



Toolbox Sustainable Development Procurement



Vivre Confiant



In light of its core business of financial protection and its international footprint, it is natural that the AXA Group should actively respond to the evolving expectations of its stakeholders, especially those of the community. That is why AXA has made six commitments to its partners – including its suppliers – and signed the UN Global Compact. Analysts are in fact keeping a close watch on our sustainable development behavior on behalf of rating agencies and investors.

The budget of 14 billion euros that AXA devotes to procurement each year in order to offer its customers high-quality service illustrates the extent of its responsibility in its supplier relations. This link has not escaped the attention of French lawmakers, who require large CAC40 companies to report on the actions they take to promote socially responsible best practices on a worldwide scale.

In addition to acting to satisfy our legal obligations, we must safeguard ourselves and our brand image from the risk of any critical incidents that could arise in the supplier chain. As a specialist in managing risks for our customers, we must also manage our own risks and select and monitor our suppliers based on their behavior. It is generally much more costly to refurbish a tarnished image than to maintain a clean one! Nowadays, the risks include that of rejecting an increasingly large population of consumers who tend to shy away from companies whose practices are alleged to be unethical or are the subject of controversy.

Conversely, there is also a virtuous circle linking behavior to good management practices that can be established with our suppliers. Accordingly, a supplier who demonstrates responsible behavior is likely to be a well-managed supplier with whom we can build a sustainable and profitable relationship. In the long run, by selecting our suppliers based on social responsibility criteria, we can enhance our overall performance. As the groundbreakers for this new movement, you can be legitimately proud of your contribution to promoting sustainable development.

Claire Dorland-Clauzel
Senior Vice President in charge of Communications and Brand for the AXA Group



The Group's Sustainable Development policy has taken a decisive step forward with the involvement of the procurement function.

Putting the Procurement Department in charge of implementing the strategy demonstrates the Group's capacity to prevent risks, anticipate regulations and market expectations, and innovate.

The economic role we play, combined with our position as the Group's ambassador in its relationships with suppliers, as well as all the other aspects of our function, mean that we naturally carry the greatest burden of responsibility.

We will fully assume this responsibility by setting up and enforcing a Sustainable Development policy that is specific to purchasing, pragmatic, adapted to our core business, and that will bring us genuine added value.

As a stakeholder of our Group's Sustainable Development policy, the integration of this new role into our function presents an opportunity to showcase our professionalism once again.

I am confident that you will fully adhere to this initiative.

Alain Page-Lecuyer
Senior Vice President of Group Procurement



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INTRODUCTION

This policy is first and foremost intended to be pragmatic and adapted to the specific needs of our business.

For this purpose, a few standard, easy-to-use tools have been developed by Group Procurement.

A code of conduct including four basic principles for our business was drafted.

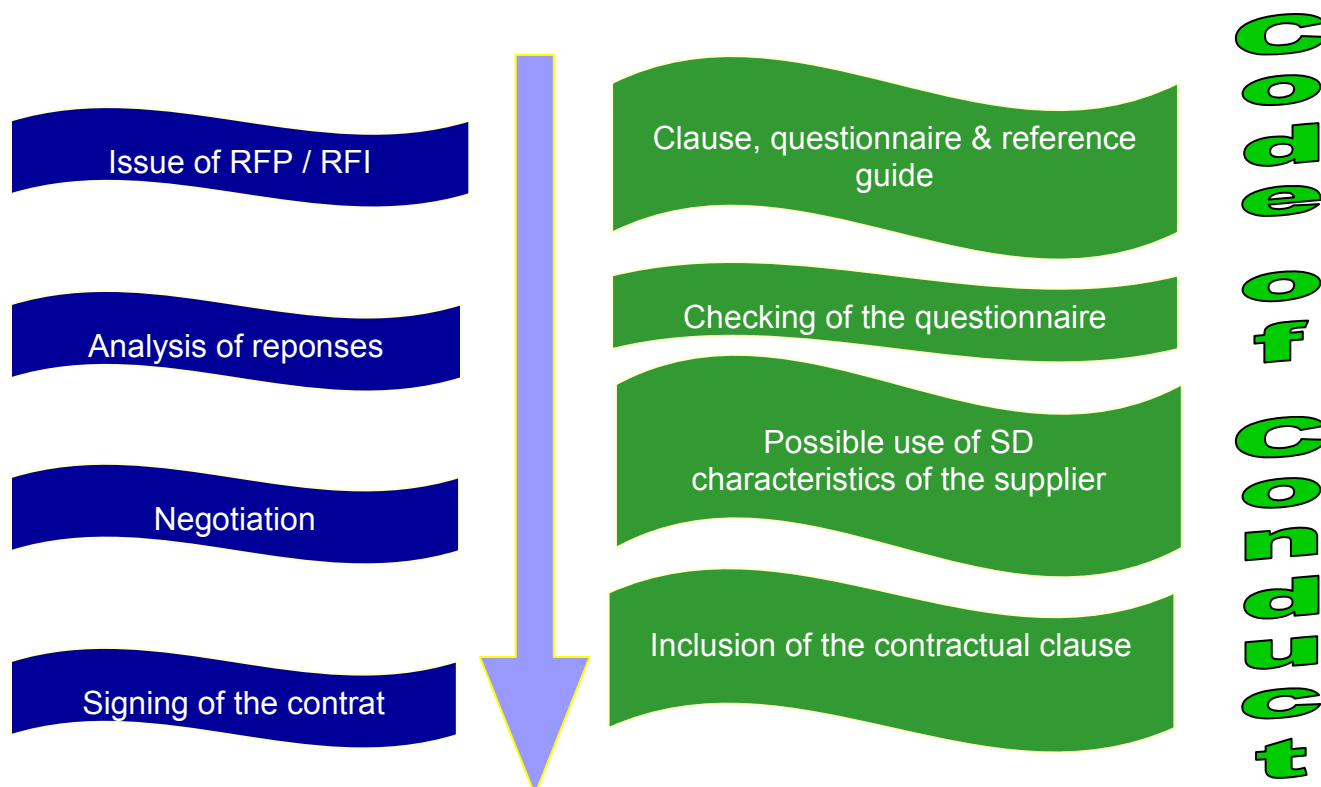
A questionnaire was developed to gain a better understanding of the Sustainable Development profile of our potential suppliers. It exists in two versions: one for the procurement of products, the other for the procurement of services. A reference guide was also developed to help the supplier complete the questionnaire.

