

## Minutes of the Plenary Meeting of 18 November 2020



Opening of a new remote plenary meeting by the Secretary of the EWC, **Hedi Ben Sedrine** and by **Koen Hermans** (Group Director of Employee Relations and Director of Compensation & Benefits and International Mobility of the Group), who is co-leading its first plenary meeting of the EWC, and **Elodie Batout-Badaire** (Deputy Director of Employee Relations of the Group and Director of Social and Regulatory Affairs, Support & HR Operations of the EIG), who quickly introduced themselves to the members of the EWC..

As at the two previous Bureau meetings, Koen Hermans affirmed his intention to continue to promote quality, open and constructive social dialogue within the Committee.

### Presentation of the last 6 months of the EWC by Hedi Ben Sedrine



Before giving the floor to Thomas Buberl, the Secretary of the European Committee wished to develop the work of the EWC during the last 6 months, with meetings of articulation in a remote, including with the delegates of the CEECs that the Secretariat continues to support in their transition to Uniqa. Then came the presentation of the new EWC management team, the Covid 19 meetings, the charter on the health and wellbeing programme, the participation of employee representatives on the Group's Board of Directors in EWC meetings, etc...

### Speech by Thomas Buberl

The Chairman of the EWC began by taking an overview of the main events since the June plenary meeting. Thomas Buberl pointed out that, in addition to the very heavy management of the impacts of the Covid19, there was a need to reflect on how the Group should commit itself to helping civil society in a major situation of crises .

The AXA Group's main actions for 2020 to deal with this pandemic are then listed:

- Priority to the safety of all employees and the continuity of customer service
- Supporting employees with wellness and mental health initiatives
- Claims have been settled in full (€ 1.5 billion).
- 400 M€ has been invested in solidarity funds and 700 M€ for economic recovery. No use of public aid
- Reducing dividends to act responsibly
- Proposal for a public-private pandemic insurance risk scheme



In 2021, a global health and well-being programme will be launched, to be implemented in all Group entities, which will enable each AXA employee, if he or she so wishes, to benefit from a physical and psychological health check-up in a face-to-face or digital format, health prevention and desensitisation days, an annual flu vaccination and a psychological assistance and support programme accessible at all times.

**Thomas Buberl** is pleased to associate the EWC AXA, through the co-signature of a charter with the AXA Group, in the implementation of this programme and in the follow-up that will be presented during meetings within this body.



On the results as at 30 September 2020, the President highlighted three points:

- Business recovery in important business risk, health and provident segments and a turnover that is on the increase with an acceleration in rates at XL (+20%).
- Covid19 Claims: Initial confirmed estimate 1.5M net of reinsurance which is a positive message to the market.
- Confirmation of the rating by financial analysts

December 1st is the date on which the Ambition 2021-2023 plan will be presented, which should give more visibility on the company's future strategy. This plan will be a continuation of the previous plan, which was based on simplicity and a renewed focus on growing insurance risks (Health and Corporate risks). The actions of the next plan are

- Capitalising on the Health and Protection segments by associating the development of services with them
- Simplify and rethink processes based on the customer experience
- Returning to performance and profitability for XL
- Increase and consolidate our position in society (Climate change and energy transition)
- Strengthening our financial strength with a stable balance sheet

**Question-and-answer session: For greater clarification, the questions of EWC members and the answers of Thomas BUBERL have been annotated in a document annexed to these minutes.**



Thomas Buberl's conclusion on this session :

The questions and the commitment of the EWC members in the exchanges during this plenary meeting was appreciated by the President who wishes to continue to participate regularly in these meetings in 2021, at least 4 times as in 2020. He insisted on the importance of these exchanges for the next phase with subjects to be discussed and a social dialogue which remains essential.

## Signing of the charter for the global health and well-being programme within the AXA Group

**Thomas BUBERLAXA's** Chief Executive Officer and **Hedi BEN SEDRINE**, Secretary of the European Committee of the AXA Group, have jointly signed a charter on the global health and well-being programme for AXA Group employees.



This programme will be implemented from January 2021 and will allow each AXA Group employee, if he or she so wishes, to have free access to care and prevention of the main health risks. Employees will be able to benefit from a physical and psychological health check-up in a face-to-face or digital format, health prevention and awareness days, an annual flu vaccination and a psychological assistance and support programme accessible at all times.

The AXA Group's management, which is committed to social dialogue, wanted the AXA Group's European Works Council to be involved in the implementation of this programme in all Group entities through the signing of a charter, which will be followed up within its body.

## Presentation on CSR & Global Health and Wellness Programme within the AXA Group

**Koen Hermans** introduces the subject of CSR which takes its full place in a context of crisis, which for the AXA Group is structured around 3 pillars: climate, health and inclusion and the health programme.



**Céline Soubranne** (Group Corporate Responsibility Director) sets out the CSR strategy associated with AXA's Purpose, deployed with the 60 Group entities that integrate these notions into value chains. In parallel, 8 sustainable development objectives are developed (Climate action, life under water, life on earth, clean and affordable energy, good health and well-being, no poverty, gender equality and reduction of inequalities).



From a voluntary approach, the subject of CSR has become essential for companies because investors and regulators now have a look at what is being done in this area, the company's rating is itself impacted and today AXA is very well ranked.

The health crisis has led to a rapid change in CSR strategy. AXA's funds for research (€ 250 million) have been concentrated on vaccines, treatments, prevention and support for healthcare personnel.

Support for customers and the economy has been given priority and the recovery will also have to be one of investment in the green transition. Finally, a strong contribution in social support for the populations most affected by this crisis throughout the world.



Recurring actions are continuing on the climate (impact of our portfolio on global temperature reduction, withdrawal from coal, green transition), on the internal carbon footprint, on biodiversity (integration of this dimension in our investments, € 350m paid into a fund to help preserve biodiversity) and on inclusive protection (access to health products and prevention for the most fragile populations).



