

Minutes of the Bureau Meeting of 20 January 2021



Koen Hermans (Group Director of Social Relations) opened this first Bureau meeting of the year 2021 by expressing his best wishes to all the members of the Secretariat and by underlining the openness and the quality of the dialogue that had taken place over the last few months within this body. On the agenda were four topics that have an impact on the Group: Smartworking, the inclusion and diversity project, the AXA Next innovation ecosystem and a progress report on the International New Markets projects.



Presentation Smartworking & the Inclusion Index within the AXA Group

Kirsty Leivers (Director of Culture, Inclusion and Diversity) began her intervention by specifying that today we need to create a vision of the return to the office and the importance of working at a distance:

It is necessary to ask about possible changes in the future for a new way of working, which will be thought out in an intelligent way and will depend on the functions of each person. This means more flexibility, in connection with the modern world and enough resilience to ensure the continuity of the company's activity in the face of crises such as the one we are facing today.

The results of the Pulse survey confirm this demand for greater flexibility for more than 90% of the Group's employees. A brainstorming session within the teams must be held on the distribution of working time on site to maintain team cohesion and a link with the company, on remote working to respect the balance between private and professional life, on the success of the objectives set for each person and on maintaining the right level of customer service. This new way of working will be on a voluntary basis and managers will be supported in the change management they will have to make on a daily basis. Communication will be the main tool of local HR.

The implementation of smartworking will start in 2021 and all entities will be on board by 2023. Group guidelines will be defined, but local specificities will be considered in the application of these guidelines. Investments will be necessary as well as the implementation of a unified, harmonised, reliable and easy-to-use IT infrastructure everywhere, accompanied by a strategy of "no or very little paper".



Before moving on to questions, **Hedi Ben Sedrine**, the secretary of the EWC, underlined the importance of the subject that has just been presented, as it is the one that is most in touch with current events. The elected representatives are in the front line of the employees' questions on this way of working and its impacts on their daily life.

Daniel FOLGADO and **Steve BLEASE** point out that teleworking creates a lot of problems for managers and their teams. The number of meetings has risen considerably and the need to take a step back, the time for reflection and the space for decompression no longer exist. It is necessary to reinforce the right to disconnection and to support some managers in moving from active supervision of their team to shared trust. Kirsty Leivers confirms that there is certainly a need to train managers on this transition to smartworking to help them manage productivity as well as protect the mental health of employees.

Patricia NUNEZ raises the question of the additional means that will be given to the social partners in this mode of distance working with the aim of preserving a social dialogue that will have to adapt to more distant relations between employees and the company. Management confirms that this subject is important in order to keep the link, and it is a concern shared by managers and HR. It will be necessary to think and work on this aspect.



The Group would like to launch an employee survey to measure the quality of inclusion proposed by AXA, which will be very different depending on the country, where this type of data can sometimes be a sensitive issue in some countries. This survey is completely anonymous, optional and data protection will be guaranteed.

The Secretary of the EWC gives a positive testimony on the evolution of behaviours over the last few years in the AXA Group that make inclusion one of the company's values. There are undoubtedly still some obstacles to be overcome in certain countries where cultural differences exist, but the Group is doing its part to break down these barriers. **Francesco ROTIROTI** reminds us that contestable practices take place in many companies and AXA must do the necessary work to lead by example on these issues, which is what makes it so rich. **Steve BLEASE** would like management to ensure that efforts are made to support people with disabilities whose integration is sometimes difficult for reasons that can be heard.



Finally, Pascale Rauline focused management's attention on a parity that is still difficult to see in the highest positions in the organisation chart.

The members of the Secretariat welcome this initiative and note that much remains to be done in this area to make equal opportunities a reality within the Group and at the same level across all entities.

Presentation on AXA Next's strategies and the innovation ecosystem within the AXA Group



Delphine Maisonneuve (CEO AXA Next) began his presentation by specifying that its operational scope is today at the heart of AXA's strategy and completely in line with the Group's purpose.

The subject of innovation has been on the move in the Group for the past 5 years, firstly on the exploration and construction of new partnerships and new business models. Today the step of maturity has been reached and many innovative services have been set up in many entities, particularly in Europe.

There has been a phase to test the way of operating and working with the operating entities and today AXA Next

wants to strengthen the alignment of these innovations with the priorities of the Group's strategy and purpose but also to use the capacity to impact all entities.