As a formal and legally binding record of our mutual commitments, a contractual clause was produced by the Group's legal department.

By making essential information available to you, this "toolbox" is an integral part of our Sustainable Development procurement policy.

Our KSAM illustrate the early involvement of the procurement function in the Sustainable Development program. In fact, it constitutes the key tool by which we can promote ongoing dialogue with our principal suppliers, which is one of the Group's commitments toward its suppliers.

The daily use of these tools will enable the procurement function to do business effectively while caring for Sustainable Development needs.



1. CODE OF CONDUCT

1.1 CONTENT

AXA's Group Procurement Department has adopted a specific set of additional ethics guidelines that apply to AXA Associates in the Procurement Departments of AXA Group companies who are involved in procurement of goods and services from third parties on behalf of those companies ("Procurement Associates"). Under these guidelines Procurement Associates must observe the following guidelines and practices in addition to the other provisions of this Guide:

- **Fairness / Competitive bidding:** Procurement Associates must treat all potential players fairly when it comes to consultations on all significant purchases without exception.
- **Neutrality:** Procurement Associates are prohibited from accepting, directly or indirectly, gifts, entertainment, consideration, personal benefits or other inducements of any kind from existing or potential vendors without the express permission from the head of their company's Procurement Department. This means that Procurement Associates, without express permission from the head of their company's Procurement Department, may not :
 - Accept any meal, invitation to a sporting, social or similar event from a vendor or participate in any trip, seminar, visit or other event of any kind organized by a vendor.
 - Accept personal gifts, entertainment or favors from a vendor including "perishable" gifts that may be received unsolicited from vendors from time to time (any such perishable gifts received should be refused wherever possible, failing which, they should be donated to AXA Hearts in Action or a similar local initiative.
 - Accept any form of services or products from a vendor at discounted rates or on special terms or conditions that are not generally available to the public.
 - In addition, receiving any form of "kickback" or other compensation from a supplier is strictly prohibited by AXA and may also constitute a violation of law.
- **Confidentiality :** Suppliers offers and the content of contracts with them are strictly confidential and should be treated accordingly. Under no circumstances, should this information be communicated outside the AXA Group without express approval of the local head of Procurement unless communication is required by law, regulation or legal/regulatory investigations or processes. The only exception is when duly validated by a senior manager for investigations into legal or regulatory matters or for other valid business reasons.
- **Transparency / traceability:** All important items with respect to a purchasing decision must be recorded in a document that is kept on file at least until the amortization period for the property in question has been completed. In the case of non amortized immaterial goods, the shelf life of these elements should be at least the period of validity of the signed contract. In particular, this document should contain the technical and financial factors that influenced the choice, as well as the opinions and authorizations that preceded it, according to the procedures in force at the time the choice was made.

1 - Indirect receipt of consideration includes consideration received by a Procurement Associate's family or relatives.



