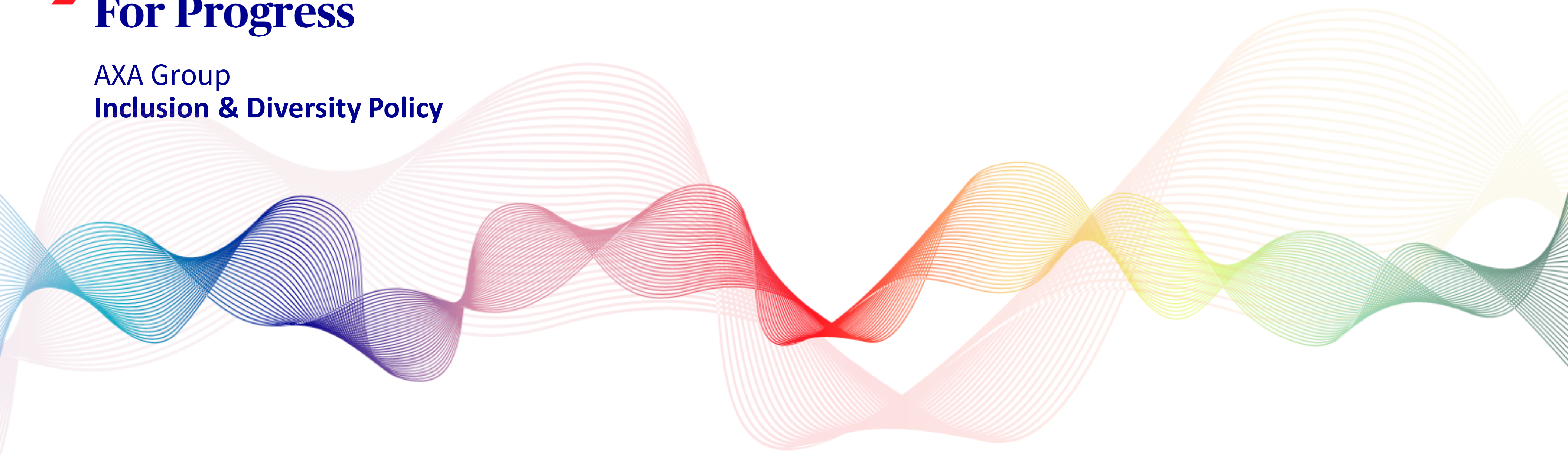




Inclusion For Progress

AXA Group
Inclusion & Diversity Policy



Foreword



At the heart of AXA are the people who make it all possible. Across the world, more than 120,000 employees share the same passion to live our purpose – to act for human progress by protecting what matters. It's our 2023 ambition to

place AXA amongst the most inspiring companies to work for and to become an even more inclusive and diverse company to reflect the diversity of our customers and society.

A diverse workforce and inclusive culture are crucial to our long-term success. That is because, in our experience, teams with diversity better understand and relate to our equally diverse customer's needs. Likewise, diversity of thought, opinion and experience helps us make better decisions and be more innovative, while an inclusive work environment attracts high-quality people and makes us a better place to work for everyone.

At AXA, we take a broad approach to diversity. We have defined our areas of priority in the next years as: gender, LGBTQ+, disability, multi-generations, origins and mental health, always recognising our people's lived experiences, maybe one or more of these factors, or indeed other personal characteristics. These priorities have as a

foundation the engagement and support of our leaders, who accept ownership of inclusion and diversity and are held accountable in demonstrating their commitment.

I am also proud to say that our people at every level globally are helping us to build a culture of inclusion. We are always looking for new ways to provide space for our people to express their viewpoints, and have more meaningful conversations, creating a culture where everyone feels comfortable exchanging differing perspectives.

I have always believed that there is no limit to how successful we can be if our people bring their full, authentic selves to work every day – sharing their experiences and perspectives in ways that enrich our culture, bring value to our customers, strengthen our society and drive AXA's success. We are living in transformative times, and now is the time for change – to spark new ideas, set clear strategies, and work together to make progress towards what matters.

Inclusion and diversity should be considered a continuous journey which requires commitment, care, and constant revaluation. And most of all, the involvement of us all.

Karima Silvent

We believe in the power of difference

At AXA, inclusion and diversity are closely linked to our values, and to our culture of respect for employees, customers, and the communities around us. Together, we create an environment where everyone feels they belong, are included and can thrive.

We're convinced that different ways of thinking and varied experiences will be key for our success in the long term. A diverse workforce helps us attract the most talented people, because they know they can flourish with us and realize their full potential.

