



AXA's Diversity Policy and Some Sample Diversity Projects

AXA Group's Diversity Policy

The AXA Group diversity and integration policy, signed by the CEO in 2006, seeks to maximize AXA's ability to meet business challenges worldwide and fulfill our customers' and employees' expectations while helping to stimulate innovation and performance.

At AXA, developing a culture of diversity and integration means recognizing and respecting individual differences, recognizing and appreciating a variety of backgrounds, cultures, and perspectives. It also means putting each employee's unique contributions and abilities to good use, regardless of physical traits or whether the person belongs to a particular group within society.

This policy should be a force for change in the corporate culture. It provides a practical, sustainable approach to diversity designed to ensure that AXA's management practices:

- Guarantee equal employment opportunity for all workers at every AXA company, based on merit and ability.
- Raise awareness of and promote a belief in the advantages of diversity;
- Make diversity the responsibility of all employees and executives.

Implementation

AXA's efforts focus primarily on three specific goals:

- Promote awareness of diversity issues within the organization while demonstrating the company's commitment to diversity, particularly through executive-level involvement and an effective communication campaign.
- Create an integration-friendly workplace that allows teams to flourish by incorporating diversity themes into management practices and requiring documentation of how this has been done.
- Encourage a diverse workforce by systematically incorporating diversity issues into recruitment planning and assignment of shifts.



The content of this policy must be implemented in accordance with local laws and should be adapted to local circumstances. This AXA Global Diversity and Integration Policy requires all AXA companies to define long-term action plans designed to help achieve our objective: to ensure equal employment opportunity for all our workers based on merit and ability.

Tracking Progress

AXA Group's progress toward achieving diversity and integration is tracked through an annual review by the chairman of the Group, senior managers, and the HR Steering Committee. This review focuses primarily on actions and progress toward achieving awareness, integration in the workplace, and a diverse workforce. The results of the review are presented to the Sustainable Development Governance Committee.

The HR Steering Committee adopted this policy in 2006. A preliminary international HR workshop was held in July 2006. It included an initial exchange of best practices, prior to development of local action plans (for 2007 to 2009) by the end of 2006. A review is slated for October 2007.

Country-Specific Examples:

AXA France

- In 2004, AXA France signed the Diversity Charter. Among other principles, the Charter holds that encouraging pluralism and seeking diversity in recruitment and development is a key factor in a company's development.
- Since January 2005, AXA France has anonymized incoming resumes. For now, they only anonymize online job applications for positions in the various divisions of AXA France, submitted through the company's web site. (Some 20,000 resumes arrived in 2004.) Discussions are underway about the possibility of expanding the practice to other types of resumes, such as those mailed as hard copies or sent by e-mail. Down the road, this approach may also be used with AXA Assistance and the online Direct Assurance. The entire process will take place under the control and leadership of a responsible individual or review board, possibly from outside the Group
- In July 2005, the "Agreement on Basic Rights Related to Workplace Diversity and Equality within AXA in France" was signed. This agreement specifically defines the framework in which AXA intends to conduct projects in France to fight discrimination and promote equality in the workplace.
- In April 2006, AXA France signed a diversity and equal-opportunity agreement with the labor organizations with which it has dealings (5 of the 6 unions)



- On June 7, 2006, the French standardization and certification group AFAQ/AFNOR awarded AXA France its Label Egalité (Seal of Equality): This marks the first time an insurance company in France has been honored for its innovative steps to promote equality in the workplace.

Action Areas:

- Improving gender equality in hiring and promotion
- Promoting equal opportunity for women and men in entry-level and mid-level positions
- Making it easier to balance employment with parenthood
- Eliminating unjustified salary gaps between women and men, for which purpose a budget of 250,000 euros has been set aside

Steps Taken:

- Implementing anonymous resumes
- Diversifying recruitment channels by partnering with organizations, government agencies (France's National Employment Agency, the Executive Employment Association, and local employment centers), making recruitment agencies aware of our commitment to diversity and asking them to use selection and testing methods that are as objective as possible
- Cooperation with SOS Racisme (NGO dedicated to fighting racism in France), the AFIJ (Young Graduates' Placement Association), and the IMS (Corporate Social Responsibility Institute) so these organizations can send AXA France a selection of resumes from people who belong to visible minorities or who come from troubled areas.

Equality between men and women in the workplace is a central focus of AXA France's human resources policies.

AXA USA

In the United States, AXA Equitable is going to develop a 4-point Diversity Action Plan:

- 1) Transform the corporate culture through training of executives and then managers
- 2) Take advantage of recruitment opportunities to increase the percentage of minorities and women in senior positions
- 3) Develop talent through a process that is still being finalized
- 4) Use targeted internal communication.

AXA Equitable has also created a Diversity Advisory Council whose job is to establish programs to encourage diversity in recruitment, development, and retention of talented individuals who belong to minorities, and to raise awareness of this among outside audiences such as clients and suppliers. This is particularly important since members of the Hispanic, African American, and Asian communities will make up 28% of the U.S. workforce by 2008.