1.2 RELEVANCE TO THE KEY STAGES IN THE PURCHASING PROCESS

Invitation to tender (RFI / RFP) stage:

Subject to its ability to meet the expressed needs, no supplier is excluded a priori from a consultation.

Sourcing tools are used in an effort to ensure consistency, transparency, effectiveness and fairness. The questionnaire and “Sustainable Development” contractual clause are systematically included with the invitation to tender.

Any question raised by the supplier consulted receives a response within a reasonable delay that is compatible with the timetable provided. The same information is communicated to all suppliers consulted in connection with the same invitation to tender, regardless of the stage that has been reached in the consultation.

Supplier selection stage:

The supplier selection process, the selection criteria and their weighting, and the analysis tools used are defined clearly prior to the issue of the invitation to tender.

This selection process must be traceable and auditable by third parties.

Any factors other than the predefined criteria that are taken into account in the choice of a supplier (changes in the market environment, verifiable information obtained about the supplier, etc.) must be recorded on file and explicitly validated by management.

Feedback will be provided to rejected suppliers.

During the term of the contract:

AXA seeks to maintain strong and sustained relationships with its suppliers. For this reason, it is important that they share our conviction that their long-term survival and the quality of the products and services they provide depend on adopting socially and environmentally responsible behavior.

To this aim, throughout the entire term of the contract and at the time it is renegotiated, if applicable, the purchaser in charge of the contract will communicate with the supplier clearly and concisely, on a regular basis, in particular, by applying the KSAM process to the suppliers in question.

The information provided in the Sustainable Development questionnaire during the supplier selection process will be updated on a yearly basis. As required, the purchaser will put the supplier in touch with people in the Group who can help the supplier improve their social and environmental scoreboard in those areas that do not meet up to Group expectations.



1.3. SUPPORT AND DESIGNATED CONTACT PERSONS

■ **Toolbox :**

The purpose of this document is to enable purchasers to integrate sustainable development into their jobs and best respond to these new requirements. It is a guide containing the information needed to implement a Sustainable Development policy specific to procurement:

- ◇ Group Sustainable Development Policy
- ◇ Tools
 - ⇒ Questionnaire
 - ⇒ Reference guide
 - ⇒ Summary sheet
 - ⇒ Contractual clause

This document is made available to all Group employees.

■ **Group Procurement Sustainable Development Manager:**

A member of the Group Procurement Department, he or she is the designated contact person for Group Procurement Department purchasers for any question related to Sustainable Development in the procurement function and is also the contact person for Procurement Sustainable Development managers that may be appointed by local procurement departments.

■ **Local Procurement Sustainable Development Manager (optional):**

A member of a local procurement department, he or she is the designated contact person for the local procurement department purchasers for any question related to Sustainable Development in the procurement function. Trained by the Group Procurement Sustainable Development manager, local Procurement Sustainable Development managers ensure compliance with the Sustainable Development procurement policy within their department and regularly report back on indicators and any problems encountered.

The Group Procurement Sustainable Development Manager is the contact person for local purchasers where no local Procurement Sustainable Development Manager has been appointed.

■ **Group Sustainable Development Manager:**

Sponsors the Group's Sustainable Development procurement initiatives.

Together with the Group Procurement Sustainable Development Manager, he or she ensures coherence between the Group Procurement Department strategy and the Group's Sustainable Development policy and collects the consolidated Sustainable Development procurement data for the Group.

The Group Sustainable Development Manager is the designated contact person for the Group Procurement Sustainable Development Manager and coordinates a network of local Sustainable Development correspondents.

■ **Local Sustainable Development Correspondent:**

Not a member of the local procurement department, he or she sponsors Sustainable Development initiatives in procurement, serving as a link between the Group Sustainable Development policy as implemented in the local entity and the local Procurement Sustainable Development manager (or the purchasers of the entity if no such manager has been appointed).

The local Sustainable Development correspondent ensures that local procurement is consistent with Sustainable Development policy.



2. DESCRIPTION OF THE TOOLS

2.1. INTRODUCTION

To ensure that our Sustainable Development procurement approach is truly pragmatic, simple-to-use tools have been developed.

These tools are as follows:

- ⇒ Questionnaire and reference guide to determine the degree of maturity of the supplier's Sustainable Development profile
- ⇒ Contractual clause to protect the Group as well as fulfill our commitment to maintaining quality relationships with suppliers

In addition to these basic tools, the toolbox includes a sample e-mail introducing suppliers to the questionnaire as well as a summary sheet presenting the data from the questionnaire in a standardized format.