Diversity also helps us meet the needs of our customers across different markets – both globally and locally.

Inclusion and diversity also play a big part in our purpose: we act for human progress by protecting what matters. As one of the world's largest insurers, we want to lead by example. We do this by promoting the values of inclusion and equality throughout society. As an insurer, we develop products and services for vulnerable communities to whom we give access to a new level of social protection they did not have access to before.

You can find out more about our inclusion and diversity work notably on our AXA.Com website.

Discrimination, non-inclusive behaviour and harassment have no place at AXA. We expect every employee to show respect for their colleagues, customers and partners.

We make sure all employees have equal access to opportunities and we have policies and procedures in place to pay them equitably – based on their role, skills, contribution or impact – and we do not discriminate on the basis of gender or other factors.

Unjustified pay gaps are addressed, should they arise.

We encourage employees at every level to be allies. We want all our people to actively promote and advance a culture of inclusion – through deliberate, positive and mindful efforts. We can make a big difference with everyday actions like using inclusive language, recognising and addressing unconscious biases, and challenging non-inclusive behaviour.

Our employees' opinions and experiences count. We're building a culture where all our employees can use their voice, knowing it'll be welcomed, heard and respected. We are so committed to building an inclusive culture that we measure it. We want to know whether our employees feel included and whether they would recommend us as an inclusive place to work.

Everyone has a part to play in creating an inclusive culture

Our inclusion and diversity effort is driven by our executive leadership teams (Management Committee, Partners and GLN) across the world. A Group Inclusion & Diversity team drives thought leadership and acts as a centre of expertise liaising with dedicated teams in each entity. They are inspired by the Group strategy and their own local priorities to create more inclusive workplaces.

To monitor and measure our inclusion and diversity actions at a global level, our priorities are: **gender, LGBT+, disability, origins, multi-generations and mental health**. We expect these areas of focus to change over time, to reflect our achievements and to keep us progressing. We also understand the importance of the interconnected nature of personal characteristics. No one aspect of identity defines us. An employee may identify as being in multiple groups which informs their lived experience.

Our areas of focus



Gender



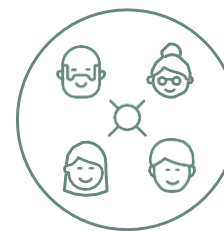
LGBT+



Disability



Origins



Multi-generations



Mental Health

Gender

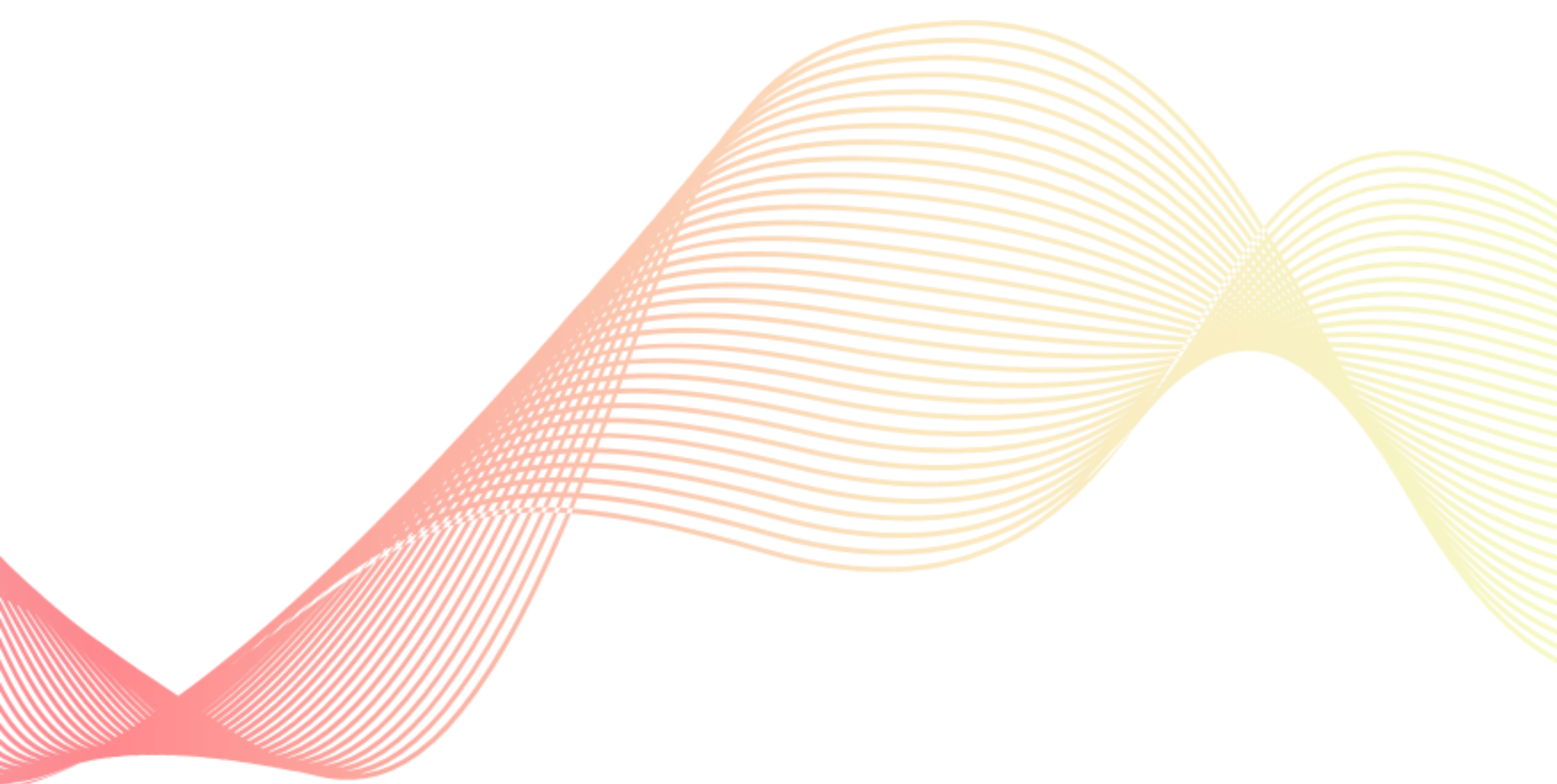
We're promoting and hiring more women to senior positions, year by year, making our workforce more representative of women at all levels.