The use of funds invested in biodiversity is based of course on the approval of a business project that will meet the criteria of activity, social and environmental impact.

Finally, the commitment of employees via AXA Hearts in Action is always very important.

On the question of the participation of the social partners in the Stakeholder Consultative Committee, Celine Soubranne replied that AXA is in the process of reviewing this functioning, which will evolve within the framework of CSR governance, particularly with regard to its structures for dialogue with the social partners, which must be integrated and that this subject be discussed in the existing bodies. Concerning social dialogue indicators, they exist and are communicated in the Group's reporting and are a point of the extra-financial rating and for information, AXA is well rated.

CSR is also an important internal issue that is discussed with HR worldwide and many social dimensions are measured and entities are assessed on their local CSR level.

## Covid-19 Crisis Management Update

A new topical point during this 2nd confinement presented by **Olga Kravchenko**, Director of Operations of the HR Group. The crisis management committee is working well because the entities are already familiar with managing problems and sharing their good practices. AXA's employees are mainly European and very few have been contaminated, especially off-site.



Returning to the office is like Stop and Go, but in any case it will be gradual. There are many disparities between European and Asian entities, for example, where the return to the office has already taken place. But in any case, Axa follows at least the local government guidelines. We are also thinking about the vaccination part as soon as a solution is available.

For the return to the office, we are keeping the instructions concerning barrier gestures, and we are already thinking about the future way of working in a sustainable way, on site and at home. The dialogue between employees and management must continue, either in teams or individually.

On the question of the management of support for employees who have remained working from home since the first confinement in March 2020 and who could remain so for a few more months, Karima Silvent, Group Human Resources Director, replied that there is a real problem of isolation of many employees and that a study has already begun to measure the number and build a progressive HR and managerial support system to avoid desocialisation with regard to the company.

A discussion then took place on the equipment costs borne by the employees, some are equipped by their entity, others have to invest themselves to work properly or in installation conditions that are not suitable for telework. It seems that this topic is not only a problem of budget in the entities, but perhaps also of equity in treatment between managers and employees.

Karima Silvent says she has already heard the messages and is working with her teams and local entities to implement the best plans taking into account local regulations and taxation, but there is still a long way to go.

## Update on the operational strategy of AXA Group Operations



**Roland Scharrer**, head of Data and Emerging Technologies for the AXA Group, begins a 3-point presentation, AXA's strategy on data and new technologies, the changing digital work environment and support for employees in this environment.

Industries such as AXA , Insurance company , are increasingly connected in a platform economy and AXA has identified 5 key initiatives to achieve this:

- Achieving full data security
- Managing historical technology to move to new technologies
- Making better use of the internal but also external Cloud
- Manage our data to use it efficiently for our customers and products
- Using Artificial Intelligence to enter a competitive future

The programmes to achieve this:

- Building a network infrastructure to achieve a single network in which all employees are connected
- Having a single workplace with similar connections whatever the entity
- Have a unique identifier for all sites
- Building a Cloud strategy in the use of AXA's next generation data



The impacts on the business lines will be multiple, with digitised contracts, increased underwriting with data already available without asking customers (satellite data), faster claims settlements, better management of customer data and improved customer invoicing.

Then Roland Scharrer answered a few questions from the employee representatives:

CSR and new technology is first and foremost in the way we use and preserve customer and employee data. Data exploitation can also enable us to influence our choices of insurance products that are closer to CSR. Artificial intelligence transparently helps to ensure that our insurance products are fairly priced. Technology must evolve to be more efficient in energy consumption

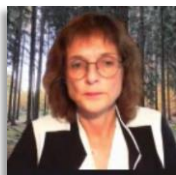
The crisis has had an impact on AXA GO and has forced us to make adjustments to our services, with remote connections in March and the supply of a Microsoft licence and support for employees on this new form of communication and its standardisation. We also need to rethink the configuration of our offices and learn the lessons of this crisis.

Today, the existing network in the AXA Group appears to be too complex and by the same time too vulnerable, it is necessary to work quickly on a new security system that is not only defensive but also proactive. AXA participates in the European Cyber Defence and Cloud GAIA initiatives (European counter-offensive to the GAFSA).

Microsoft's MyAnalytics tool should not be used as an employee monitoring tool and the debate is not over to decide on the integration of this tool at AXA.

## Some points discussed at the Preparatory Meeting on 17 November

**Hedi Ben Sedrine**, Secretary of the EWC, reports on some of the points of the preparatory meeting:



The presentation of the 2019 accounts of the functioning of the EWC by the certified accountant Fiducac and the vote of Quitus to the Treasurer **Andrea Wolf** (34 for, 9 Abstentions and 0 against)

La 1st participation of the employee representatives on the Board of Directors of the Group, Bettina Cramm and Martine Bièvre, at the request of the Secretary of the EWC. They were able to present to the EWC members their career in AXA, their roles within the Board over the past two years and their desire to create links with local reps order to raise the social issues that may be present in the entities. They confirmed that the directors are in the process of learning about social dialogue and that they are very interested in the exchanges they have with employee representatives who have experience in human resources. Appropriate training has been given to them to enable them to deal with complex subjects and a form of tutoring has accompanied them in the integration process.



The work that will be done with the elected representatives, with the subject of confidentiality to which Bettina and Martine are bound, will allow the voice of the employees to be heard at the highest level.

The tour of the countries, which allowed all the employee representatives to find out about the news from the different countries within the EWC's perimeter.



The departure of **Jos Verbinnen** and **Peter Fluegge** was an opportunity for the Secretary to thank our colleagues for their work within the EWC for many years and to wish them good luck for the future.