2.2. QUESTIONNAIRE

The questionnaire is organized into three sections. The two versions of the questionnaire are designed for:

- Suppliers of products to AXA
- Suppliers of services to AXA

The structure of the questionnaire is based on a scale of values, which takes into account the notion of continuous improvement (using stepped questions).



Questionnaire « Sustainable Development » AXA - PRODUCTS

Company

Name Position

Please attach the appropriate file in case of any positive answer to prove your performance level or the action described. All documents have to be presented on a corporate level and to be forwarded electronically (pdf, word, xls, ppt files) which enables us to take into account your answers.

Staging process		YES / NO Click
CORPORATE COMMITMENT		
1.1 Can you provide an audit report or an independent certification about your global sustainable development process?		Yes if yes -> 2.1 No if no -> 1.2
1.2 Did you formalize sustainable development actions within specific processes?		Yes if yes -> 2.1 No if no -> 1.3
1.3 Are you committed to a sustainable development policy?		Yes No

YOUR SUPPLIERS AND SUBCONTRACTORS		
2.1 Did you implement a monitoring system of the sustainable development policy and/or consideration of suppliers and subcontractors certifications?		Yes if yes -> 3.1 No if no -> 3.2
2.2 Do you systematically formalize sustainable development policy commitments within your suppliers and subcontractors contracts?		Yes if yes -> 3.1 No if no -> 2.3
2.3 Do you apply a specific Purchasing sustainable development policy?		Yes No

ENVIRONMENTAL IMPACT OF THE PROVIDED PRODUCT		
3.1 Has an environmental certification of your product been conducted by an independent party ?		Yes End of quest. No if no -> 3.2
3.2 Do your specifications encompass environmental criteria or targets?		Yes End of quest. No If No -> 3.3
3.3 Have you assessed the major environmental impacts of your product on its life cycle?		Yes No



Questionnaire « Sustainable Development » AXA - SERVICES

Company

Name

Position

Please attach the appropriate file in case of any positive answer to prove your performance level or the action described. All documents have to be presented on a corporate level and to be forwarded electronically (pdf, word, xls, ppt files) which enables us to take into account your answers.

Staging process		YES / NO Click
CORPORATE COMMITMENT		
1.1 Can you provide an audit report or an independent certification about your global sustainable development process?		Yes if yes -> 2.1 No if no -> 1.2
1.2 Did you formalize sustainable development actions within specific processes?		Yes if yes -> 2.1 No if no -> 1.3
1.3 Are you committed to a sustainable development policy?		Yes No

YOUR SUPPLIERS AND SUBCONTRACTORS		Yes If yes -> 3.1 No If no -> 2.2
2.1 Did you implement a monitoring system of the sustainable development policy and/or consideration of suppliers and subcontractors certifications?		Yes If yes -> 3.1 No If no -> 2.3
2.2 Do you systematically formalize sustainable development policy commitments within your suppliers and subcontractors contracts?		Yes If yes -> 3.1 No If no -> 2.3
2.3 Do you apply a specific Purchasing sustainable development policy?		Yes No

CODE OF CONDUCT		Yes End No If no -> 3.2
3.1 Are you committed to a clearly defined code of conduct with an assessment of its application or a certification by an independent party?		Yes End No If no -> 3.2
3.2 Are you committed to a clearly defined code of conduct assessed internally?		Yes End No If no -> 3.3
3.3 Are you committed to a clearly defined code of conduct?		Yes No



2.3. REFERENCE GUIDE

This questionnaire is joined a reference guide making it possible to better adapt the expected level of performance. This reference guide is to be communicated to the supplier to help him to fill out the questionnaire.

