

Minutes of the Bureau Meeting of 17 February 2021



Koen Hermans (the Group's Director of Employee Relations) opens this new remote session of the EWC Bureau by announcing the publication of the Group's results for February 25th.

On the agenda is the AXA Group's global anti-harassment policy, which is the result of collaborative work between several teams (HR and Compliance, etc.) and which is intended to be deployed in all Group entities. The EWC is the first social body to be made aware of it, and communication will then take place locally. Then there will be a presentation of how Lloyd's operates within XL, followed by the impacts and challenges for AXA, and finally a summary of the Shareplan 2020 operation.

Harassment prevention policy within the AXA Group



Kirsty Leivers (Director of Culture, Inclusion and Diversity, HR Group) introduced the subject by reminding us that harassment in any form is not acceptable in the Group, that we still need to work on a programme that makes sense for everyone and that there are specificities in certain entities on which we need to make rapid progress.



Carlene Clifford (Project Development Manager) gave the presentation, indicating that the project had started in 2020 in a geography of 16 countries. It was noted that there were texts against harassment and the existence of whistleblowers, but in many entities there was no harassment prevention policy as such. New emerging risks were not taken into account, such as cyber harassment.



There was a need to harmonise existing best practices in line with local cultures, to establish minimum standards to avoid harassment and to communicate on the non-tolerance of this subject at AXA.

The social partners have a crucial role to play in ensuring that the anti-harassment policy is adopted in each entity, which will have to adopt the standards by May 1.

It is then necessary to ensure that the obstacles are removed (the difficulty of issuing an alert or testifying, the fear of reprisals, etc.) to be able to highlight this type of behaviour, which can affect the well-being of many employees.

Internal audit will be appointed to investigate alerts with the necessary confidentiality and to work with HR. She also confirms that if employee representatives are a point of contact today this would remain unchanged



Starting in March, training will be deployed first on the Internal Audit and HR communities (90-minute webinar for case studies and the application of this policy) and training for employees starting in May (20-minute e-learning to raise awareness on this subject and a testimonial process for situations considered inappropriate).

Questions – Answers

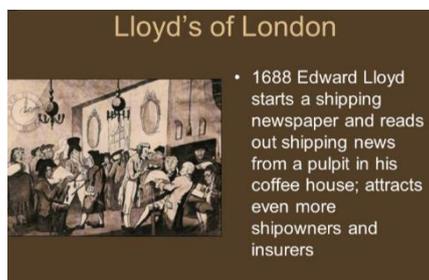
Carlene Clifford confirms to **Daniel Folgado** that the anti-harassment standards applied to AXA employees are extended to all third parties working for the Group, including AXA agents. Regarding **Steve Blease's** question on the application of these Group ethics with regard to local legislation, Carlene emphasises that every effort will be made to support colleagues who may face discrimination (for example with regard to their sexual orientation) but that the Group's local standards will be aligned with local legislation in this area. She also confirms that employee representatives remain the favoured point of contact to support these issues.

In response to **Pascale Rauline**, the comparison of this Group policy with national and international companies was carried out. Furthermore, generalised training on this subject will not be mandatory but strongly encouraged because of its importance. **Stratos Kefalas** would like AXA to be innovative on this subject, in particular by redefining all types of behaviour that may be associated with harassment. Carlene confirms to **Paul de Torres** that local cultural differences that may involve different types of behaviour will have to be dealt with locally when implementing this global policy. **Francesco Rotiroti** indicated its satisfaction to see this subject finally dealt with in terms of prevention, it would like to see the progress made monitored and insists on training to raise awareness and make all players at all levels of the company aware of the phenomenon of harassment and make them aware of their responsibilities.

Patricia Nunez draws the attention of Management to the importance of the role of supporting managers and HR, but also to the devastating effect of alerts that are wrongly raised, for the wrong reasons, on supposed harassers. This is an important point because it is a subject that affects the victim as much as the persecutor, and both parties must be accompanied regardless of the outcome of the internal investigation. **Caroline Canavese** confirms this fundamental element, harassed/harassing behaviour, which French legislation takes into account and the employer can also take sanctions. Finally **Andréa Wolf** wishes to know if there will be a follow-up on the number of cases and future conclusions. The Management emphasised the confidential nature of this data, but thought could be given to its usefulness.

Presentation of Lloyd's

Sean McGovern (CEO UK & Lloyd's market) thanked the EMC Secretariat for giving him the opportunity to come and explain what Lloyd's are and their importance for AXA XL.



Originally, after the great fire of 1666 in London, cafés became places where trade began to develop again. Located near the Thames, Edward Lloyd's Cafe was popular with ship owners and captains returning from overseas voyages. Lloyd began renting tables - called "boxes" - in his café and enterprising businessmen rented them to sell insurance to shipowners in case their ships did not return. Decades later, Lloyd's Coffee House had built a reputation and was recognised as the place to get insurance.





