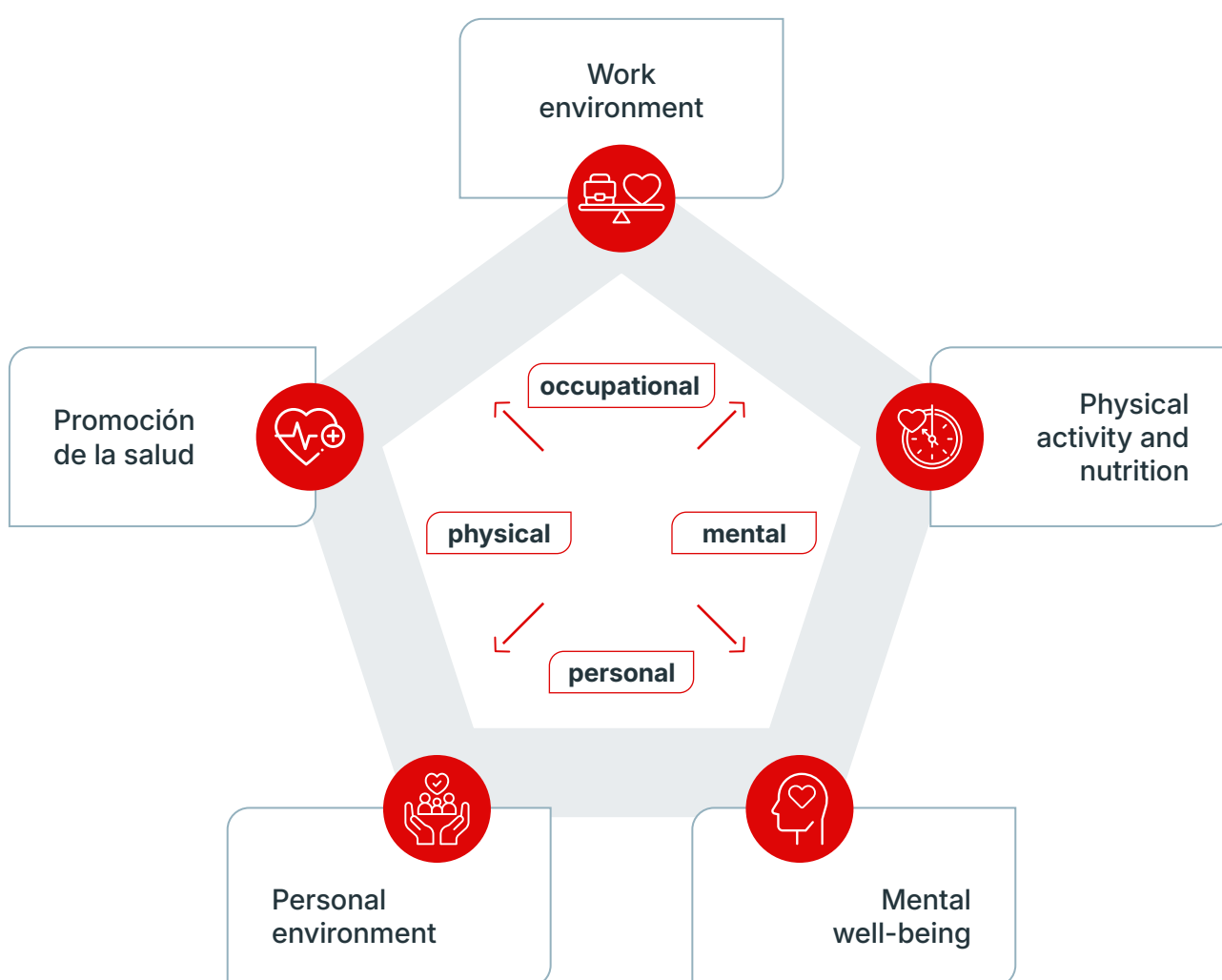
- Absenteeism due to health reasons was monitored.
- 236 cases of work-related injuries were recorded, mainly due to commute-related accidents, minor falls and other bodily impacts.
- No work-related health problems or deaths were recorded.
- A total of 238,753 days were lost due to absenteeism from non-work-related accidents and common illnesses, equivalent to 1,790,648 work hours, calculated based on an average of 7.5 hours per day.
- The severity index was 0.18 (0.23 for men and 0.14 for women), and the frequency index was 4.11 (4.42 for men and 3.87 for women).

In 2024, we set ourselves the objective not to exceed a workplace absenteeism ratio due to health reasons of 3.2. However, the absenteeism ratio in 2024 was 3.26, which is 0.06 points above the established target.

For 2025, we maintain the goal of not exceeding a 3.2 absenteeism ratio due to health reasons.

Absenteeism ratio	2024	2023	2022	2021
Absenteeism ratio result	3.26	3.1	2.96	2.99
Absenteeism ratio objective	3.2	3.2	3.2	3.2
Coverage of absenteeism data (% of employees out of total workforce)	100%	100%	98.1%	98,3%

We've also defined additional indicators that are monitored as part of the regular activities of local teams, to ensure continuous improvement and proper tracking of performance in health, safety, and well-being. Every year all this information is collated in a Healthy Company report and presented to the MAPFRE Risks, Sustainability and Compliance Committee.





## Work environment: prioritizing safety and well-being

We have a comprehensive prevention model in place that covers all occupational health specialties, including workplace safety, emergency plans, industrial hygiene, ergonomics, and applied psychosociology.

In 2024, the following actions were carried out:

- MAPFRE guarantees regular monitoring of the health of its employees. Occupational Risk Prevention specialists and medical services perform periodic risk assessments in the workplace (psychosocial, health, safety, industrial hygiene, ergonomics and others outside our facilities, such as those derived from remote working, travel, and commuting) to which workers may be exposed, in addition to periodic internal inspections of the facilities and work systems in order to eliminate or minimize them. In 2024, assessments were conducted in 541 workplaces, and 1,078 psychosocial risk assessments were performed. These measures aim to eliminate and minimize risks to protect employee health.
- Regular individual and collective health monitoring is carried out by occupational health services, taking employees' specific needs (such as disabilities—physical, mental, or sensory—maternity, pregnancy, or particular sensitivities) into account.
- Medical, psychological, and health care support is provided through both in-house and external services.
- We carry out 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. 20 countries have procedures in place to investigate work-related injuries, illnesses, and incidents.
- We provide sufficient and appropriate training and information on health, safety, and occupational risk prevention. In 2024:
  - A total of 271 training and awareness-raising courses were delivered 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.
  - There were 25,014 course enrollments completed by 14,449 employees, totaling 39,470 hours of training and information.



We have Health and Safety Committees that meet periodically, with participation by the company's management and worker representatives specialized in occupational risk prevention, and with the company's Occupational Risk Prevention professionals also invited to attend as advisors. In **2024**, a total of **27,597** employees, **91%** of the workforce, are represented on these committees. Some of the main issues discussed during these committee meetings were:

- **Occupational risk assessments.**
- **Employees returning after long-term leave.**
- **Frequency and content of medical examinations for employees.**
- **Studies of job positions.**
- **Evacuation and emergency control plans.**
- **Occupational health and safety management systems.**
- **Analysis of work leaves and absenteeism.**
- **Health monitoring plans.**

Furthermore, for provider approval and contracting processes, clauses are signed to ensure appropriate coordination in the area of occupational risk prevention, and information is sent to providers on risks in accordance with the local legislation of each country.

In the event of an accident affecting a provider's employee at MAPFRE facilities, appropriate monitoring is carried out by the occupational safety and risk prevention teams, in accordance with local regulations. Monitoring is performed on detected incidents and the measures applied to repair health and safety damage, provided this is envisaged in local legislation. It also seeks to ensure that all providers comply with ESG health and safety criteria and, if this is not the case, they are supported in the development of their action plan.

## Health promotion

Our goal is to raise awareness, inform, and empower individuals to adopt healthy lifestyles—promoting self-care, encouraging healthier behaviors, preventing disease, and optimizing healthcare.

To achieve this, we offer medical advice and support, and we carry out global and local health campaigns.



### Health promotion initiatives

- 33,341 medical consultations provided to employees and 6,967 to their family members,
- 650 local campaigns focused on: vaccination, cardiovascular disease screening, diabetes awareness and prevention, hypertension screening, musculoskeletal issues, stroke prevention and awareness, bone marrow donation, eye health, and HIV/AIDS awareness.
- We joined the fight against breast cancer with our Think Pink campaign and promoted men's health to raise awareness of the importance of healthcare for all genders.
- In addition, we actively participate in the following global days: World Cancer Day, World Obesity Day, World Health Day, World No Tobacco Day, World Blood Donor Day, World Marrow Donor Day, World Stroke Day, World Diabetes Day, International Men's Day, and World AIDS Day.