Products reference guide	
Staging process	Tools – examples as an indication
CORPORATE COMMITMENT	
1.1 Can you provide an audit report or an independent certification about your global sustainable development process ?	Certifications or external audit tools are : - rating from notations agencies (FTSE & Good, Ethibel, ASPI, CORERATINGS, SIRI, VIGEO, etc.) - approach in accordance with the GRI http://www.globalreporting.org - indexing (DJSI, SP SUSTAINABILITY,....) - external audit (PWC, VERITAS, etc.)
1.2 Did you formalize sustainable development actions within specific processes ?	Specific processes : - Energy savings - Salvages networks and recycling : paper, electric and electronic equipment, etc. - Management of the pollutant emissions, – emission of greenhouse effect gases
1.3 Are you committed to a sustainable development policy ?	- Adhesion to Global Compact, ILO, etc. - Sustainable Development report - Specific training actions - Actions of fight against corruption - Public Sustainable Development actions and communication to stakeholders
YOUR SUPPLIERS AND SUBCONTRACTORS	
2.1 Did you implement a monitoring system of the sustainable development policy and / or consideration of suppliers and subcontractors certifications ?	- Active audit of suppliers : conditions of the audit defined by the customer - Audit in accordance with the SA8000 norm
2.2 Did you systematically formalize sustainable development policy commitments within your suppliers and subcontractors contracts ?	- Standard Sustainable Development supplier clause - Specific Sustainable Development Supplier Questionnaire
2.3 Do you apply a specific purchasing sustainable development policy ?	- Suppliers relationship policy - Suppliers charter
ENVIRONMENTAL IMPACT OF THE PROVIDED PRODUCT	
3.1 Has an environmental certification of your product been conducted by an independent party ?	- Official (or recognized by a third part) Ecological labels : “Ange Bleu”, European ecological label, Green Seal, FSC... - ISO 14024, ISO 14021, ISO 14025 - Attribution of an official prize
3.2 Do your specifications encompass environmental criteria or targets ?	- ISO 14062 : reduction of energy consumption, management of the product at the end of his life, absence of dangerous substance.
3.3 Have you assessed the major environmental impacts of your product on its life cycle ?	Life cycle analysis



Services reference guide

Staging process	Tools – examples as an indication
<p>CORPORATE COMMITMENT</p> <p>1.1 Can you provide an audit report or an independent certification about your global sustainable development process ?</p>	<p>Certifications or external audit tools are :</p> <ul style="list-style-type: none"> - rating from notations agencies (FTSE & Good, Ethibel, ASPI, CORERATINGS, SIRI, VIGEO, etc.) - approach in accordance with the GRI http://www.globalreporting.org - indexing (DJSI, SP SUSTAINABILITY,....) - external audit (PWC, VERITAS, etc.)
<p>1.2 Did you formalize sustainable development actions within specific processes ?</p>	<p>Specific processes :</p> <ul style="list-style-type: none"> - Energy savings - Salvages networks and recycling : paper, electric and electronic equipment, etc. - Management of the pollutant emissions, – emission of greenhouse effect gases
<p>1.3 Are you committed to a sustainable development policy ?</p>	<ul style="list-style-type: none"> - Adhesion to Global Compact, ILO, etc. - Sustainable Development report - Specific training actions - Actions of fight against corruption - Public Sustainable Development actions and communication to stakeholders

YOUR SUPPLIERS AND SUBCONTRACTORS	
<p>2.1 Did you implement a monitoring system of the sustainable development policy and / or consideration of suppliers and subcontractors certifications ?</p>	<ul style="list-style-type: none"> - Active audit of suppliers : conditions of the audit defined by the customer - Audit in accordance with the SA8000 norm
<p>2.2 Did you systematically formalize sustainable development policy commitments within your suppliers and subcontractors contracts ?</p>	<ul style="list-style-type: none"> - Standard Sustainable Development supplier clause - Specific Sustainable Development Supplier Questionnaire
<p>2.3 Do you apply a specific purchasing sustainable development policy ?</p>	<ul style="list-style-type: none"> - Suppliers relationship policy - Suppliers charter

<p>ENVIRONMENTAL IMPACT OF THE PROVIDED PRODUCT</p> <p>3.1 Has an environmental certification of your product been conducted by an independent party ?</p>	<ul style="list-style-type: none"> - Official (or recognized by a third part) Ecological labels : “Ange Bleu”, European ecological label, Green Seal, FSC... - ISO 14024, ISO 14021, ISO 14025 - Attribution of an official prize
<p>3.2 Do your specifications encompass environmental criteria or targets ?</p>	<ul style="list-style-type: none"> - ISO 14062 : reduction of energy consumption, management of the product at the end of his life, absence of dangerous substance.
<p>3.3 Have you assessed the major environmental impacts of your product on its life cycle ?</p>	<p>Life cycle analysis</p>



2.4 DRAFT FRAMEWORK FOR A LETTER OR E-MAIL TO BE SENT WITH THE QUESTIONNAIRE (OPTIONAL USE – CAN BE ADAPTED BY PURCHASERS AS REQUIRED)

“Well aware of its corporate responsibility, AXA has integrated the notion of sustainable development into the very heart of its business activities, via its growth policy as well as the methodology implemented to attain its objectives. The Group expresses this decision to act responsibly in its relations with each of its stakeholders (customers – shareholders – employees – suppliers – the community – the environment).

Accordingly, AXA has developed a code of conduct governing its supplier relationships (see www.axa.com).

As a part of its efforts to support sustainable development and in order to gain better knowledge of its suppliers, the Procurement Department has created this questionnaire. We ask that you please complete it and return it to us by DDMMYY.

We will keep you informed of our use of the questionnaire as well as any further initiatives we plan.”

