

Proud signatory to the Women in Finance Charter

We signed up to the Charter in November 2017.

As at the end of June 2021 we have 26% women in our global senior leadership population and 38% at Management Board level.

This did not meet our 2020 target, and we need to go further to accelerate our progress as a business, and as part of the wider asset management industry.

We have now set ourselves a new target of 1/3 of women in global senior leadership positions by 2025. This is ambitious but achievable, knowing that our senior executive population is a relatively small group, and the numbers fluctuate based on departures and hires across the year.

We have been working to implement actions to continue supporting our ambitious goal:

Supporting working families by taking visible steps including:

- 121 coaching for parental leave transitions
- Global webinar series available to all employees covering a broad range of topics from caring for elderly relatives to coping with fatherhood for the first time
- Inclusive Global Parent Policy offers the same minimum parental leave provision to all AXA employees, globally
- Promoting more agile and flexible ways of working to help employees fulfil their professional ambitions whilst also managing the challenges of family life
- Sharing employee testimonies (including fathers) of working parenthood and senior leader support for the topic

Ensuring **gender diversity** is a key element taken into account **in our HR processes**

- We are rolling out a programme for all hiring managers globally on **inclusive recruitment practices**. The program looks at the importance of structured, consistent interview techniques and also how to mitigate the potential bias in the process. It also underlines the business case for greater diversity and how it can support the performance of the team as well as our ability to innovate
- At the beginning of 2021 we launched a new **emerging Female Talent Program** to help manage the unique challenges women face as young professionals that could potentially curtail their future access to leadership position
- We are reviewing on an annual basis the **succession planning** for all the Management Board members and their direct reports monitoring and strengthening female pipeline
- Working with an external partner, we have taken a **data-driven approach** to analyse more precisely AXA IM gender diversity. To complement our continued groundwork on gender diversity, we undertook a series of workshops for **HR Business Partners** to better equip them to have the right level of conversations with the business.

EDGE recertification: In 2018, AXA IM became one of the only investors to be certified by EDGE. This tool assesses in thorough detail the gender equality of our various policies, practices, people data and employee perceptions (across multiple countries) and then benchmarks these findings against both global standards and our peers. The granularity of this assessment enabled us to develop a comprehensive, impact-oriented action plan to sustainably improve our gender diversity. In Q1 2020, we obtained our recertification and are planning to undertake recertification in 2022.

We remain fully committed to doing everything we can to build a diverse and inclusive company that offers equal access to support and opportunities for men and women. This is an issue that is felt outside of AXA IM, across the wider asset management industry, and we will continue to work with our peers to help nurture a strong pipeline of female talent for the future. A cultural shift is needed to change perceptions of the industry and encourage more women to pursue a career in this industry. We are very conscious of how crucial it is for us to actively play our part in bringing about change for the long-term.