## Encouraging physical activity and healthy eating

We promote regular physical activity and healthy eating as fundamental pillars for maintaining good health throughout life.

We've implemented initiatives in 22 countries to ensure the inclusion of healthy food options in the menus and products offered at our workplaces.

We also organized 297 local campaigns to raise awareness and provide information on the benefits of healthy eating. These included nutrition counseling, distribution of healthy food and breakfasts in the office, and nutritional talks.



In parallel, we carried out 818 awareness campaigns and activities highlighting the positive impact of regular physical activity, encouraging participation in sports and fitness initiatives such as community runs, Pilates, spinning, yoga, and other physical exercise activities.

We also joined the celebration of the International Day of Sport for Development and Peace.

## Mental well-being and quality of life

We work to foster healthy environments by minimizing psychosocial risks and promoting habits that support a better work-life balance. Our approach focuses on stress management, the promotion of positive behaviors, and access to psychological support for employees and their families.

We implement initiatives to analyze the main causes of work-related stress, identify effective solutions, and apply corrective measures that improve work organization, promote work-life balance, and reinforce team well-being. Key initiatives include:

- 4,838 psychological consultations for employees and 565 for their family members. Psychological assistance services provided through company professionals or external professionals.
- 313 campaigns focused on mental well-being.
- A range of mental health content available to employees via the company intranet.
- Celebration of World Mental Health Day.
- Webinars for stress management.
- 6,070 employees trained in stress management or mental well-being, totaling 16,752.42 training hours.
- Measurement of the work environment, linked to well-being in the workplace, satisfaction with the work done, sense of purpose, happiness, and stress.



## Personal environment: holistic support for our teams

We support our employees in caring for their personal environment. In 2024, we carried out 154 initiatives aimed at providing assistance to our employees and their families. These included:

- Support for maternity and the promotion of breastfeeding, including dedicated training and advisory programs.
- We offer financial education through information sessions that provide tools for personal and family financial management, along with tips and resources published on our global intranet.
- Parenting School, featuring talks on health and well-being.
- Road safety activities, aimed at raising awareness about the importance of prevention
- Cultural, sports, and leisure activities, promoting social engagement and work-life balance.

In 2024, we also participated in the celebration of the International Day of Families.



# Commitment to work-life balance: a flexible and equitable environment

MAPFRE establishes a maximum number of annual working hours as part of its commitment to regulating working time and promoting the well-being of people, guaranteeing a balanced distribution of working hours throughout the year. This limit is adapted to national legislation and labor agreements applicable in each country in which the company operates. In Spain, MAPFRE sets an annual maximum of 1,665 effective working hours, as established in the MAPFRE Collective Agreement 2022-2026.

MAPFRE guarantees that the maximum working hours and practices related to overtime are defined and managed in line with local labor regulations and the collective bargaining agreements applicable in each country. These regulatory frameworks establish the legal limits for working time and overtime, as well as the corresponding compensation measures. To support compliance with these requirements, MAPFRE uses internal workday registration systems, which allow for monitoring compliance with legal and contractual limits and reinforce the company's commitment to decent working conditions and the well-being of its employees.

MAPFRE guarantees that the overtime compensation criterion applied is in accordance with labor legislation and the collective bargaining agreements applicable in each country the company operates in. These frameworks establish the conditions under which extra hours worked are remunerated. To facilitate compliance with these provisions, workday monitoring tools are used internally to monitor hours worked and apply appropriate compensation practices, in line with national requirements.

Mechanisms have been established to avoid deviations from the established annual work time. When planning schedules, any differences that may arise are adjusted through the corresponding work schedules. These provisions ensure that possible variations remain within controlled limits, favoring efficient time management throughout the organization. This practice is aligned with the measures included in the MAPFRE Collective Agreement 2022-2026.

Employees are entitled to paid annual leave, in accordance with national legislation and the collective bargaining agreements applicable in each country. In Spain, and in line with the commitment established in the MAPFRE Collective Agreement 2022-2026, employees have the right to 25 working days of paid annual leave, in accordance with industry standards and internal planning procedures.

MAPFRE promotes the effective use of the right to paid annual leave in all its operations, in accordance with labor legislation and applicable collective bargaining agreements. The Human Resources departments at local level are responsible for supervising the use of vacations, with the support of the internal workday registration systems, in order to protect the well-being of employees and ensure respect for the appropriate rest periods.

We offer a range of measures that support work-life balance and promote employee well-being, including:

- Employee benefits: Stress management in the workplace, and sports and health initiatives.
- Working conditions: Flexible working hours, remote working, reduced working hours options.
- Family benefits: daycare services, breastfeeding support, paid maternity and paternity leave, other paid leave for caring for relatives or dependents beyond parental leave.



We view work-life balance as a mutual commitment that allows employees to achieve harmony between their professional and personal lives.

Our main objectives are:

- Ensuring fairness and non-discrimination in access to employment, promotion, job classification, training, compensation, work-life balance, and other employment conditions, promoting an environment where parenthood is not an obstacle to professional growth.
- Facilitating work-life balance and flexibility measures, adapting them to the specific needs of each country where we operate.
- Promoting women's access to management positions, ensuring that professional development is compatible with personal and family life.

During 2024, we continued to expand and consolidate our initiatives in this area:

- **Breastfeeding:** 42.7% of women have nursing rooms in the workplace, and 88.5% have other special measures in the breastfeeding period, such as special flextime leave or reduced working hours.
- **Paid leave to care for family members:** aimed at families who need to take care of dependents with physical or mental health problems who require additional care; 98.6% of employees have these permissions, and 5.3% of men and 9.4% of women availed of this type of leave in 2024.

## Maternity and paternity: support for work-life balance and well-being

We offer specific measures to support maternity and paternity, in accordance with the legislation in force in each country and beyond what is established by law:

- **Parental leave for the primary caregiver:** an average of 115 paid days, including an additional 14 days beyond what is established by law.
- **Parental leave for non-primary caregiver:** an average of 28 days paid by law and an average of five additional days offered by the company.

Our commitment to facilitating a healthy work-life balance is reflected in the high return-to-work rates after maternity and paternity leave:

- 94.8% of men and 85.6% of women returned to work in 2024, with a total return rate of 89.2%.
- Of those who took leave in 2023, 91.6% of men and 85.5% of women remain with the company, giving an overall retention rate of 85.5%.

# Digital disconnection: a culture of respect and balance

Our Digital Disconnection Policy outlines specific measures that recognize and protect employees' right to disconnect, fostering a healthy work-life balance. These initiatives include:

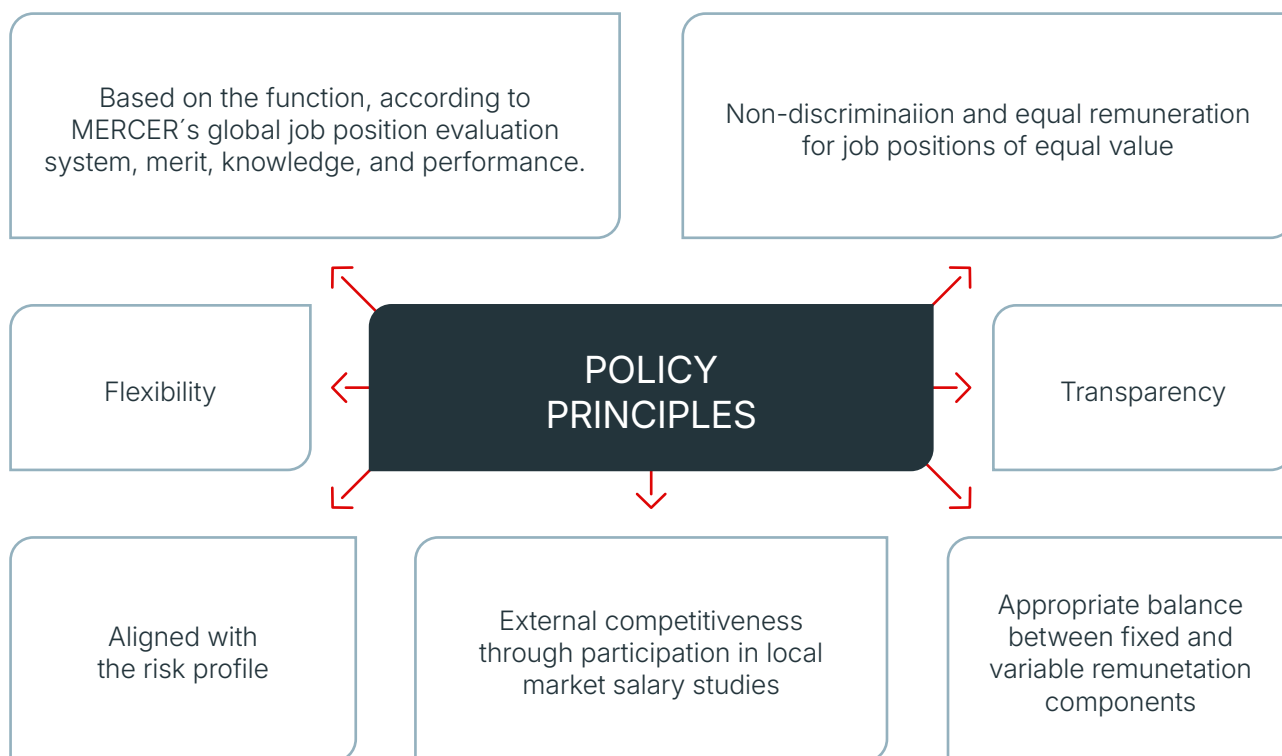
- Regulation of hours during which communications should not be sent or responded to, except under exceptional circumstances.
- Guidelines for planning and holding meetings, avoiding scheduling outside of working hours.
- Awareness campaigns about digital disconnection, rest, responsible use of digital tools, and respect for personal time.