2.5. PROCESSING OF THE QUESTIONNAIRE BY THE SUPPLIER

■ Simplified processing – stepped questions

The supplier answers three questions. For each negative answer, the supplier moves down one step to the next sub-item.

■ Delivery of data

Documents must be transmitted electronically (pdf, Word, ppt file): where several entities belonging to the same Group are involved, the supplier must present corporate-level documents.

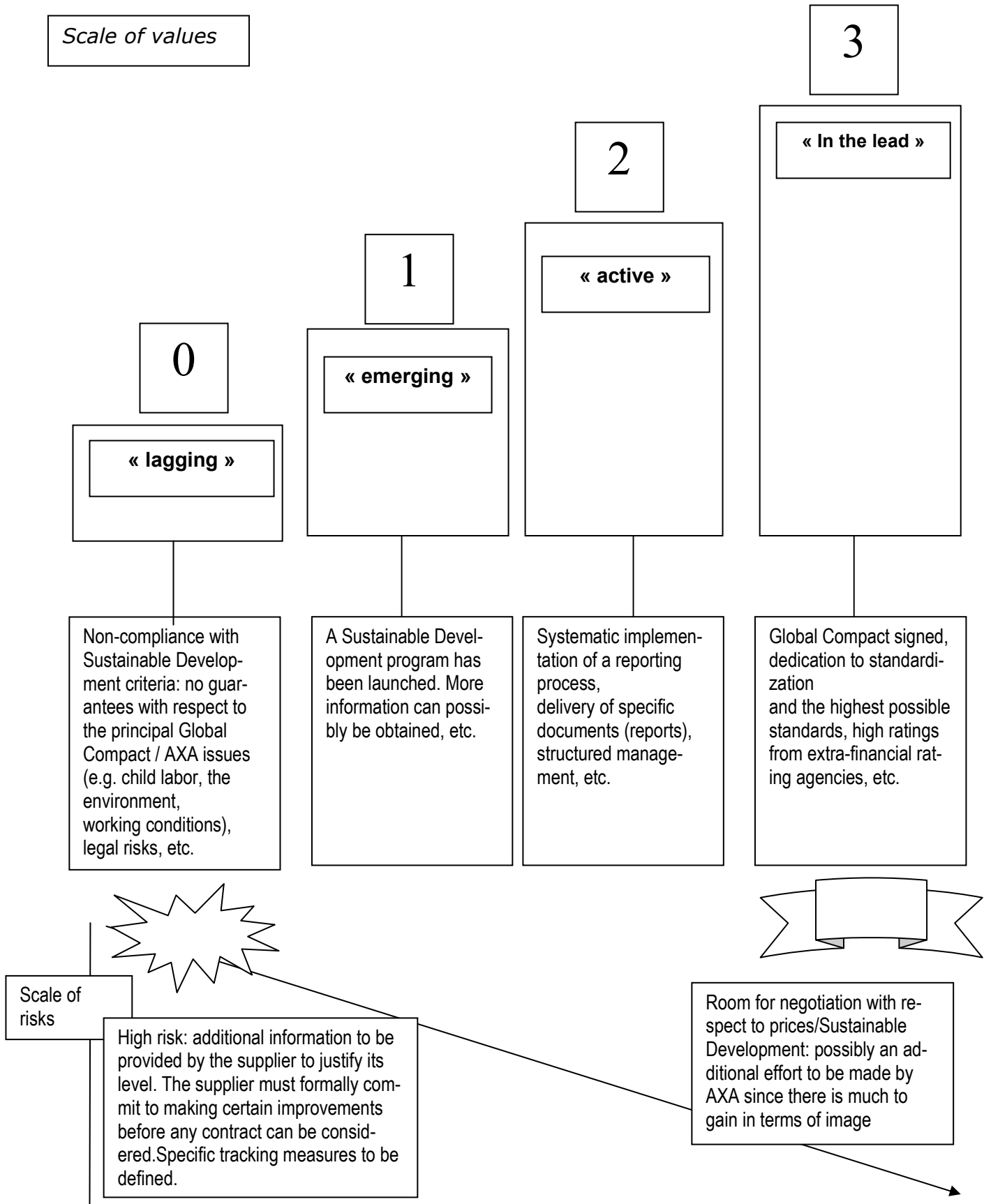
■ Supporting documents

For each positive answer, the supplier attaches a supporting document or concise explanation to justify the claimed performance level and/or action.

If this supporting information is not provided, the answer to the question is considered to be negative.