Today, business from all over the world is coming to London as it is an anchor point for many insurance and reinsurance investors. It is also a very important centre of expertise and underwriting capacity and therefore very attractive to many brokers who cannot find or place their business locally. Lloyd's is not an insurance company but a very active insurance market for brokers, underwriters and claims adjusters. It is made up of 50 agents who manage 80 syndicates and this facilitates co-insurance and diversification of the risks.



Currently XL operates through 2 Lloyds (Life and non Life) with its managing agents and provides the capital necessary for their operation. Each year a business plan must be submitted to the Lloyd's Corporation and is followed up in its execution and performance. The policies are guaranteed and protected by a common fund managed by the Corporation (3 Billion) and it is therefore considered to be a unique place and security for all those who invest their funds at Lloyd's. Finally, it is a market where claims settlements are done very quickly, especially on very large claims.

For AXA XL, for several years the stake in Lloyd's has been deliberately reduced because the company is also able to offer better security than Lloyd's (which also includes a significant additional cost). We have improved our underwriting portfolio, withdrawn from certain lines of business and renewed a lot of business on the AXA platform with great aggressivity. However, AXA wants to remain a major player in the London market by size as it is the leader in most of the business underwritten by the entity and a follower in other business.

Questions Answers

Following the questions asked, Sean McGovern explained that the split between Lloyds and non-Lloyds depends on each company's individual strategies and AXA's very structure allows it to operate in both markets. Following the current crisis, the future functioning of Lloyd's can be questioned and there will probably be no return to the physical location of transactions but rather a hybrid functioning by integrating digital. The market for specialities whose capacity will be reduced locally could be reoriented via the London market and XL could play a role.

The impact of Brexit is not insignificant for Lloyds, but there are already bypass solutions via Dublin or Brussels for everything concerning subscriptions in Europe. The interaction of the London Business Unit with the other BUs is obvious because what is done on the London market must not contradict what is to be done on the local markets.

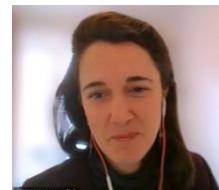
Finally, the Secretary of the EWC recalled that the UK is an important region for XL and the subject of integration is less important than for continental Europe given the predominance of XL before the merger. He wished to assess Sean's optimism for the future of XL.

Sean confirms that the new business model is much more efficient because it is based on more transparency and efficiency, two concepts that are very important to the London market and its clients. The new Strategic Plan and our mandate are very clearly defined and actions are underway to return to profitability and to the results expected by the Group.

Review of the Shareplan 2020 operation



Ombline de Tessières (Head of Remuneration of the AXA Group) details this 27th edition which took place in particular conditions of market volatility that prevented the usual offer of leverage. The operation remains important if only for the employee shareholding it represents and its influence on the company's strategic decisions. It is a very strong marker of employee engagement in the life of the company and therefore of the company's good health. Finally, it is an investment at favourable



conditions. AXA's positioning on this subject compared to its competitors is rather good.

In 2020, out of 40 companies of CAC 40, only 4 have maintained the leverage effect and many others had not even proposed the equivalent of Shareplan.

The total amount of personal investments (excluding the leverage effect) fell by only 5% overall, but there are disparities between countries, especially where the preferred subscription is historically that of the leverage effect (Germany, Spain, Belgium or Ireland). The classic offer offers less guarantee in terms of capital recovery since it is subject to share volatility, which was particularly low at the time of the Shareplan campaign in 2020.

Koen Hermans (Director of Remuneration and Social Benefits and International Mobility & Director of Group Employee Relations) continued this presentation by mentioning this episode of crisis which led the management teams to start thinking about ways of making shareholding more attractive for employees in addition to those already known.

Questions Answers

Patricia Nunez explains that the discount can be increased by 20 to 30% or an employer's contribution can be offered to make Shareplan more attractive. Management takes note of these proposals but stresses that this proposal is only applicable in certain countries. It will nevertheless be necessary to think about a system applicable in all countries in terms of equity and to check that the tax impacts are not unfavourable for employees in certain countries. New countries could also be allowed to benefit from this Shareplan operation. Finally, the employer's contribution is a possibility for Management, but we must ensure that it is uniform in all countries.

Francesco Rotiroti points out that social anxiety is also one of the explanations for the decline in employee participation in Shareplan and proposes solutions for more flexibility in the purchase of shares through cash advances and staggered repayments

Review of the work of the AXA EWC Secretariat



Hedi Ben Sedrine Firstly, he referred to the preparation of the topics on the Bureau's agenda, which had given rise to questions and exchanges of a very good level between the members of the Secretariat and the various speakers at the meeting. It was now necessary to start thinking about what the structures of this body should be for the coming years in order to continue building a quality social dialogue with Management.

The current situation in the countries was evoked, in particular those whose entities are undergoing transferor for transnational entities whose simplification leads to transformations with significant social impacts.