Periodic publication of resources on our global intranet, focusing on digital disconnection and new ways of working, to raise awareness and promote responsible digital habits.



# Compensation: a policy aligned with growth and commitment

Our global compensation policy ensures appropriate, strategic-aligned remuneration focused on performance and goal achievement. It is based on the following principles:



Our remuneration structure primarily consists of:

- Fixed remuneration
- Variable remuneration, linked to quantitative and qualitative indicators aligned with strategic objectives. Currently, 88% of MAPFRE employees are eligible for variable remuneration.
- Medium- and long-term incentive plans, aimed at aligning the interests of the management team with the Company and its Strategic Plan, linking their compensation to the creation of value for MAPFRE's shareholders and the sustainable achievement of strategic objectives.

MAPFRE establishes appropriate and competitive remuneration for each person, based on their function or job position, merits and performance, taking into account applicable regulations and 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.

## Social benefits

Social benefits are part of the so-called "emotional salary" and are products or services that facilitate employee well-being. These social benefits are tailored to employees' personal and family needs, defined and managed locally in each country, and offered to all employees regardless of their contract type or working hours.

Type of social benefit	Percentage of employees who have taken advantage of the social benefit out of total number of entitled employees
Health Insurance	94.9%
Social protection systems (pension plan and savings insurance)	64.9%
Life insurance	96.3%
Insurance discounts	69.7%
Bonus for long service	19.5%
Schooling assistance for kindergarten/nursery school/preschool education, compulsory education, during working hours	39.0%
Newborn child allowance	2.0%
Meal allowance	95.3%
Loans	14.3%

Other benefits of various types are also granted to help employees meet their varying needs, including disability, incapacity, and invalidity coverage; financial aid for employees' education; support for spouses and children with disabilities; Christmas gifts; awards; advances; and employee stock ownership plans.

In particular, we promote social protection systems that encourage long-term savings, thereby providing a retirement supplement through various plans. Financial assistance is also provided to employees for special situations, usually resulting from health problems. In 2024, the amount of this assistance totaled 483,000 euros. Financial assistance was also given to retired employees in the amount of 1.3 million euros, of which 1,297,689 euros correspond to retiree health insurance programs.

## Flexible remuneration plan in Spain

In Spain, MAPFRE has a flexible remuneration plan in place that allows employees to allocate part of their remuneration to products and services with various benefits.

A highlight of this plan is ACCIÓNATE (Become a shareholder), a stock-based remuneration plan that fosters stronger connections between employees and the company, particularly in the area of strategy and growth, which allows them to share in its future profits. Fully 21% of the workforce in Spain enrolled in the new 2025 plan, reflecting continued strong employee confidence in MAPFRE's future.

Furthermore, the flexible compensation plan includes other options such as a flexible savings insurance and Flexiguardería (flexible childcare services).





# Corporate volunteering: commitment and social action

The desire to help others is what drives the people who dedicate their time and effort to volunteering. We channel our Corporate Volunteering Program, active in 25 countries, through Fundación MAPFRE, with the goal of improving the well-being of the most disadvantaged individuals and society as a whole.



At MAPFRE, we carry out our activities with a commitment to our environment and people, with a long-term vision and a focus on improving society. Because we cannot understand our business activity without working at the same time for a more sustainable and caring world. Volunteering supports MAPFRE's purpose—We care about what matters to you—because through volunteering, we commit to society and to people, working to create a better world to live in every day.

## People helping people

Volunteering at MAPFRE represents a unique opportunity for our employees to contribute their talent and effort to social projects throughout the year. Initiatives in areas such as education, nutrition, health, and the environment, among others, allow our team to actively help improve the quality of life of those who need it most.

Every volunteer action reinforces our values and strengthens our participative culture, fostering greater awareness of the most vulnerable social realities.

## A commitment that adds value

Our corporate volunteering program not only benefits the people we support, but also has a positive impact on those who participate and on the company itself.

- For employees, it's an opportunity for both personal and professional growth, fostering key competencies such as empathy, leadership, and teamwork— skills that are transferable to both personal and professional life.
- For the company, it strengthens corporate culture, boosts employee engagement and pride of belonging, and helps build a brand aligned with values of social responsibility.
- For the not-for-profit organizations we partner with, it provides essential support through resources, knowledge, and visibility, helping expand the reach of their initiatives.
- For the communities involved, it provides crucial aid and additional resources, fostering social cohesion and local development.

The United Nations has highlighted the key role of corporate volunteering and the involvement of volunteers as essential to achieving the 2030 Agenda. Aligning it with the Sustainable Development Objectives is crucial to acknowledging its social impact.

At MAPFRE, volunteering is integrated into both our People & Organization strategy and our Sustainability strategy, with initiatives that contribute to 15 of the 17 SDGs. This global vision enables us to create social value in a structured and long-term manner.

## A structured model for real impact

Corporate Volunteering at MAPFRE is driven and overseen by a Corporate Volunteering Committee, made up of representatives from various management areas, business units, and regional teams. Representatives from Fundación MAPFRE also participate as guests. The committee's mission is to ensure the coherence, sustainability, and strategic alignment of all volunteering initiatives.

Its responsibilities include:

■ **Promoting volunteering across the organization.**

■ **Approving annual objectives and global activities**

■ **Reviewing budgets allocated to local plans.**

■ **Monitoring local initiatives.**

■ **Evaluating and approving new proposals from the volunteer coordination team.**

## People who make a difference, communities that move forward

Volunteering at MAPFRE not only generates a positive social impact but also strengthens our employees' commitment and sense of belonging. They say it improves the work environment, they feel part of a shared objective, and this helps them to see the world from another point of view, raising awareness. There is a shared understanding that companies cannot develop in isolation from society or remain disconnected from the context in which they operate.

Overall objectives:

- To contribute to the well-being of the most vulnerable people and to the improvement of society as a whole.

- To strengthen our relationship with the communities in which we operate, acting as a partner within the social welfare system.

- To reinforce the internal values of MAPFRE, promoting a participatory and supportive culture

- To facilitate the participation of employees and their families as a way of generating a culture sensitive to social needs and respect for diversity and for people in need.

- To encourage the development of key skills such as leadership, empathy, problem solving, or teamwork, with a direct impact on the personal and professional sphere.

## Commitment to excellence in management

Since December 2019, MAPFRE has been the only IBEX 35 company in Spain to obtain the AENOR quality certification (ISO 9001) for the management of its corporate volunteering program. This recognition underscores our commitment to efficient, structured management that generates real impact in the lives of vulnerable people.

## Impact and commitment in figures

In 2024, participation in our volunteering program has reached its highest level to date, with 7,859 unique volunteer employees, a 30% increase over the previous year.

The percentage of employees involved in volunteer activities rose by over 5 percentage points, reaching 27.6% of the global workforce. More than 1 in 4 employees participated in a volunteering experience during the year, with an average of at least two activities per person (2.3 activities per volunteer). Including employees and family members, the total number of unique volunteers reached 9,164, a 27% increase on 2023.



### A year of peak activity

In 2024, we carried out 2,579 volunteer activities, the highest number recorded to date. This equates to an average of 7 volunteer initiatives per day across the 25 countries where the program is active. Our workforce's commitment translated into over 51,000 hours dedicated to volunteering, an average of more than 6 hours per employee.