2.6. SCALE OF VALUES AND SCALE OF RISKS



2.7. PROCESSING OF THE QUESTIONNAIRE BY PAR AXA

The questionnaire is processed in several stages:

- Questionnaire and reference guide sent to the supplier
- Completed questionnaire received from the supplier
- Questionnaire checked to ensure all required files are attached. If not, reminder sent to the supplier
- Complete file sent to the Sustainable Development Procurement correspondent
- File examined: comparison of supporting documents provided by the supplier and the questionnaire, completion of the summary sheet.
A score on a scale of 3 to 0 is assigned to each answer.
 - ◇ A score of 3 is assigned to each **YES** answer to questions 1.1 or 2.1 or 3.1
 - ◇ A score of 2 is assigned to each **YES** answer to questions 1.2 or 2.2 or 3.2
 - ◇ A score of 1 is assigned to each **YES** answer to questions 1.3 or 2.3 or 3.3
 - ◇ A score of 0 is assigned to each **NO** answer to questions 1.3 or 2.3 or 3.3
- Supplier's claims, using the reference guide, are reviewed and a final score is attributed based on the supporting documents and information provided. If no supporting document is provided, the answer to the question is considered to be negative.
The final score combination (x, y, z) provides an assessment of the supplier for each item. For example: (3, 2, 2) signifies a 3 for Corporate Commitment, a 2 for Suppliers and Subcontractors and a 2 for Environmental Impact.

The questionnaire enables suppliers to conduct a self-assessment.

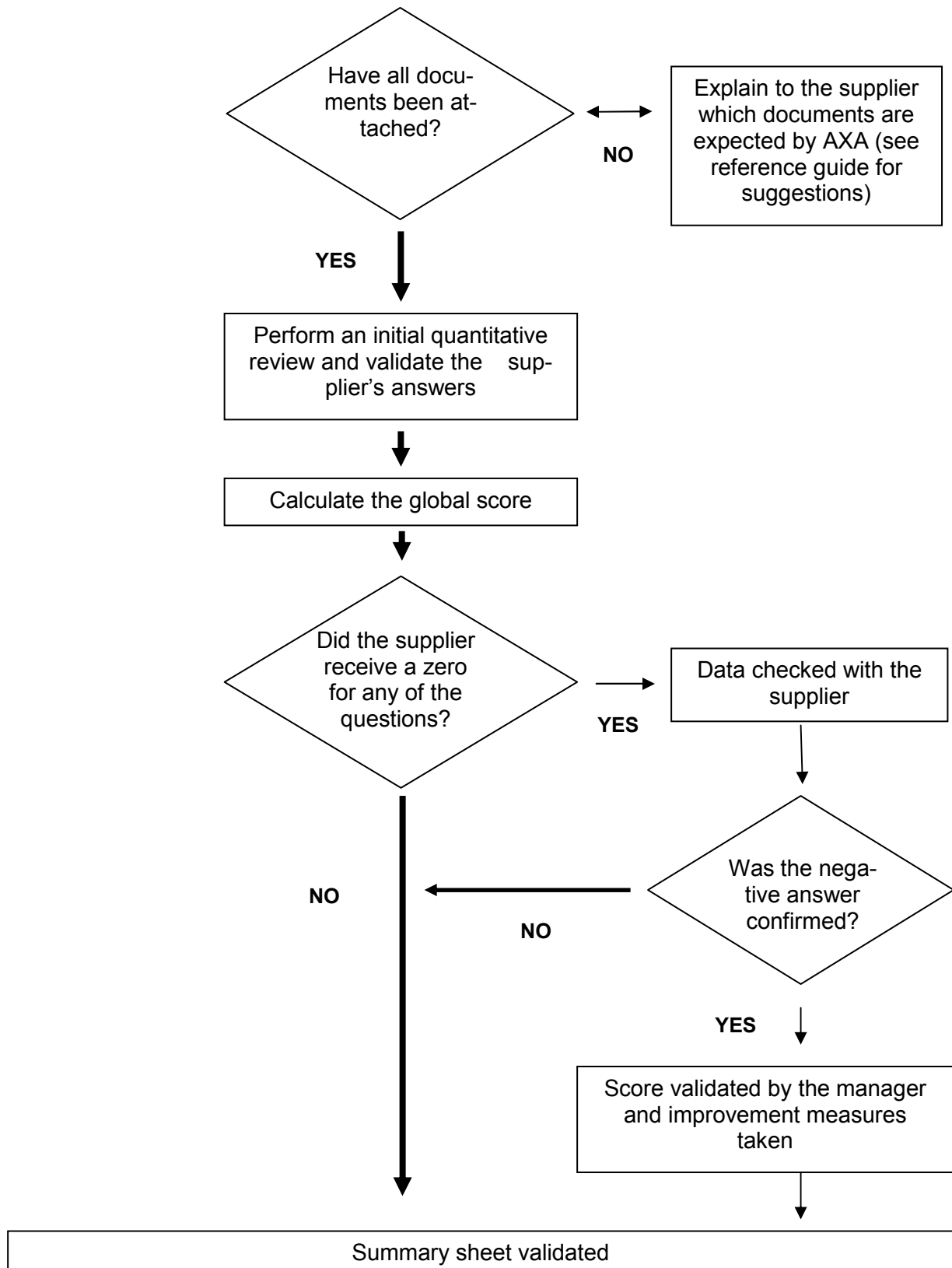
It is up to the purchaser to contact the supplier for further information if it is deemed necessary.