We are accelerating our gender parity strategy. All Management Committee members and CEOs have set strategic priorities on inclusion with a clear focus on improving gender diversity within their respective organizations. Our standards and procedures (recruitment and promotions) are being strengthened so that we continue to progress going forward. We are also committed to reach pay equity across all geographies by 2023 at the latest.

We continue to invest in education to challenge gender stereotypes and bias, as well as sexual harassment. We are also strongly committed to gender parity for our customers. We ensure women have equal access to insurance and health by adapting our offers and services to their needs.



LGBT+



We want our lesbian, gay, bisexual and transgender plus employees to be themselves at work. We use the term 'LGBT+' to represent the wide range of sexual orientations, identities and expressions that exist.

Around the world, being LGBT+ all too often means you're faced with discrimination and persecution, so we focus on education around these issues. We stand in solidarity and support our employees – those who are out, as well as those that are not – because we want to create and maintain workplaces that attract and retain LGBT+ talent.



Living with a disability – whether visible or invisible – is a part of everyday life for many of our employees.

We commit to being flexible and practical in helping our employees work with disabilities – adapting our workplaces, working styles and equipment whenever we can, in whatever way is most helpful. Over time, we are enabling change so everyone can contribute to the best of their ability and access all opportunities.

We make sure all our employees have the skills and knowledge to be truly inclusive of all disabilities. And we work to reduce the stigmas associated with disabilities.



Disability

Origins

Our global teams are made up of people from a huge range of different racial, ethnic, social, national and cultural origins.

We create forums to encourage and support all our employees to share the perspectives that our differing origins and life experiences give us, as openly as they wish to.

We are committed to focusing our efforts to ensure that our future leaders are more representative of society. This diversity is a strength and it helps us better understand our customers, each other and the wider world.



Our workforce spans up to four generations. Each one bringing diverse values, needs and perspectives, and each one learning from the other.

We believe that a mix of generations interacting with each other increases engagement and delivers the greatest performance. We encourage initiatives that enable employees to share cross generational experience and expertise. We also support the development of our employees throughout their AXA journey and we always seek out diverse talent, whatever their age.



Multi-generations

Mental Health

Statistically, 1 in 4 persons will experience a mental health problem in any given year. We are committed to be the most inclusive workplace and support our employees by working to remove mental health stigmas.

We focus on protection, promotion, and provision of services. We deliver education programs designed to build mental health awareness and literacy at all levels.

Through campaigns to destigmatise, we empower employees to take care of their mental health and that of others. We are also committed to providing an employee assistance program in every entity to support employees when and wherever they need it.