Thanks to this effort, 153,744 people at risk of exclusion, especially children and people with disabilities, received direct support through our initiatives.

## Action areas

Our volunteer efforts have primarily focused on the following areas:

**Health**  
**35%**

**Education**  
**26%**

**Nutrition**  
**24%**

In 16 countries, we carried out 210 volunteering activities based on professional skills, representing 8.1% of the total. A total of 304 employees contributed their knowledge and experience, dedicating more than 6,000 hours of their time, which directly benefited 6,050 people. Involvement in this type of volunteering is especially significant, with an average dedication of almost 20 hours per volunteer.

## Listening drives continuous improvement

To ensure quality and optimize the management of our initiatives, volunteers are invited to complete a satisfaction survey after each activity. In 2024, the average rating was 4.7 out of 5, and 98.6% of the participants would recommend the experience.

## Measuring the impact of corporate volunteering on the SDGs

We believe in the importance of assessing the real impact of our actions. That's why we have developed a proprietary methodology, in collaboration with Fundación MAPFRE, that allows us to accurately analyze the contribution of our corporate volunteering to the SDGs.

This tool helps us identify and quantify the global and country-level impact of each of our initiatives, aligning our actions with the SDGs and their specific targets.

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.

	Sustainable Development Objectives	Direct beneficiaries	Percentage impact
	<b>2</b> Zero Hunger	64,325	42%
	<b>10</b> Reduced Inequalities	24,974	16%
	<b>1</b> No Poverty	23,093	15%
	<b>3</b> Health and well-being	22,846	15%
	<b>4</b> Quality Education	15,609	10%
	<b>8</b> Decent Work and Economic Growth	1,389	1%
	Other SDGs	1,509	1%



## MAPFRE's Global Volunteering Day

Every year we celebrate MAPFRE's Global Volunteering Day, a moment when our teams around the world come together for a common cause. In 2024, we reaffirmed our commitment to education under the motto **United for quality education**, contributing directly to SDG 4 Quality Education.

In 2024, we organized more than 140 activities linked to the global event, with the participation of more than 800 volunteers from 20 countries. Through this initiative, over 4,000 people, especially children, people with disabilities, and vulnerable groups, received direct support.

Beyond its social impact, this day strengthens the sense of unity among our employees and reinforces the pride of belonging, allowing each volunteer to feel part of a global team with a shared purpose.



## International Volunteer Day and The Box of Joy

International Volunteer Day is a key date at MAPFRE—a moment to honor those who dedicate their time and effort to making the world a better place. It is an opportunity to recognize their work and thank them for their contribution to building a #MoreHumanFuture.

In addition, we invited MAPFRE volunteers from all over the world and their families to be part of

a global initiative called **The Box of Joy**, which aims to bring smiles to thousands of people going through difficult financial or personal times.

In the last edition, more than 700 volunteers from eight countries joined this initiative, reaching over 1,400 people around the world in a gesture that transcends borders and demonstrates the power of solidarity.



**700**  
Volunteers



**8**  
Countries



**1,400**  
Beneficiaries

# Euro Solidario: never has a single euro meant so much



At MAPFRE, we believe firmly in the impact of small gestures. Through initiatives like Euro Solidario in Spain or the Together We Give Program in the United States, our employees can support social projects by donating one euro or one dollar per month from their paycheck. MAPFRE matches each donation, doubling the impact of every contribution.

Since its launch in 2017, Euro Solidario in Spain has raised 1,010,184\* euros, benefiting a wide range of social organizations chosen by our employees: in 2017, the Asociación DEBRA Piel de Mariposa (Epidermolysis Bullosa Association) and Sociedad San Vicente de Paúl (Saint Vincent de Paul Society); in 2018, Fundación Cris (Cris Cancer Foundation) and ASION (Association of Parents of Children with Cancer), both fighting 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 (Aladina Foundation, supporting children with cancer); in 2020, Fundación Bobath (Bobath Foundation, supporting children and young people with cerebral palsy) and Asociación Española de Síndrome de Rett (Spanish Rett Syndrome Association), focused on a childhood neurological disorder; in 2021, Asociación Guerreros Púrpura (Purple Warriors Association) and Fundación Ana Carolina Díez Mahou (Ana Carolina Díez Mahou Foundation); in 2022, Asociación de familiares de niños con cáncer de la Región de Murcia (Association of Families of Children with Cancer in the Region of Murcia) and Asociación Española contra la Leucodistrofia (ELA) (Spanish Association Against Leukodystrophy); in 2023, Asociación Síndrome de Angelman (Angelman Syndrome Association) and Asociación Princesa Rett (Rett Syndrome Association); and in 2024, Asociación Síndrome de Sotos (Sotos Syndrome Association) and Asociación NHAI (Necesidades de la Hemiplejía Alternante de la Infancia, Alternating Hemiplegia of Childhood Needs Association).

In 2024, employees selected the projects that will receive support in 2025, which are: Coordinadora Solidaria de Valencia y ATENPACE (Association for assistance to people with cerebral palsy).

Currently, nearly half of the workforce in Spain contributes to this program on a monthly basis, demonstrating the power of combining thousands of small actions.

In the United States, the beneficiary project in 2024 was the Community Harvest Project, with a total contribution of 13,810.46 dollars from employees—an amount matched by the company, reaching 27,620.92 dollars. These donations have supported initiatives that provide resources and assistance to veterans, military personnel, and their families, helping them to find a welcoming home and the support they need.

Never has a single euro meant so much.

## Stronger Together +!

# Commitment to education: MAPFRE Universities Plan

We firmly believe that strong partnerships between academia and the business world are essential for driving innovation and professional growth. That's why we created our MAPFRE Universities Plan, an initiative aimed at standing alongside universities and business schools through collaboration, contributing to the development of young talent, and sharing our knowledge and development and innovation projects, while also showcasing the positive impact of insurance activity on society.

Our plan is structured around three pillars of action.

## Promoting knowledge of the insurance activity

We want to bring the insurance activity closer to new generations, showing how insurance drives economic and social development and contributes to a safer and more sustainable world. This year we carried out more than 80 sessions in various settings, from universities to business schools.



## Developing young talent

We connect with young professionals through employer branding sessions, visits to our MAPFRE offices and our presence at the main employment forums. Last year, we participated in more than 100 events at globally renowned universities and business schools to promote our employer brand and share our job openings and everything MAPFRE offers students to support their development.

Some examples of the forums we have attended are listed below.

- Germany: Hochschule für Wirtschaft und Recht Berlin.
- Brazil: CQCS Insurtech & Inovação.
- Mexico: Universidad Anáhuac.
- Spain: Carlos III University, CUNEF, IE, ISDI.
- United States: Boston College, Clark University.
- Peru: Universidad de Ingeniería y Tecnología (UTEC), Universidad del Pacífico.
- Puerto Rico: Universidad Sagrado Corazón, Universidad de Puerto Rico, Rio Piedras.





In addition, more than 170 students from different countries and institutions such as CUNEF, UCM, Shanghai and Peruvian universities (supported by ESIC), IESE, CEU San Pablo, and UC3M have had the opportunity to learn about our strategy, culture, employer brand, and job opportunities at MAPFRE by visiting our headquarters in Spain.

We also have our **MAPFRE Intern Plan Grow with Us**, which offers students the opportunity to acquire knowledge and skills in our company to support their personal and professional development. In 2024, more than 1,000 students took part in this plan across 24 countries, gaining real-world experience in the insurance sector and developing skills for the future.

## GLOBAL SITUATION MAP 2024

### UNIVERSITIES PLAN

in the countries and regions where MAPFRE operates.

**MAPFRE**  
TOGETHER WITH  
**UNIVERSITIES**









## Sharing and expanding knowledge

Two-way collaboration facilitates innovation and knowledge transfer. We bring our expertise in those lines of action and business in which MAPFRE is a specialist to the world of education and students. We do this through:

- Talks, webinars, and presentations by MAPFRE executives and experts, which totaled more than 80 sessions in 24 countries around the world in 2024.
- The MAPFRE Business Game: an interactive simulator where students learn to make strategic decisions related to the insurance sector via online competitions in which numerous universities participate. So far, 60 editions of this game have been held worldwide.



We gain knowledge from universities and business schools through:

- In-company programs: we benefit from programs and informative sessions provided by universities and business schools. We've participated in more than 30 training programs in 24 countries, giving us the opportunity to learn from a different perspective and take advantage of the innovation and knowledge generated in the classroom.





## OUR AWARDS



We strive with passion and dedication to ensure that each person has an exceptional experience in our company. The awards we've received are a testament to the commitment and effort of the team that makes MAPFRE a place where your time is truly meaningful, day after day.

