



CHARTER GOVERNING THE COMMITMENTS OF THE AXA GROUP TO THE EMPLOYMENT OF STAFF OVER 50 YEARS OF AGE

The AXA Group has for several years been a pioneer in the field of inclusion and diversity, which it sees as fundamental levers for growth and essential to its success.

For this reason, the AXA Group has made a strategic commitment to attract, develop, promote, and retain its employees, while creating an inclusive culture where everyone can thrive professionally.

Today, four generations of employees are working together every day for the Group, and the variety of their ages and experience is contributing to the diversity of the company. This diversity is an asset and the collaboration between these generations creates value for employees (transmission and development of skills...), and for the Group (innovation, transmission and strengthening of corporate culture, sense of belonging...).

The AXA Group hereby reaffirms its desire to enhance and leverage the position of employees over 50 years of age and to strengthen its commitment to retaining them in employment.

Very committed to social dialogue, the AXA Group wishes to involve the Group's European Works Council in the implementation of a Charter based on the one drafted by the Landoy Club and signed by AXA France. By signing this Charter, the AXA Group undertakes to stand with the EWC to support and engage with Group's employees who are over 50 years of age, with 10 Commitments that aim to enhance their role and place in the Company.

The Landoy Charter

1. Communicate the commitments made in this document to all employees and managers.
Raise awareness of the importance of living well together, of the power of intergenerational relations and of the need to combat age-related stereotypes in line with corporate values.
2. To act with kindness and respect towards all our employees, throughout their professional careers, whatever their age.
3. Support the development of skills and encourage employees to commit to actions designed to enhance their employability and open up new career prospects.
4. Recruit people at all stages of their careers, offering opportunities throughout their working lives to enable everyone to work in an inclusive environment right up to retirement.
5. Encourage the transmission of knowledge and the sharing of experience between generations by setting up dedicated systems.
6. Valuing experienced employees, highlighting inspiring career paths and role models to change perceptions of ageism.

7. Offer tailored, individualized support for health and well-being in the workplace throughout an employee's career*.
8. Accompany and support employees who are caregivers.
9. Give special attention to preparing and supporting employees when they retire (transition arrangements). At the time of departure, thank employees by celebrating and acknowledging their careers.
10. After departure, for those who wish to do so, the company can offer to maintain links, notably through Alumni, or encourage associative involvement.

To operationally implement this Charter internally, the AXA Group wishes to particularly highlight the following initiatives:

Communicate in a motivating, inclusive and rewarding way on the theme of employees over 50 within the AXA Group.

Design and launch a comprehensive internal communication campaign inspired by the program "Audacity knows no age".

Leverage Group training initiatives and events to address skills development as a right for all, regardless of age.

Strengthen the skills of HRDs/HRBPs regarding specific topics and the support given to employees over 50.

Give visibility to AXA's offer of social benefits.

Design a reporting dashboard with clear indicators to monitor the annual progress of support given to employees over 50.

This Charter is intended to apply to all employees of the AXA Group. Each entity, effectively controlled and integrated globally by the AXA Group, will be responsible for the operational implementation of the principles contained in this Charter, considering local practices, laws and regulations, and more particularly those pertaining to personal data protection.

The implementation of this program will be gradual in the entities over the period 2024-2026.

This Charter shall take effect from 1 January 2024. The EWC, through its Bureau, will be associated with any changes that may occur in this program.

The signatories of this Charter will pay particular attention to the implementation of its provisions that will be discussed at meetings of Bureau of the Group's European Works Council.

Signed in Paris, this 16th day of November 2023

For the AXA Group,
represented by Thomas BUBERL,
Chief Executive Officer of AXA

For the AXA GROUP European Works Council,
represented by Hedi BEN SEDRINE,
Secretary of the AXA EWC