The AXA Next ecosystem works on innovative solutions that are intended to be deployed internally but also by external partners. These developments are based on 2 business themes related to this strategy, health and protection for clients and populations in emerging countries and P&C (Underwriting, Risk Consulting and Claims), and mainly on new emerging risks (Climate or Health) and on simplifying the client experience. This programme is structured around 8 Business Units (already mature or under construction), such as AXA Climate, AXA Partners, Kamet or Business Innovation Centers, which have in common the customer service dimension (improvement and creation of new services).

Axa Next is also the gateway to capture start-ups (open innovation) that could bring ready-to-use solutions to develop business projects.

The challenge today is to provide customers with innovative, value-added solutions as quickly as possible with the best possible solutions, either internal to the Group or, with the necessary investments, with external partners. Finally, it is necessary to ensure that these innovative products are adopted and used by all the players to whom they have been proposed.

AXA Next's most important customers are the AXA entities, but external customers make it possible to have the necessary volumes to amortise investments and reduce costs internally.

AXA Next has been requested by the Group to guide some of these innovative solutions for the employees and HR of the entities, for example about mental health in addition to what is already in place today.

On the question of the use of artificial intelligence in terms of innovative solutions and its consequences on employment, Delphine Maisonneuve says that the combination of digital and physical teams is a hybrid use that works very well as demonstrated during the current crisis and is essential to the Group's competitiveness.

Update on International New Markets projects



Benoit Claveranne (CEO International & New Markets) et **Laurent Marvy** (HRD and General Secretary) came to share with the EWC Secretariat a progress report and the highlights on this perimeter. The INM has almost 15,000 employees, the majority of whom are very young and of whom one third of the members of the management committees are women. They also account for 7% of the Group's revenues and 40 million clients, with a very strong increase in the health



line, but the economic and social impacts of the health crisis have been particularly violent in this area. The client service initiatives developed internally at AXA to reduce the effects of the crisis have mobilised the teams that have been very involved during this period and business results remain very good (+2%).

2 recent innovative initiatives for INM :

- Health clinics developed in Mexico, Colombia and Egypt that include teleconsultation, on-site and home-based health services and which concern 450,000 clients.
- The use of artificial intelligence for the settlement of car claims to finalise a claim file in 2 hours instead of the 2 weeks previously required.



Concerning the changes made to this perimeter following the active management of this portfolio, which marks a strong break with the Group's tradition of acquiring companies, since November 2019, the Group has sold 10 entities or countries in Europe for € 2 billion, of which € 1 billion has already been returned to the Group to improve its cash flow and solvency level.

- The Axa Belgium dossier should be finalised in the 1st quarter of 2021 with Crelan Bank and would concern 700 employees.
- The sale of the Polish, Czech and Slovakian activities to the Uniqa Group took place in October 2020 and more than 2,000 employees were transferred to this new employer.
- At the end of 2020, it was announced that the Greek activities would be sold to the Générali Group.(n° 2 on the Greek market) . It concerns 270 employees who will be transferred at the end of 2021. Product distribution agreements have already been concluded with Alpha Bank, which secures the future of the new entity for many years to come.

Stratos Kefalas, Greek delegate and member of the secretariat, welcomed Benoit Claveranne's sincerity on the Greek dossier, even if the situation is difficult. Since the announcement at the end of December, employees have been very anxious about their future integration into this new Group and very disappointed about the gap between internal communication, which has been praising the merits of this entity and its employees for years, and the reality of the sale of all of AXA's Greek activities.



Benoit Claveranne confirms that, as with all other disposals, the transition phase between a sale agreement and the final signature of the closing is extremely constrained legally and prevents contact between seller and buyer on many issues. However, working groups will be set up at the level of the management of the 2 Groups, but it is Generali that will choose its final organisation, possibly taking into account the data that will be provided by AXA.

Laurent Marvy confirmed that information meetings will be set up at AXA Greece to provide information on the progress of the project as far as can be legally communicated.



Steve Blease noted the confidentiality of the information concerning these transfers and regretted that management did not trust the social partners to deal with these matters beforehand, in particular at the EWC. The Management argues that the local legal constraints to which those involved in the sale transactions are submitted as long as the sale has not been recorded and which prevent the publication of any information, even if rumours may exist.

Finally, Laurent Marvy confirms that the Group's global health and well-being programme is being rolled out in the INM perimeter. The professional equality indices are at very good levels and efforts are being made in the entities that are late in this area.

Before concluding the meeting, the Secretary of the EWC proceeded to the vote of the members of the Bureau for the approval of the minutes of the Bureau meetings of September 16 and October 14, 2020.