## Spain

### Top Employer 2025

We're proud to be among the 20 best companies and to be recognized as Top Employer 2025. This certification, awarded after a rigorous audit of our people management policies and practices, endorses our excellence in the working conditions we offer. Top Employers Institute, a global benchmark in this field, has its own methodology and highlights our commitment to placing people at the center of our processes, supporting them throughout their lifecycle within the company.

### Randstad: Most attractive company in the insurance industry

Once again, we were selected by Randstad as the most attractive company to work for in the insurance sector. This recognition, based on more than 8,000 representative surveys, highlights our commitment to diversity, well-being, and people development.

### Merco Talento

We rose to ninth place in the overall company ranking and lead the insurance industry according to Merco Talento. This study, which evaluates 200 companies, analyzes aspects such as internal reputation, employer brand, and job quality, reflecting the happiness of our employees. In its 17th edition, the study considered the opinions of more than 52,000 people from different groups.

### Merco Talento Universitario

Once again, Merco Talento Universitario confirms MAPFRE as the number one insurance company to work for in Spain, as chosen by students. This independent study, conducted by Merco and Recruiting Erasmus, collects the opinions of university students and higher vocational training students on the 200 best companies to work for.

### Forbes: Best companies to work for in Spain

For the fourth consecutive year, Forbes magazine has included us in its prestigious cross-sector ranking of the best companies to work for. In the 2024 edition, which includes 100 companies, Forbes examined the opinions of employees from more than 2,000 organizations and the best practices in human resources.

### Commitment to senior talent

MAPFRE leads the list of IBEX 35 companies with the strongest commitment to managing senior talent, according to the *Career and Senior Talent 2024* report. This recognition highlights our transparency and good governance in managing people over the age of 50, underlining our commitment to generational diversity and the elimination of age-related discriminatory practices. MAPFRE scored 24 points, the highest score of all the IBEX 35 companies.

### EFR Excellence Certification

We renewed the EFR certificate with an Excellent A rating. Since 2012, this distinction, awarded by Fundación Másfamilia with the endorsement of the Ministry of Social Rights, Consumer Affairs and 2030 Agenda, recognizes our commitment to equality, diversity, and work-life balance. The EFR (Family-friendly Company) initiative is recognized as a Best Practice by the United Nations and is one of the highest recognitions for work-life balance and equality in Spain.

## Equality in the Workplace Distinction (DIE)

We hold the Equality in the Workplace Distinction (DIE), granted by the Ministry of Equality in Spain, which highlights our policies promoting equal treatment and opportunities for women and men in the workplace. This seal of excellence is valid for three years and is reviewed annually.

## Diversity Charter

We renewed our commitment to diversity and inclusion by once again signing the Diversity Charter of Fundación Diversidad, the largest business movement in Europe in favor of diversity and inclusion in labor environments. This manifesto promotes 10 European principles that reflect our commitment to equal opportunities in the labor market.

## #CEOPorLaDiversidad Alliance

We are part of the #CEOPorLaDiversidad Alliance, which brings together CEOs from Spain's leading companies around a shared, innovative vision of diversity, equity, and inclusion (DE&I). This alliance promotes strategies that contribute to business excellence, talent competitiveness, and the reduction of inequality and exclusion in society.

## Top Diversity Company 2024

We have been recognized as a Top Diversity Company 2024 by INTRAMA, highlighting our best practices in diversity and inclusion. We foster a culture of innovation and trust through inclusive environments where differences are seen as a strength and an added value for the company.

## Work-Life Balance Barometer

We are one of the 38 companies doing the best work to promote work-life balance. This is according to the Work-Life Balance Barometer—a comprehensive report prepared by the Fundación Másfamilia (EFR-certified) in collaboration with the Community of Madrid—which reinforces the practices we have been developing for years.

## Germany

### Pioneers in Social Responsibility 2024

According to the F.A.Z. Institute Study, which analyzes social listening data from around 14,000 companies across various sectors, it recognizes companies that take on social responsibility and play a central role in shaping a just society. They contribute to social sustainability by promoting diversity and inclusion. This is reflected in their corporate culture through respect, openness, and trust. Employees feel valued and supported, which strengthens cooperation and collaboration.

### Leading Employer Certificate 2025

Awarded by the Institute of Research & Data Aggregation after a study recognizing the strength of our employer brand and employee loyalty.

## United States

MAPFRE in the United States has been recognized by the New England Employee Benefits Council (NEEBC) for its mental health training program for executives. This is an action aimed at raising awareness about the symptoms of mental health problems and learning effective ways of supporting employees who face these situations. With their awards, the NEEBC awards recognize innovative practices that have demonstrated quantifiable results.

## Malta

### Human Resources Quality Brand

MAPFRE Middlesea and MAPFRE MSV Life have renewed this distinction, initially obtained in 2022. Granted by the National Commission for the Promotion of Equality (NCPE), it is awarded for a period of three years following a rigorous evaluation process.

The recertification highlights the ongoing commitment of both companies to implementing exemplary policies and practices regarding gender equality and family-friendly measures in the workplace. The NCPE has emphasized that our companies have not only maintained these good practices but have also demonstrated a firm will and capacity to continue promoting these values in the coming years.

## Mexico

### Great Place To Work®

MAPFRE has been recognized for 17 years as one of the best companies to work for according to the Great Place To Work® (GPTW) ranking. This achievement reflects our commitment to creating work environments that combine well-being and productivity, fostering a strong sense of belonging and pride among our employees. Additionally, GPTW has distinguished MAPFRE as the best organization to work for in the Central Region.

### MERCO and EFY FEM

In terms of attracting young talent, the Corporate Reputation Business Monitor (MERCO) has ranked us among the six most attractive insurance companies for attracting and retaining young professionals. For the first time, we have also been recognized by Employers For Youth (EFY FEM) as one of the best companies for female professionals aged 18 to 35.

Other distinctions:

- **Labor equality and nondiscrimination (Gold level):** recognition of our inclusive and equitable policies.
- **Inclusive Company:** awarded for the second consecutive year by Fundación Éntrale, highlighting our strong commitment to inclusion.
- **Socially Responsible Company Distinction (ESR):** granted by CEMEFI for 16 consecutive years, underscoring our commitment to social responsibility.



- **Empresas de 10 Recognition:** award from the Institute of the National Housing Fund for Workers (INFONAVIT) that recognizes our exemplary labor practices.
- **NMX-025 Certification on Labor Equality and Non-Discrimination for MAWDY:** Obtained for the first time
- **Socially Responsible Company Distinction (ESR):** Awarded by CEMEFI to MAWDY for 13 consecutive years, emphasizing its social responsibility.

## Nicaragua

Fundación Hogar Luceros del Amangado has recognized MAPFRE's volunteering effort in Nicaragua for its solidarity support, generosity and commitment to the children and families of this home.

## Portugal

### Selo da Igualdade Salarial

We have received this seal from the Commission for Equality in Work and Employment (CITE). It acknowledges our commitment to equal opportunities for men and women in the workplace.

## Dominican Republic

### Best Companies to Work for

Mercado magazine has included MAPFRE among the 125 Best Companies to Work for. This distinction highlights our ability to develop human talent and improve processes through continuous innovation.

## Turkey

### Best Companies to Work for

MAPFRE Sigorta has been highlighted as one of the Best Companies to Work for 2024 by Toptalent.co. This award is part of a certification program that evaluates and ranks companies based on the effectiveness of their HR indicators and employer brand management.

## Uruguay

### Uruguay Valora Seal

MAPFRE has reaffirmed its commitment to inclusion by receiving the Uruguay Valora Seal, an initiative by the Uruguayan Society of People Management that rewards organizations implementing concrete and demonstrable actions to include people with disabilities.

### Employers for Youth

We have also been recognized by Employers for Youth (EFY) as the second-best company to work for among young professionals aged 18 to 35.

### DERES Recognition

MAWDY has been awarded the DERES Recognition for the third consecutive year for its Cycling for Sustainability project. DERES, an organization that promotes sustainable development, annually recognizes projects that have a positive impact on the Sustainable Development Goals (SDGs).

### Great Place To Work®

MAWDY has also earned the Great Place To Work® (GPTW) certification for the third consecutive year.

## Venezuela

The company was recognized by **A.C. Buena Voluntad**, a nonprofit organization dedicated to integrating young people with disabilities into the workforce.

Juan Carlos Rondeau, Deputy General Manager of People and Organization, was named one of Spain's **Top 100 Human Resources Managers of 2024**, according to the **Forbes 100 Mejores Directores de RRHH**. Candidates are selected based on a range of proprietary criteria.





