



**PROMOTION, SELECTION AND MOBILITY POLICY**

*July 23, 2015*

Globalization of the activity and the need to adapt rapidly and flexibly to changes that are required to provide the best products and the best customer service makes it necessary to have the best human team, with the highest levels of talent and commitment.

MAPFRE is committed to promoting its employees' opportunities for professional development through development plans and programs, training schedules and mobility between areas and countries, in order to increase their employability, their professional satisfaction and their commitment to the company.

Promotion, selection and mobility must be governed by the principles of equal opportunities and non-discrimination, transparency, equity and acknowledgment.

MAPFRE's general principles of action in this area are:

1. Strengthen employee commitment to MAPFRE values, reinforcing the culture of effort and goal-based work to develop a sense of belonging to MAPFRE, and to obtain better individual and group results.
2. Develop people with global skills and capabilities, identifying and training current and future management appropriately, and facilitating geographical and functional mobility.

Therefore, MAPFRE undertakes to:

- a. Apply the principle of equal opportunities and non-discrimination to all selection, promotion and mobility processes, with the professional and personal capability, worth, merits and aptitudes of the candidates as the criteria to take into account for making an objective choice.
- b. Have a selection process that guarantees that the professional and personal worth and skills of the candidate are the criteria on which their final choice for the role are based. Everyone who joins any MAPFRE company in the world as an employee must do so through the corresponding selection process and overcome the phases and tests that make up this process.

- c. Prioritize internal promotion for covering vacancies before opting for external recruitment to provide our employees with opportunities for growth
- d. Have clear and transparent performance assessment and professional development systems that allow employees to increase their employability and promote within the company.
- e. Ensure that people managers facilitate the mobility and promotion of their teams to the benefit of their professional development under criteria of utmost rigor and objectivity.
- f. Establish procedures that allow employees to discover the vacancies available that they can apply for, thus helping them to develop their own career, both on a national and international level.
- g. Have an international mobility procedure that contemplates a needs detection system, the identification of potential candidates, the application of a compensation policy, and support and follow-up for international assignments.

MAPFRE urges Management and other persons responsible for managing teams to apply and guarantee compliance with these principles.