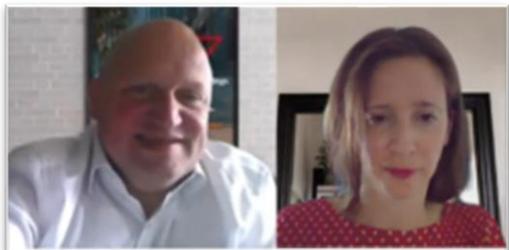


Bureau Meeting Notes of May 19, 2021



Last regular office of the EWC for this 1st Semester 2021 before our meeting for the plenary meeting. **Koen Hermans** (Social Relations Group) recalls the points highlighting the Group's good health and the commitments made to support SMEs in the exit from the crisis and those to succeed in the green transition. It then introduces the 3 topics on the agenda, namely, a milestone of the reorganizations of the AXA GO entity, information on resilience that will be the theme of the next training of EWC members from June and finally an update on the progress of the

Mobility Platform Group project.

Introducing AXA GO: Milestone - Issues



New stage point of the AXA GO transformation project presented by **Isabelle Sonnevile** (Group Operations Chief Transformation Officer) and **Vincent Giard** (Director of Social Relations for AXA GO). If 2020 was the year of strong demand for AXA GO teams who were nevertheless able to maintain the quality of service during the difficult context of the health crisis, 2021 will

be the year of the deployment of the strategy of the 2020-2023 plan that keeps the same guidelines and that will impact employees. AXA GO's mandates are based on IT operations, Corporate Activities (Strategy, Security, Procurement...), Support Functions and AXA GO BO (India, Morocco, Poland Activities).

In 2021, it was decided to focus on 4 cross-cutting priorities to avoid isolated projects and silo work:

- Develop a greater partnership with Axa entities to understand needs and deploy action plans
- Working on communication and making AXA GO a great and inclusive workplace
- Simplify processes and make better use of allocated budgets
- Work on improving cross-cutting processes, improving data that can be used at the global level, clarifying the roles of data managers and strengthening training on data culture

As a reminder, AXA GO's Target Operating Model aims at a global organization while maintaining local proximity to properly serve insurance entities and on the other hand a simplification of the organization and harmonization of cross-cutting processes complemented by usable quality data.

Key impacts for employees:

- A growing workload that needs to be controlled by automating processes, simplifying organizations and reducing management levels
- Recruitment and employee mobility that needs to be geographically better targeted
- Employee skills that need to be upgraded to new trades and new products



The implementations of the reorganizations will take place in 2 stages, June 2021 and January 2022 to ensure some stability between these two phases and to take the time to analyze the impacts for employees.

Questions and Answers



Daniel Folgado asks the Management about the additional means put in place in the face of the risk of increased IT security with the deployment of smartworking. Isabelle Sonnevile confirms that in recent years AXA has put the means and resources to have the ability to defend itself against computer attacks, however, she stresses the need for a better understanding and vigilance of employees on this risk and that additional training will no doubt be useful.

Patricia Nunez stresses the concern of employees impacted by the repeated thefts of private datas, suffered by AXA and wants to know the planned support devices. Vincent Giard confirms that there are no sensitive data stolen (medical or financial) and details the accompanying measures:



- HR platform to answer questions from impacted employees
- Legal platform in case of identity theft and dedicated lawyers
- Mobilizing IT experts to assist the impacted employee

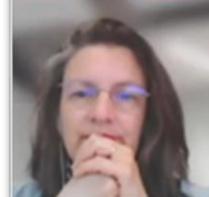
Isabelle Sonnevile proposes that the subject of professional or private IT security measures deployed by the Group be proposed in a future Bureau of EWC.

Andrea Wolf questions the Management about the project of allocating tasks and costs between the Group and AXA GO in Germany from 1st January 2022, but which seems to be now held back.

Isabelle Sonnevile replies that the idea is to encourage proximity when it makes sense and when projects are developed specifically for countries, the aim will be to transfer the dedicated activity locally. This has an impact in terms of the allocation of human resources but also economic in terms of income for AXA GO and cost for the local entity. This is why this part of activity transfer is frozen until further analysis of its consequences.



In response to **Pascale Rauline** who asked the speakers about the action taken by the Group to limit the impact of data centers on the environment, Isabelle agrees that AXA GO is a big polluter and that a reflection is under way to optimize the management of CO² emissions from these data centers.



Information on the next Resilience training session on June 15, 2021

Ahead of the training session dedicated to EWC members scheduled for June and November, **Stephanie Ricci** (Director of Training Group AXA) comes to present the topic of resilience that finds its meaning in the current context. This crisis has had a strong impact on our relations with others both in the private and professional spheres, underlined our sense of isolation, disturbed our prospects for the future, forced many employees out of their comfort zone and needed strong adaptations to bounce back.



The new way of working implies the need for the well-being of teams and managers through remote work. AXA is partnered with Resilience Institute and has set up various sessions with many leaders and HR at all levels. They must start by



preserving themselves by developing resilience and practicing it on a daily basis, to take care of their teams to the best of their ability and also to train them in these actions of resilience. New managers will also have to be involved and the entities will have to take over on this subject for all employees.

The Secretary of the CEG, **Hedi Ben Sedrine**, stresses the importance of the work of reps in the daily support of the Group's employees, in a very complicated period, and that they must also work on their own resilience. Moreover, it expresses the fact that one must also become aware of the environment, oneself and others in order to move forward in a construction pattern because resilience is not something innate.



Introducing the future Group Mobility Platform



Fanny Deconinck (Head of Talent Attraction and Employer Brand) and **Amanda Vaughan** (Talent and Development Manager) came to demonstrate Move (name chosen for this platform) which is part of the Group's 2023 ambition in terms of employer reference for the employability and mobility of its employees.

The deployment will take place from 6 July for 6 entities of AXA (AXA Belgium, GIE, XL, AXA Partners, AXA GO, AXA IM) representing 40 countries and nearly 30,000 employees. Today this platform is available in the 5 most used languages in the Group (French, English, Spanish, German and Dutch). This platform will allow to consult job offers and apply in internal mobility but also to identify training courses in e-learning, combined with skills to acquire, to reach the level required by the offers offered and thus prepare career paths.



Jean Marc Houssieux (Move Project Manager) then demonstrates the tool for members of the Office.



Questions - Answers

Hedi Ben Sedrine agrees that this is a very powerful tool, but success will depend on the buy-in and use that will be made by the employees. Moreover, the expertise acquired by elected officials throughout their careers as representatives of employees, especially for permanent staff, must be taken into account. This will enhance and facilitate their integration during a transition to the operational.

Amanda Vaughan and Fanny Deconinck then shed some light on the issues of the Members of the Secretariat:

The philosophy of this platform is a response to AXA's lack of ability to share and retain talent in the Group who lack information about the existing jobs market within the Group. Access to employee data by recruitment teams is also fundamental to working more closely on profiles that might be consistent with the positions offered.

It is also a tool to succeed in the transformation through which the Group must pass while maintaining the employability of its employees by allowing them to self-train to access the positions offered. This new platform will enable the search for mobility on a very wide range, from internal mobility in its own entity to global international mobility and on a position whose missions and skills can be equivalent to the current function as totally different. In the future offers can be made on positions kept completely remote in the longer term.

Validation of the plenary meeting of 18 November 2020

- ✓ The members of the Secretariat unanimously approved the minutes of the Plenary meeting of the November 18, 2020