**WORKFORCE BY COUNTRY****NUMBER OF EMPLOYEES**

Spain	11,559
Brazil	4,493
Mexico	2,107
United States of America	1,991
Peru	1,398
Dominican Republic	1,094
Colombia	1,092
Argentina	939
Italy	604
Germany	536
Turkey	514
Puerto Rico	507
Panama	499
Rest of America	2,137
Rest of Europe	1078
Asia	37
<b>Total</b>	<b>30,585</b>

**WORKFORCE BY GENDER****NUMBER OF EMPLOYEES****%**

MEN	13,644	45%
WOMEN	16,941	55%
<b>TOTAL</b>	<b>30,585</b>	<b>100%</b>

**WORKFORCE BY GENDER AND JOB POSITION****MEN****WOMEN****TOTAL**

MANAGEMENT AND EXPERT MANAGEMENT	1,145	593	1,738
MIDDLE MANAGERS AND EXPERTS	3,178	2,622	5,800
ADVISORS	6,538	8,296	14,834
ASSOCIATES AND SUPPORT PERSONNEL	2,783	5,430	8,213
<b>TOTAL</b>	<b>13,644</b>	<b>16,941</b>	<b>30,585</b>

**WORKFORCE BY CONTRACT TYPE AND GENDER****MEN****WOMEN****TOTAL**

PERMANENT	13,244	16,361	29,605
TEMPORARY POLICIES	400	580	980
<b>TOTAL</b>	<b>13,644</b>	<b>16,941</b>	<b>30,585</b>

**WORKFORCE BY GENDER AND  
ORGANIZATIONAL DISTRIBUTION**

	MEN	WOMEN	TOTAL
CORPORATE AREAS/CENTRAL SERVICES	835	651	1,486
IBERIA	4,696	5,542	10,238
BRAZIL	1,750	2,726	4,476
LATAM SOUTH-CENTER	3,150	3,972	7,122
MEXICO	1,054	1,041	2,095
NORTH AMERICA	983	1,503	2,486
EMEA	948	1,252	2,200
REINSURANCE	228	254	482
<b>TOTAL</b>	<b>13,644</b>	<b>16,941</b>	<b>30,585</b>

**NUMBER OF NATIONALITIES BY  
ORGANIZATIONAL DISTRIBUTION****NUMBER OF DIFFERENT NATIONALITIES**

CORPORATE AREAS/CENTRAL SERVICES	33
IBERIA	43
BRAZIL	9
LATAM SOUTH-CENTER	24
MEXICO	8
NORTH AMERICA	13
EMEA	41
REINSURANCE	34
<b>TOTAL FOR MAPFRE GROUP</b>	<b>83</b>

**WORKFORCE  
BY POSITION,  
GENERATION,  
AND GENDER**

	VETERANS		BABY BOOMERS		GENERATION X		GENERATION Y		GENERATION Z	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN

MANAGEMENT AND EXPERT MANAGEMENT	1	0	277	94	680	365	181	132	6	2
MIDDLE MANAGERS AND EXPERTS	3	1	439	241	1,601	1,322	997	934	138	124
ADVISORS	7	14	785	732	2,314	3,175	2,133	2,751	1,299	1,624
ASSOCIATES AND SUPPORT PERSONNEL	0	10	271	444	788	1,769	904	1,713	820	1,494
<b>TOTAL</b>	<b>11</b>	<b>25</b>	<b>1,772</b>	<b>1,511</b>	<b>5,383</b>	<b>6,631</b>	<b>4,215</b>	<b>5,530</b>	<b>2,263</b>	<b>3,244</b>
	<b>36</b>		<b>3,283</b>		<b>12,014</b>		<b>9,745</b>		<b>5,507</b>	



	MEN	WOMEN
AVERAGE AGE BY GENDER	43.5	42.1

	MEN	WOMEN
AVERAGE LENGTH OF SERVICE BY GENDER	12.7	12.1

MAPFRE GROUP	2023	2024
AVERAGE AGE	42.2	42.7
AVERAGE LENGTH OF SERVICE	12.1	12.3

NEW HIRES BY REASON	NUMBER
MERGER OR ACQUISITION	232
EXTERNAL RECRUITMENT	3,760
RETURN FROM LEAVE OF ABSENCE	65
RETURN FROM INTERNATIONAL ASSIGNMENT	2
TEMPORARY HIRING OF EMPLOYEES	534

DEPARTURES BY REASON	NUMBER
SEVERANCE	97
VOLUNTARY	1,968
DISMISSAL	1,998
LEAVE	149
RETIREMENT	138
EARLY RETIREMENT	1
DEATH	14
DISABILITY	39
END OF TEMPORARY CONTRACT	477

MAPFRE, both for adjustments in work planning and for substantial modifications, applies the legal deadlines stipulated in local legislation and, in the case of Spain, the provisions of the Workers' Statute, which generally establishes a notice period of 15 calendar days.

**NEW HIRES BY  
JOB POSITION  
LEVEL,  
GENERATION,  
AND GENDER**

	VETERANS		BABY BOOMERS		GENERATION X		GENERATION Y		GENERATION Z	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
MANAGEMENT AND EXPERT MANAGEMENT	0	0	4	1	44	13	20	18	1	0
MIDDLE MANAGERS AND EXPERTS	0	0	11	2	76	51	100	101	32	38
ADVISORS	1	0	8	9	116	177	348	425	504	545
ASSOCIATES AND SUPPORT PERSONNEL	0	0	18	11	102	143	224	300	441	709
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>41</b>	<b>23</b>	<b>338</b>	<b>384</b>	<b>692</b>	<b>844</b>	<b>978</b>	<b>1,292</b>
	<b>1</b>		<b>64</b>		<b>722</b>		<b>1,536</b>		<b>2,270</b>	

**CHANGES IN WORKFORCE  
BY BUSINESS UNIT**

	2019	2020	2021	2022	2023	2024
CORPORATE AREAS	1,094	1,083	1,064	1,081	1,127	1,175
INSURANCE	28,225	28,459	27,617	26,978	26,515	26,197
MAWDY	4,349	3,549	3,027	2,581	2,563	2,521
GLOBAL RISKS	206	180	187	196	200	210
REINSURANCE	450	459	446	457	468	482

December 2024

ORGANIZATIONAL DISTRIBUTION	BUSINESS UNIT	December 2023	New hires	Departures	Total	Change in workforce	Number of employees
CORPORATE AREAS/CENTRAL SERVICES	CORPORATE AREAS	1,127	137	89	1,175	48	1,175
	MAWDY	88	8	7	89	1	89
	GLOBAL RISKS	200	32	22	210	10	210
	INTERNATIONAL CENTRAL SERVICES	19	2	9	12	-7	12
IBERIA	INSURANCE	10,147	998	993	10,152	5	10,152
	MAWDY	85	6	5	86	1	86
BRAZIL	INSURANCE	4,761	852	1,264	4,349	-412	4,349
	MAWDY	134	24	31	127	-7	127
LATAM SOUTH-CENTER	INSURANCE	5,875	1,010	966	5,919	44	5,919
	MAWDY	1,213	347	357	1,203	-10	1,203
MEXICO	INSURANCE	1,384	563	320	1,627	243	1,627
	MAWDY	463	229	224	468	5	468
NORTH AMERICA	INSURANCE	2,574	262	350	2,486	-88	2,486
EMEA	INSURANCE	1,755	245	348	1,652	-103	1,652
	MAWDY	580	127	159	548	-32	548
REINSURANCE	CENTRAL REINSURANCE SERVICES	281	31	22	290	9	290
	OFFICE REINSURANCE	187	39	34	192	5	192
TOTAL		30,873	4,912	5,200	30,585	-288	30,585

# FTE data

FTE BY GENDER	NUMBER OF FTES	%
MEN	13,539	45%
WOMEN	16,515	55%
<b>TOTAL</b>	<b>30,054</b>	<b>100%</b>

FTE BY MAIN NATIONALITIES	% FTE
Spanish	34.8%
Brazilian	15.0%
Mexican	7.0%
Peruvian	4.7%
Colombian	3.8%
Dominican Republic	3.6%
Argentinian	2.8%
Italian	1.9%
Turkish	1.7%
American	1.7%
<b>TOTAL</b>	<b>77.0%</b>

FTES BY AGE	NUMBER OF FTES	%
UNDER 30	4,596	15%
30-50	16,475	55%
OVER 50	8,982	30%
<b>TOTAL</b>	<b>30,054</b>	<b>100%</b>