However, it is recommended that purchasers dialogue with suppliers in the event of a mediocre or low score (0 or 1).

For further explanations or expert advice, purchasers should contact the Sustainable Development Procurement Manager.



BASIC ASSESSMENT PROCEDURE



2.8 SUMMARY SHEET

Supplier of products:				
Section	Claimed score	Accepted score	Comments and questions	Next steps
1 Corporate Commitment				
2 Your suppliers and subcontractors				
3 Environmental impact				

Supplier of services:				
Section	Claimed score	Accepted score	Comments and questions	Next steps
1 Corporate Commitment				
2 Your suppliers and subcontractors				
3 Code of conduct				



2.9 CONTRACTUAL CLAUSE

The Group's Sustainable Development policy is based on the fulfillment of commitments made by the Group, both through its adherence to international charters (e.g. human rights, Global Compact) and through the commitments made by the Group toward its stakeholders.

A commitment should be officially recorded. For the procurement function, it is natural that this official record should be included in the contract.

The Group's legal department, together with the Sustainable Development department and the Group Procurement Department, has developed a standard clause **to be systematically included in all new contracts**. The clause is also to be included with any supplementary clause added to a contract that does not contain the clause. Furthermore, the it is to be included in all invitations to tender, so that every potential supplier is made aware of our high standards in terms of Sustainable Development practices.

The purpose of this clause is threefold:

- To communicate our Sustainable Development commitments and high standards.
- To offer our partnership in solving problems encountered with respect to Sustainable Development issues and thereby contribute to the creation of a "virtuous circle" (Group commitment)
- To protect the Group from serious violations of the basic principles defined by the ILO by enabling termination of the contract. More moderate measures, such as the non-renewal of the contract or "blacklisting" of the supplier, are also options if a supplier proves unwilling to remedy the identified problems.



[Contractor] acknowledges that the AXA Group adheres to various standards, practices and principles in connection with its continuing efforts to promote Sustainable Development in its business through its six commitments towards its stake-holders. The implementation of these commitments means doing business in accordance a code of business conduct and ethics, designed to ensure that AXA does business in a socially responsible manner. A detailed description of these standards, practices and commitments is included in AXA's Annual Report under the heading "Sustainable Development".

In selecting suppliers AXA takes into account not only the economic and cost/benefit considerations but also considers social and environmental criteria and practices and business ethics. AXA encourages its suppliers to be socially and environmentally responsible and seeks open dialogue with them on these issues. If [Contractor] has questions about the AXA Group's standards, practices and principles of Sustainable Development or whether a specific business practice of [Contractor] is consistent with these standards, practices and commitments [Contractor] should contact the relevant representative in AXA's Group Procurement Department.

In the event that AXA notifies [Contractor] during the term of this Agreement or Contractor becomes aware that any of its business practices are contrary to the AXA Group's standards, practices and principles of Sustainable Development, [Contractor] agrees to remedy the practice in question and notify AXA of the solution to the issue in question. In the event Contractor does not appropriately address the issue in question or there are subsequent repeated violations, AXA reserves it right to take such actions as it deems appropriate under the circumstances including, non-renewal of this contract and/or implementing a Group-wide prohibition on entering into future contracts with [Contractor].

In addition, AXA shall have the right to terminate this contract for cause and without payment of any penalty, indemnity or other amount to Contractor (other than payment of amounts due and owing for services rendered through the date of termination) in the event that Contractor or its affiliates fail to observe any of the following four specific principles (defined by the International Labour Organization : <http://www.ilo.org/public/english/standards/norm/whatare/fundam/index.htm>): :

- *Freedom of association*
- *Abolition of forced labour*
- *Equality (discrimination)*
- *Elimination of child labour*



Yannick Denamur

+ 33 1 40 75 72 86

yannick.denamur@axa.com



AXA Group Procurement
Editor : GIE AXA Internal Communications
23, avenue Matignon, 75008 Paris, France

vivre Confiant