% OF WOMEN OUT OF TOTAL FTES	MEN	WOMEN	% WOMEN
MANAGEMENT	1,144	593	34.1%
TOP MANAGEMENT	635	279	30.5%
JUNIOR MANAGEMENT	3,482	2,797	44.5%
REVENUE-GENERATING MANAGEMENT	3,821	2,942	43.5%
<b>STEM</b>	<b>1,358</b>	<b>589</b>	<b>30.2%</b>

# Workforce evolution

ORGANIZATIONAL DISTRIBUTION	BUSINESS UNIT	December 2024					
		December 2023	New hires	Departures	Total	Change in workforce	Number of employees
CORPORATE AREAS/ CENTRAL SERVICES	CORPORATE AREAS	1,127	137	89	1,175	48	1,175
	MAWDY	88	8	7	89	1	89
	GLOBAL RISKS	200	32	22	210	10	210
	INTERNATIONAL CENTRAL SERVICES	19	2	9	12	-7	12
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	MAWDY	85	6	5	86	1	86
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	MAWDY	134	24	31	127	-7	127
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	OFFICE REINSURANCE	187	39	34	192	5	192
TOTAL		30,873	4,912	5,200	30,585	-288	30,585



# Staff turnover rate

TOTAL STAFF TURNOVER BY GENDER	2023	2024
MEN	16.8%	15.9%
WOMEN	16.6%	16.0%
<b>TOTAL</b>	<b>16.7%</b>	<b>16.0%</b>

UNWANTED STAFF TURNOVER BY GENDER	2023	2024
MEN	7.2%	6.1%
WOMEN	7.9%	6.7%
<b>TOTAL</b>	<b>7.6%</b>	<b>6.4%</b>

TOTAL STAFF TURNOVER BY GENDER, GENERATION, AND JOB POSITION LEVEL	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		TOTAL
	MEN	WO- MEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	
MANAGEMENT AND EXPERT MANAGEMENT	0.00%	0.00%	13.60%	7.40%	5.70%	5.00%	12.20%	9.30%	0.00%	0.00%	7.90%
MIDDLE MANAGERS AND EXPERTS	50.00%	0.00%	6.30%	6.10%	6.10%	6.30%	10.90%	12.70%	17.00%	21.00%	8.50%
ADVISORS	60.00%	7.10%	7.30%	9.70%	6.80%	7.10%	19.80%	16.70%	28.80%	36.00%	15.40%
ASSOCIATES AND SUPPORT PERSONNEL	0.00%	9.10%	18.60%	12.90%	18.60%	10.40%	28.40%	21.60%	42.00%	33.00%	23.10%
<b>TOTAL</b>	<b>53.30%</b>	<b>7.70%</b>	<b>9.80%</b>	<b>10.00%</b>	<b>8.30%</b>	<b>7.70%</b>	<b>19.50%</b>	<b>17.60%</b>	<b>33.30%</b>	<b>34.00%</b>	<b>16.00%</b>

# Internal vacancies

	Veterans		Baby Boomers		Generation X		Generation Y		Generation Z		
NIVEL DE PUESTO	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	TOTAL
MANAGEMENT AND EXPERT MANAGEMENT	0	0	0	0	11	8	4	9	1	1	34
MIDDLE MANAGERS AND EXPERTS	0	0	0	4	51	61	74	87	24	20	321
ADVISORS	0	0	5	3	34	67	113	160	105	150	637
ASSOCIATES AND SUPPORT PERSONNEL	0	0	3	4	14	22	28	50	41	66	228
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>11</b>	<b>110</b>	<b>158</b>	<b>219</b>	<b>306</b>	<b>171</b>	<b>237</b>	<b>1,220</b>



# Work-life balance metrics

<b>Work-life balance measures</b>	<b>Number of employees entitled to benefit</b>
Flexible work schedule	19,763
Part-time working arrangements	1,604
Reduced workday	2,226
Teleworking contract	18,594
Paid leave	14,221
Unpaid leave	747
Maternity/paternity leave	904
Sabbaticals for study/family purposes	88
Employee reintegration program following a protracted leave of absence	63

<b>Maternity/paternity</b>	<b>2024</b>		
	<b>Men</b>	<b>Women</b>	<b>TOTAL</b>
Number of employees entitled to maternity/paternity leave	13,449	16,817	30,266
% Employees entitled to maternity/paternity leave	99.40%	100%	99.70%
Number of total employees who have received maternity/paternity leave	349	555	904
Number of employees who returned to work after maternity/paternity leave in the current year	331	475	806
Number of employees who, after their leave, definitively left the company in the current year	17	46	63
Number of total employees who have returned to work after completing maternity/paternity leave and who were still employed 12 months after returning to work	417	412	829
Return to work rate	94.8%	85.6%	89.2%
Retention rate	91.6%	85.5%	88.5%

# Training metrics

## Main training figures

### Financial comparison for 2022–2024

Training indicators	2024	2023	2022
Investment in training	€9,905,581	€10,907,192	€10,052,146
Average investment per employee	€324	€353	€327
Total training hours	1,059,283	984,622	961,415
Training hours per employee	35	32	30.44
Total number of attendances at training actions	387,797	374,635	309,648
% of workforce trained	100%	100%	100%

### Assistance by job level and gender

Job position level	2024		2023		2022	
	Men	Women	Men	Women	Men	Women
Senior management and expert managers	13,511	8,496	13,148	6,944	8,399	4,227
Middle managers and experts	46,404	33,657	38,068	30,671	25,036	21,209
Advisors	78,288	89,493	79,765	93,006	71,236	90,813
Associates	32,782	85,166	37,736	75,297	28,753	59,975
<b>TOTAL</b>	<b>170,985</b>	<b>216,812</b>	<b>168,717</b>	<b>205,918</b>	<b>133,424</b>	<b>176,224</b>

## Quantitative impact of the training

### LEADERSHIP DEVELOPMENT PROGRAMS

#### Description of the program offered to employees (including those on part-time contracts)

In 2024 MAPFRE launched a new Leadership 2024 cycle within its Global Leadership Plan. This involved the development and deployment of a new leadership model focused on strategic vision, results orientation and people development.

The initiative also included a self-evaluation tool for reflection on leadership and new development itineraries aligned with behavioral skills and MAPFRE's Cultural Reactivation Plan, which began in 2024 and will continue throughout 2025.

#### Impact

**Leader Index:** On a scale of 0 to 10, where 0 is highly unlikely and 10 is very likely, how likely is it that you would recommend a friend to work for your direct report? The result is calculated as a percentage of employees who answer 9 or 10 to the question.

Following the implementation of the Leadership Program, focused on strengthening the capabilities of leaders to manage their teams and promote a closer leadership style oriented toward the development of people, an increase in the Leader Index has been observed. This index measures the degree to which an employee would recommend their manager. The indicator improved from 62 in 2023 to 64 in 2024.

### CULTURAL EDUCATION

#### Description of the program offered to employees (including those on part-time contracts)

MAPFRE has implemented training programs and initiatives for its employees designed to increase awareness, understanding and respect for different cultural origins, practices and perspectives. The following stand out:

- **Diversity Programs:** Awareness-raising initiatives were carried out, including participation in International Women's Day, promoting a fair and inclusive workplace. Other actions included access to employment, training, promotion, salary equity, communication, work-life balance, prevention of gender-based violence and prevention of sexual and gender-based harassment. This program leverages the knowledge and experience of employees over the age of 55 through mentoring activities and internal and external educational functions. In 2024, two MAPFRE Talks were held to address issues including financial well-being, data security, corporate strategy, innovation, talent management and travel insurance.
- **Cultural Reactivation Plan:** MAPFRE has implemented this plan to strengthen commitment to our culture and purpose - WE CARE ABOUT WHAT MATTERS TO YOU - in all employees and leaders. Focusing on behaviors, our raison d'être, so that we can really all focus on caring for the client, employee, collaborator and society, because WE ARE MAPFRE AND WE ACT.

In 2024, we carried out:

- **Webinars for leaders:** sessions on inspirational leadership and leadership based on caring.
- **Culture talks:** meetings focused on our culture and purpose: caring for the client, colleagues and society.
- **MAPFRE online culture program,** available to all employees worldwide. The corporate culture is the heart of the company and more than 23,000 colleagues participated in the MAPFRE Online Culture Program to fully understand our mission, vision and values and the way we act.



## Impact

**eNPS®:** On a scale of 0 to 10, where 0 is highly unlikely and 10 is very likely, how likely is it that you would recommend your company as a good place to work to a friend?

The programs designed to strengthen and activate our organizational culture, with the objective of aligning behaviors, strengthening a sense of belonging and enhancing a positive experience for employees, have had a significant impact on the Employee Net Promoter Score (eNPS®). This indicator measures the likelihood of employees recommending MAPFRE as a good place to work.

The eNPS® has improved significantly, improving from 86% of people working in countries where the recommendation index is either very good (more than 20 points) or excellent (more than 40 points) in 2023 to 91.4% in 2024. In addition, the impact of these programs is also reflected in the decrease in unwanted staff turnover, which fell from 7.6% in 2023 to 6% in 2024, indicating greater employee commitment.

## TRANSITION PROGRAMS FOR RETIREES AND REDUNDANCIES

### Description of the program offered to employees (including those on part-time contracts)

As part of its commitment to the comprehensive well-being of its workforce and in order to best prepare people for the future, MAPFRE has implemented initiatives aimed at supporting employees in the different stages of their professional and personal lives.

These include:

- **Senior Space:** a dedicated space on the corporate intranet that offers useful resources for employees approaching retirement age. In a survey, 72.3% of employees over 60 rated this resource higher than 7 out of 10 in terms of its usefulness.
- **Financial Education Portal:** an internal platform that provides financial education resources to help employees plan for their financial future. Specific training content is also available on Financial Well-being, How to Educate Your Children Financially, and other topics.

Transition programs have a significant impact on the satisfaction and commitment of senior talent. This is reflected in the SENIOR ESI, which reflects the valuations given by employees over the age of 50 to 10 variables.

## Impact

**SENIOR ESI** The Senior ESI is the percentage of employees over 50 years of age who rated their satisfaction with the 10 variables with an average score of between 8 and 10. The variables are: knowledge of objectives, pride in the work carried out, recognition for the work carried out, contribution to the company, receipt of quality feedback, development opportunities, collaboration, work tools, caring for people, pride in the company's social footprint. The Senior ESI, which was first measured in 2024, stood at 71% for 2024.

## DIGITAL TRANSITION PROGRAM

### Description of the program offered to employees (including those on part-time contracts)

As part of its commitment to continuous learning and inclusive development, MAPFRE promotes specific programs that support both digital transformation and generational inclusion.

- **Digital Transition Program:** Aimed at strengthening digital capabilities, this program offers training via the Digital Technical Knowledge Room. In 2024, content was provided on digital technical knowledge, digital tools, agile methodologies and key skills in the digital environment. More than 18,600 hours of training in digital content were completed, with the participation of more than 3,400 employees, of which 1,278 employees were over 50, reflecting MAPFRE's commitment to intergenerational training in digital skills.
- **Generational Commitment Program:** This initiative highlights the experience of employees over the age of 55, promoting their active participation through mentoring activities and internal and external educational functions. In 2024, two MAPFRE Talks were held on topics covering financial well-being, data security, corporate strategy, innovation, talent management and travel insurance, thus promoting knowledge sharing and continuous commitment.

### Impact

Digital training programs make it possible to acquire digital knowledge, implement agile methodologies and use digital tools, which leads to improved productivity. They also have an impact on the business developed by MAPFRE through digital channels, which increased by 6.9% compared to the previous year (see page 197 of MAPFRE's Consolidated Management Report 2024).



# Health and safety metrics

## Absenteeism for health reasons

Absenteeism data <sup>(1)(2) (3)</sup>	2024			2023			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of workplace accidents	113	123	236	100	103	203	92	93	185
Number of occupational diseases	–	–	–	0	5	5	–	4	4
Number of employee deaths due to occupational accidents	–	–	–	1	–	1	1	0	1
Number of employees killed due to occupational illness	–	–	–	–	–	–	–	–	–
Total number of days lost due to absenteeism arising from non-workplace accidents and common illnesses <sup>(4)</sup>	79,130	159,623	238,753	70,984	156,400	227,383	64,069	154,097	218,166

(1) Injuries due to work-related accidents are reported without differentiating those cases with major consequences.

(2) Hours worked are theoretical hours.

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

(4) Days calculated on an average basis of 7.5 hours per day.

Absenteeism rates	2024			2023			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Workplace Accident Incident Rate (WAIR)	827.14	723.76	772.58	726.48	600.9	656.83	659.88	527.18	585.76
Work-Related Injury Rate (WRIR)	4.42	3.87	4.11	3.96	3.25	3.57	3.71	2.92	3.27
Occupational Illnesses Incident Rate (OIIR)	–	–	–	–	29.17	16.18	–	22.67	12.67
Occupational Absenteeism Rate (OAR)	0.17	0.11	0.14	0.12	0.11	0.12	0.07	0.09	0.08
Accident Frequency Rate (AFR)	33.19	29.02	30.88	29.41	24.37	26.62	27.51	21.93	24.39
Professional Illness Frequency Rate (PIFR)	–	–	–	–	1.18	0.66	–	0.94	0.53
Lost Workday Rate (LWR)	1.72	1.08	1.36	1.22	1.12	1.17	0.73	0.86	0.85
Occupational Accident Death Rate (OADR)	–	–	–	0.29	1.12	0.13	0.3	–	0.13
Rate of deaths due to occupational illness	–	–	–	–	1.12	–	–	–	–
Frequency index	4.42	3.87	4.11	4.36	1.12	3.95	4.08	3.25	3.62
Severity index	0.23	0.14	0.18	0.18	0.15	0.16	0.11	0.13	0.12
Absenteeism ratio	2.5	3.87	3.26	2.21	3.81	3.10	1.99	3.73	2.96

## Indicators and quantifiable objectives for monitoring and prioritizing the Global Healthy Company Management Model

Indicator	Objective	Degree of compliance
Ratio of occupational absenteeism for health reasons	Not exceeding 3.2%	98.2%
Percentage of the workforce in countries with a Health and Safety Committee in place	100%	91%
Percentage of countries with occupational risk prevention activities	100%	89.7%
Percentage of countries with Health Promotion actions in place	100%	96.4%
Percentage of countries with Physical Activity and Food actions in place	100%	92.9%
Percentage of countries with Mental Welfare actions in place	100%	100.0%
Percentage of countries with actions in the Personal Environment in place	100%	71.4%

## Healthy company indicators

We've also defined the following indicators, which are monitored as part of the regular activities of local teams. This data is compiled annually into a Healthy Company report, which is presented to MAPFRE's Risks, Sustainability and Compliance Committee.

	2024	2023
<b>WORKPLACE ENVIRONMENT</b>		
Percentage of the workforce represented by the Health and Safety Committee	91%	90%
Number of countries where occupational and health risk prevention activities have been carried out	26	26
Number of work centers where occupational risk assessments have been conducted (health, safety, industrial hygiene, ergonomics, etc.)	541. Scope: 96.7% of workforce	466. Scope (85% of workforce)
Number of work centers where psychosocial risk assessments have been conducted	1,078 Scope: 58.1% of workforce	420 Scope: 59% of workforce
Number of countries that investigate and analyze workplace accidents, occupational diseases, incidents, and absenteeism due to other health reasons	20	11
Number of countries that have carried out occupational accident prevention	26	24
Number of employees and hours dedicated to training and information on health, safety, and occupational risk prevention	14,449 employees 39,470 hours	15,146 employees 31,924 hours
Number of countries that coordinate occupational risk prevention with providers	22	15
Number of company medical examinations	11,516	10,029
Number of countries with emergency and safety measures to protect workers	29	30
Number of countries where the occupational health and safety management system has been audited by an external company	12	14
<b>HEALTH PROMOTION</b>		
Number of medical consultations provided to employees	33,341	51,936
Number of medical consultations provided to relatives	6,967	545
Number of health promotion campaigns	650	569



	2024	2023
<b>PHYSICAL ACTIVITY AND DIET</b>		
Number of countries that supervise the inclusion of healthy foods in menus or products offered at work centers	22	13
Number of awareness campaigns and activities on the positive impact of healthy eating on health.	297	340
Number of awareness campaigns and activities on the benefits of regular physical activity and promotion of sports activities.	818	436
<b>MENTAL WELL-BEING</b>		
Number of information and promotion campaigns on mental well-being	313	204
Number of employees and hours dedicated to training and information on stress management or mental well-being.	6,070 employees 16,752 hours	4,765 employees 11,038 hours
Number of psychological counseling sessions provided to employees	4,838	2,937
Number of psychological counseling sessions provided to family members of employees	565	601
<b>PERSONAL ENVIRONMENT</b>		
Number of informational and training activities supporting personal well-being, including initiatives such as breastfeeding promotion, maternity protection, financial education, parenting programs, road safety, accident prevention for older adults, and other activities aimed at comprehensive well-being.	154	200
Number of social activities (sports, cultural and leisure) and number of participants.	336 activities 35,347 employees 8,821 relatives	507 activities 33,534 employees 8,659 relatives